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NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road
Chantilly, VA 20151-1715

30 November 2018

John Greenwald, Jr.
27305 W Live Oak Road, Suite 1203
Castaic, California 91384

Email: john@greenewald.com

REF: FOIA Cases F-2018-00071
Request Control Number 1026

Dear Mr. Greenwald:

This is in response to your request dated and received in the National Reconnaissance Office (NRO) on 28 March 2018. Pursuant to the Freedom of Information Act (FOIA), you requested copies of the **"RECON Magazine published in the Calendar Year 2003."**

We have processed your request in accordance with the FOIA, 5 U.S.C. § 552, as amended. A thorough search of our records and databases located 26 documents responsive to your request. These documents are being released to you in part. Material denied is withheld pursuant to FOIA exemptions:

(b) (1), which applies to information that is currently and properly classified in accordance with Executive Order 13526, Section 1.4(c);

(b) (3), which applies to information that is exempt from disclosure by statute. The relevant withholding statute is 10 U.S.C. § 424, which provides (except as required by the President or for information provided to Congress), that no provision of law shall be construed to require the disclosure of the organization or any function of the NRO; the number of persons employed by or assigned or detailed to the NRO; or the name or official title, occupational series, grade, or salary of any such person; and

(b) (6), which applies to information that, if released, would constitute a clearly unwarranted invasion of the personal privacy of individuals.

In conducting a search for responsive records, we found that, due to the age of the documents and the applicable records retention guidance, not all 2003 RECONs were located. Among the information included in this release are five documents for which the only available record consists of copies of documents as they were treated and previously released under the FOIA. Many of the remaining documents were also previously released; however, they have been re-reviewed and treated in accordance with the FOIA for response to your current request.

You have the right to appeal this determination to the NRO Appellate Authority, 14675 Lee Road, Chantilly, VA 20151-1715, within 90 days of the

above date. You may also submit an appeal electronically through the National FOIA Portal at www.foia.gov or via email to FOIA@nro.mil. Please include an explanation of the reason(s) for your appeal as part of your submission. The FOIA also provides that you may seek dispute resolution for any adverse determination through the NRO FOIA Public Liaison and/or through the Office of Government Information Services (OGIS). Please refer to the OGIS public web page at www.ogis.archive.gov for additional information.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F-2018-00071.

Sincerely,



Cynthia Allman
for FOIA Public Liaison

Enclosure: 2003 editions of The Recon

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Page 2 of 9

The Recon - 2003**UNCLASSIFIED.****(U) DNRO Town Hall Meeting set for Jan. 17**

DNRO Peter B. Teets will host a Town Hall Meeting on Fri., Jan. 17 from 11 am to noon in the J.D. Hill Auditorium. Mr. Teets will discuss:

- challenging government and industry partners
- acquisition programs
- creating operationally responsive assured access to space
- his plan to develop space professionals
- innovative capabilities
- space control capabilities; and more

Questions for the DNRO may be submitted via e-mail to WE-LIVE. Video-teleconferencing is available. Please contact your local Video Support Team for assistance. For more information, contact [redacted] at [redacted]

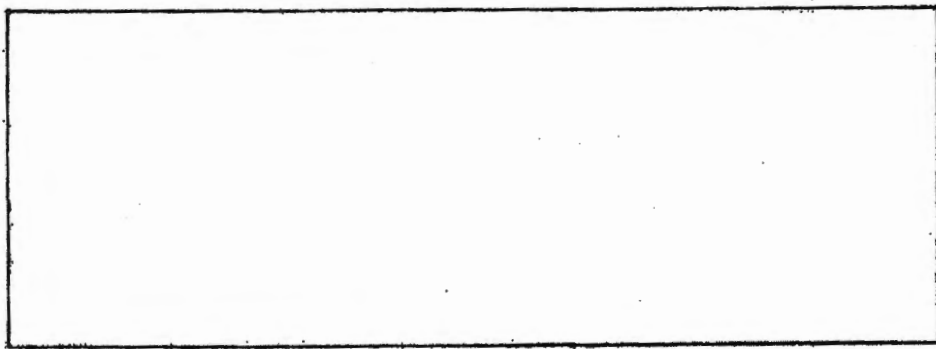
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The Recon - 2003**UNCLASSIFIED.****(U) NRO Motorcycle Gang - The gang with a heart**

(U) Last month, a group of tough-looking motorcyclists from the NRO rode through the streets of Centreville. Their purpose wasn't to terrorize the town but to deliver toys to needy children in time for the holidays for the first ever NRO Motorcycle Toy Run. The group collected and delivered several hundred dollars worth of toys for the Toys for Tots Program. "We plan on doing this again next year," said _____ a fellow rider. "We birthed a tradition!"

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The Recon - 2003**UNCLASSIFIED.****(U) For Federal employees planning to retire**

(U) The Employee Assistance Program (EAP) will host a seminar presented by [REDACTED] of the National Institute of Transition Planning on Federal Benefits, Thrift Savings Plan, and Social Security Benefits on Jan. 23 from 9 a.m. to noon in C114J&M. All Federal personnel are invited to attend.

(U) Anyone planning to attend must contact EAP at [REDACTED] to register. This one time only briefing will not be videotaped or televised.

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The Recon - 2003

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(U) NRO observes MLK Day



(U) In observance of Martin Luther King Jr's birthday, the African American Diversity Network, in conjunction with the NRO Unity Council and OEEOMEO, hosted a prayer breakfast and program on Jan. 8. Special guest Chaplain Colonel Harold Ray, 11th Wing Chaplain, Bolling Air Force Base, provided the keynote address to a large audience in the Westfields cafeteria. NRO's gospel choir, Joyful Noise, provided the musical entertainment for the morning.

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The Recon - 2003

UNCLASSIFIED.***(U) NRO volunteers lay wreaths at National Cemetery***

(U) In December, several NRO employees spent a chilly morning outdoors laying holiday wreaths on graves at Arlington National Cemetery. Uniformed military and civilians alike eagerly braved the elements to honor veterans who gave their lives for their country.

(U) This was the tenth consecutive year that Morrill Worcester, a wreath company in Harrington, ME, donated 4,000 Maine balsam fir wreaths to be placed on the graves.

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The Recon - 2003**UNCLASSIFIED.****(U) CIA D/ExDir to speak on Deployed Workforce status, [REDACTED]**

(U) CIA Deputy Executive Director, John Brennan will discuss the current status of [REDACTED] and the NRO Career Service Realignment on Mon., Jan. 13, from 8:30 a.m. to 10:30 a.m. in the Jimmie D. Hill Auditorium. All [REDACTED] employees and managers of [REDACTED] employees are encouraged to attend.

(U) This program will be available via video-teleconference (VTC) for the off-sites. Contact your local Video Support Team for VTC assistance. Questions may be submitted in advance to WE-Lhs.

(U) For more information, contact [REDACTED] Office of Human Resources at [REDACTED].

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(U) Employee Recognitions

(C) Congratulations to the following NRO Career Service careerists whose performance has demonstrated great potential and merits promotion. The (C) indicates cover status.

(U) Promotion to GS-08

[Redacted box]

(U) Promotion to GS-09

[Redacted box]

(U) Promotion to GS-14

[Redacted box]



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The Recon - 2003**UNCLASSIFIED.****(U) What do YOU Think? Are Director's Notes effective?**

(U) Director's Notes is a mechanism by which the DNRO can communicate the latest NRO information to the workforce.

(U) So, what do YOU think?

Are Director's Notes a useful, informative or effective way for the DNRO to send information to the workforce?

(U) Are Director Notes useful to you?

(U) If you've got an opinion, let us hear it! Selected responses will be published anonymously in the next edition of the Recon. TO RESPOND, CLICK HERE.

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Page 2 of 13

The Recon - 2003**UNCLASSIFIED.****(U) A Word from the IG: False Claims/False Travel**

(U) The Office of the Inspector General (OIG) recently investigated an NRO employee based on allegations that the employee filed fraudulent travel claims. The subsequent OIG investigation did not substantiate the allegations. However, a subsequent review and audit of the employee's travel records revealed violations of the Joint Travel Regulations and the improper use of a government rental car while on TDY. The OIG also found that the employee was over compensated for a previous TDY, which was inappropriately taken in conjunction with a personal trip that included the employee's spouse. As a result of these findings, in addition to receiving a Letter of Admonishment, the person was ordered to reimburse the government \$3,146.12 for the inappropriately incurred expenses and required to take leave for several days. The findings also affected the person's pending follow-on assignment.

(U) Travel at the NRO is not an entitlement but is to be used only when necessary and in full compliance with all appropriate regulations and policies. If you know of or suspect any questionable activity involving fraud, waste, or abuse at the NRO, please contact the OIG Hotline at [redacted] Personnel may also use the OIG Anonymous Hotlink or visit the Office of the Inspector General in 12306. The OIG can also be reached by fax at [redacted] (secure) or [redacted] (non-secure).

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The Recon - 2003

~~UNCLASSIFIED//FOUO~~

(U) Media inquiries on Regan trial to be referred to OGC, OCC



(U) The trial for Brian Regan, the former NRO employee charged with espionage, began Mon., Jan. 27. Given Mr. Regan's connection with the NRO, NRO personnel may receive questions from outside sources on this matter. All personnel are encouraged to be cognizant of security by continuing to protect NRO information and refraining from commenting on information in the "open source" media. Information that appears in open sources should not be presumed to have been declassified or decompartmented.

(U//FOUO) Thus, NRO personnel are reminded to refer all legal inquiries and matters, regardless of subject matter, to the NRO Office of General Counsel at [redacted] Inquiries from the media should also be referred to Corporate Communications at [redacted]

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The Recon - 2003

~~SECRET//TK~~**(U) DNRO reveals top priorities for 2003**

(U) On Jan. 17, 2003, DNRO Peter B. Teets hosted his first NRO Town Hall meeting for the new year. In it he revealed his top priorities for national security space for 2003.

(S//TK) The first priority is to ensure mission success in space operations. "This year we will have three NRO launches. Last year we had none. The first NRO launch of the year will happen in June with Titan 4.

"We all know that [REDACTED] in having us succeed in the global war on terrorism," said the DNRO. "Let's hope we can be back together next January and talk about 2003 as the year of 100 percent mission success. The nation is depending on us to deliver that."

(S) [REDACTED]

(S//TK) [REDACTED]

(U) Mr. Teets' solution to get acquisition programs back on track is to implement a consistent and uniform independent cost estimate capability with "some reasonable commonality of ground rules, assumptions, math models and historical databases" across all of national security space. According to the DNRO, the varying independent cost estimating definitions and terminology makes it difficult to program the proper resources. Another solution is to empower Program Managers with the authority and resources necessary to execute difficult programs. "Program Managers must have a program reserve that is untouchable," said Mr. Teets, who emphasized that reserves are necessary to operate programs.

(S) [REDACTED]

(U) The DNRO is also anxious to develop a team of space professionals. He touched upon developing rotating assignments in order to attract and maintain space personnel. "We need to find ways to have the whole space community involved," said Mr. Teets.

(U) Another priority for the DNRO is pursuing innovative capabilities for national intelligence defense. "We need new sources and methods," said the DNRO. "I am convinced we need breakthrough technology in a way that we can apply from space a network of operations that will allow us to make more headway against the enemy."

(S//TK) The DNRO also wants to enhance space control capabilities by developing a better attack warning system to chart who and what is in space, what vehicles are being launched and where. "If we get attacked, we won't know it. We may think [REDACTED] or that a spacecraft is broken," said Mr. Teets. "We need better attack warning systems."

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(U) Lastly, the DNRO addressed focusing on space science and technology resources and programs. The DNRO would like to see more coordination in the amount of resources that are being spent on space science and technology programs. In addition, he wants to see better communication between the NRO, the Air Force Research Laboratory and other space laboratories.

For a videotaped copy of the Town Hall meeting, contact [redacted] at [redacted].

~~SECRET//TK~~

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The Recon - 2003**UNCLASSIFIED.****(U) Learn effective leadership, speaking skills at Toastmasters**

(U) Success in business is based on effective communication and leadership skills. To learn how to be a good leader and communicator, get involved with the new Toastmasters Communication and Leadership Program. Through this self-paced program dedicated to the needs of the individual, participants will learn the skills needed to be an effective speaker, lead, conduct meetings, manage teams, and motivate others.

(U) How much could one's career improve by mastering these skills? Come to NRO Toastmasters and find out. All personnel are invited to a demonstration meeting on:

(U) Thurs., Feb. 20 from noon to 1 p.m. in C114A.

(U) Regular meetings will be held every Thursday from noon to 1 p.m. in 4BD01A beginning Thurs., Feb. 27.

(U) For more information, contact _____ or _____
Toastmasters looks forward to seeing you. You will be glad you came!

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The Recon - 2003**UNCLASSIFIED.****(U) New info on CIA Compensation Reform website**

CompRef
Agency Compensation Reform

(U) For the latest information about Compensation Reform and the CFO Pilot Program, visit the [REDACTED] website. Some of the latest information posted includes:

(U) Compensation Reform Update presentation by [REDACTED] delivered Jan. 21, 2003. This briefing covers up-to-date status of Compensation Reform, initiatives related to Compensation Reform and understanding alignment of DS&T

jobs on the new pay scale;

(U) FY03 Office of Procurement Executive and Compensation Philosophy for CFO/Procurement Executive Careers;

(U) CFO and D/CFO comments from Dec. 2002 Compensation Reform session for managers and employees;

(U) Q&As from the CFO Compensation Reform All Hands; and

(U) a wealth of new information on the CFO Comp Reform Pilot Program that includes the CFO pay scales, conversion criteria, conversion panel membership, new postings, the list of Pay Pool Managers, position descriptions and Q&As.

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The Recon - 2003

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(U) NRO plays offense at Super Bowl XXXVII

(U//FOUO) Football fans at NRO may be surprised to learn that the NRO was at Super Bowl XXXVII. The NRO attended the game, not to root for the Raiders or the Buccaneers, but to support [redacted] in its pre- and post- Super Bowl security preparation activities from Jan. 20 - 27.



(S) [redacted]

(U//FOUO) [redacted]

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The Recon - 2003**UNCLASSIFIED****(U) IMINT Quarterly Awards**

(U) Carol A. Staubach, IMINT Director, announced IMINT's 4th Quarter 2002 award recipients. The recipients are as follows:

Junior Civilian (Non-Technical)
_____**Junior Civilian (Technical)**
_____**Senior Civilian**
_____**Company Grade Officer**
_____**Field Grade Officer**
_____**UNCLASSIFIED**http://www/s_recon/application/print.asp?issue_id=35

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The Recon - 2003

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(U) NRO announces December 2002 Medal Recipients

(U) Below is the list of NRO Medal recipients for Dec. 2002.

Gold Medal Recipients

[Redacted]

Silver Medal Recipients

[Redacted]

Bronze Medal Recipients

[Redacted]

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The Recon - 2003**UNCLASSIFIED.****(U) Enlisted Advisory Council honors veterans**

(U) On Jan. 9, approximately 22 NRO military employees packed in two vans and hit the road. Their destination: Armed Forces Retirement Home (AFRH) in Washington, DC. Their mission was to tour the grounds, have lunch with some of the residents, and above all show how grateful today's Armed Forces are for our fellow veteran brothers and sisters.

(U) The event, sponsored by NRO's Enlisted Advisory Council (EAC), benefited not only the residents but the military personnel who participated. "I had lunch with two inspiring World War II veterans," said DDMS [redacted] who ate lunch with a Pearl Harbor survivor and a Battle of the Bulge veteran. "It was an honor having them share their stories of survival. One veteran spoke of his experiences in the snow and ice of Belgium. The other talked about his experiences in the jungles and swamps of New Guinea. It was true living history as compared to watching Hollywood's version of war in movies such as Saving Private Ryan and Pearl Harbor."

(U) Other military members were also overwhelmed by the stories heard from the elderly veterans at the home. "I felt very honored to have had the chance to listen to the retirees as they shared their real life experiences with me," said [redacted]

(U) Due to the success of the visit, the EAC will make this a recurring event. According to EAC event organizers, many more military personnel wanted to attend but were unable to do so.

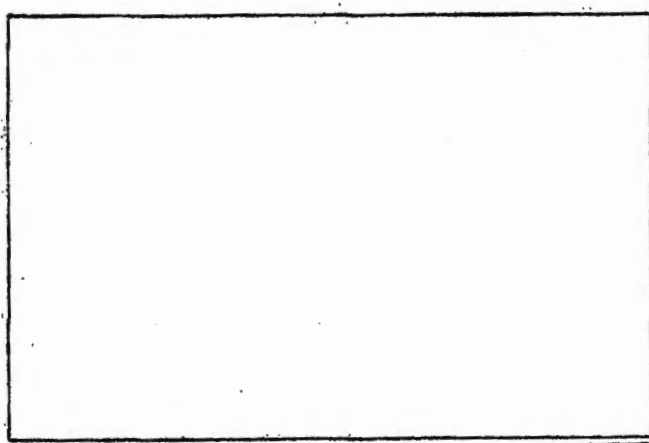
(U) There are currently 1,020 residents at AFRH, 80 of which are women. The facilities include a six-lane bowling alley, a nine-hole golf course, a ceramics shop, a large fitness center, and a dining facility.

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The Recon - 2003**UNCLASSIFIED.****Cub Run's Federation of Galaxy Explorers**

The Federation of Galaxy Explorers, a new NRO Cub Run Partnership after school activity, has gotten off to a great start this year. The "federation" consists of children from third to sixth grades who explore Earth and rocket sciences with hands-on projects. Anyone looking to make a difference in a child's life, is encouraged to volunteer. For more information, contact [redacted] at [redacted]

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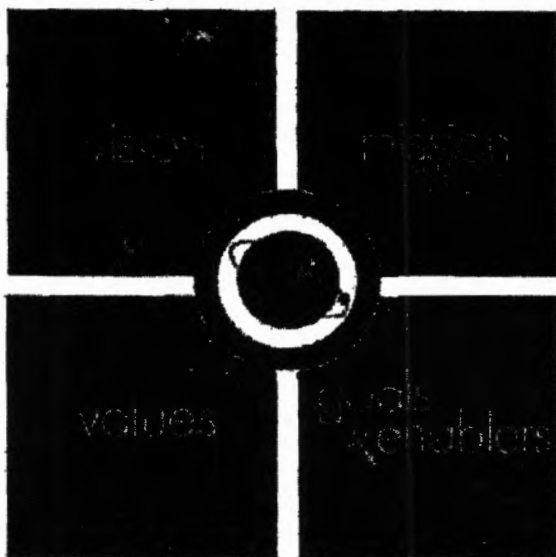
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The Recon - January 2003

UNCLASSIFIED.

(U) NRO promotes strategy for future

2003 | STRATEGIC PLAN



NATIONAL RECONNAISSANCE OFFICE

(U) To promote NRO's vision and new mission, values, goals and enablers, the Office of Strategic Planning is currently offering colorful posters, contemporary brochures, cool puzzles and notepads to the workforce.

(U) Most importantly, Strategic Planning recently released the NEWLY REVISED 2003 NRO STRATEGIC PLAN on its website. Printed copies of the plan are expected to be made available later this Spring.

(U) Each Directorate and Office will receive a copy of the plan. Packets of material, including the plan, posters, brochures and puzzles, will also be sent to all the various geographically-separated NRO sites.

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(S) [REDACTED]

(S) [REDACTED]

[REDACTED]

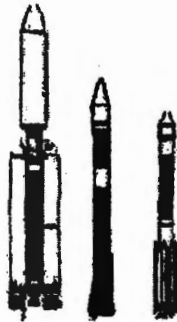
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The Recon - January 2003

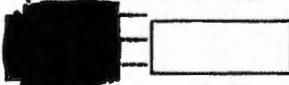
~~SECRET//TK~~

(U) NRO Launch schedule

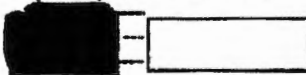


(U) Below is a list of upcoming NRO launches for 2003-2005. For more information, visit the Office of Space Launch home page and click on CURRENT MANIFEST.

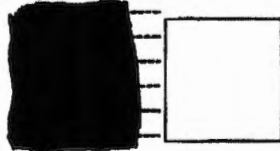
~~(S//TK)~~ 2003 Launches



~~(S//TK)~~ 2004 Launches



~~(S//TK)~~ 2005 Launches



~~SECRET//TK~~

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The Recon - January 2003**UNCLASSIFIED.****(U) Name the new NRO magazine**

(U) We need your input. The Office of Corporate Communications is in the early stages of planning a new quarterly NRO magazine. We expect to publish the first issue in the summer of 2003. The list of suggested names has been narrowed down to five, and now you have the chance to vote.

(U) The final five names are:

- * The Orbit
- * Space Sentinels
- * Eyes & Ears
- * Space View
- * The Magnifier

(U) To cast your vote, click [here](#) and choose your favorite name. If you know of someone who doesn't have access to this survey and wants to vote, call [REDACTED] at [REDACTED]

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~~SECRET//REL to USA, AUS and GBR~~

(U) US assesses Iraq's preparations for war

(U) As the United States presses for war with Iraq, tensions are mounting around the world. Nowhere is this more true than in Iraq, as was revealed in a DDMS-sponsored workforce education briefing on Jan. 28, 2003. In the briefing, [redacted] and [redacted] both members of the DIA-JCS Iraq Task Force from the Defense Intelligence Agency, briefed the NRO on Iraq's preparations for war and their conventional capabilities.

[redacted]

(S//REL to USA, AUS and GBR)

[redacted]

(S//REL to USA, AUS and GBR)

[redacted]

(S//REL to USA, AUS and GBR)

[redacted]

(S//REL to USA, AUS and GBR)

[redacted]

(S//REL to USA, AUS and GBR)

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The Recon - January 2003**UNCLASSIFIED.****(U) NRO shows love for troops abroad for Valentine's Day**

(U) The NRO recently showed its love for US personnel deployed to Kuwait when it sent 600 cards to the troops in celebration of Valentine's Day.

(U) "We collected 600 store bought and homemade cards, letters, and posters from local area Brownie Troops, Sunday School classes, preschools, and individuals," said [redacted] event coordinator and NROC Duty Officer. "The cards were sent to troops stationed in Kuwait."

(U) [redacted] and others collected the great number of correspondence all in just one week. "Thank you Community Services Group for sponsoring this worthwhile event. It conveys our homeland support to troops abroad," said [redacted]

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The Recon - January 2003

~~UNCLASSIFIED//FOUO~~

(U) Readers speak out on effectiveness of Director's Notes

(U) In the last Recon, we asked readers if they found Director's Notes to be effective. Here is what our readers had to say:

(U) *YES, I feel Director's Notes ARE EFFECTIVE*. Especially when sent to everyone via e-mail.

~~(U//FOUO)~~ *The notes are very timely and useful* - although some are of greater personal interest than others. It's the best method in use for getting news or guidance out immediately. To make them more useful when referring to them is to include more than the Note number in the subject line (as e-mail subject or listing on the BYEWAY).

(U) *Directors notes are very useful*. Notes from the Friday staff meeting were useful too, but are no longer published. Why?

(U) *My greatest use of Director's Notes is the announcement of organizational changes* so can keep track of key personnel.

(U) *Fairly effective*. I usually skim the Director's notes and read the fine print if it's other than who took over for whom.

(U) *What are Director's Notes?* Is that the term for the occasional letters that were once distributed to all of us on GWAN? They are interesting when they provide unusual or important information. They should contain matters about which the DNRO made the decision. When they announce ordinary, administrative information, they are an ordinary, administrative communication.



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The Recon - January 2003

~~SECRET//BYE~~

(U) Remembering NASA's lost astronauts



(U) The Community Services Group is collecting cards and letters to be sent to the families of the lost Space Shuttle Columbia astronauts. To submit correspondence via NRO to Houston, please send your card or letter along with adequate postage to any of the following points of contact no later than Feb. 24.

~~(S//BYE)~~ [Redacted]
(U) [Redacted]
(U) [Redacted]

(S) [Redacted]
(S) [Redacted]
(S) [Redacted]
(S) [Redacted]
(S) [Redacted]
(S) [Redacted]

~~SECRET//BYE~~

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The Recon - January 2003

UNCLASSIFIED.

(U) DNRO hosts journalists for media roundtable

(U) On Feb. 12, Mr. Teets hosted a Media Roundtable with journalists from the space media, including representatives from US News and World Report, the Washington Post, Space News, Aviation Week and Space Technology, Jane's Defence Weekly, and others. At the meeting, Mr. Teets shared his top priorities for national security space for 2003.

(U) "I thought going into 2003 that it would be wise to try and identify to the national security space community items of particular focus and priority for 2003 going forward," said the DNRO.

(U) Mr. Teets' top priorities, which he revealed at his last Town Hall meeting on Jan. 17 are: ensuring mission success in space operations; full integration of space capabilities for warfighting and national intelligence; getting space acquisition programs back on track; achieving operationally responsive assured access to space; developing a team of space professionals; pursuing innovative capabilities for national intelligence defense; enhancing space control capabilities and focusing on space science and technology resources and programs.

(U) "Our space assets are now probably more important to warfighters, more important to our ability to win this global war on terrorism than they ever have been historically," said Mr. Teets who continued that mission success must be first.

(U) On integrating space capabilities for warfighting and national intelligence, Mr. Teets said, "The lines of distinction between intelligence collection activity and warfighting needs are starting to blur." After citing the information collected from SBIRS High and the constellation of NRO satellites as examples of sources of information used to help the warfighter, Mr. Teets stated that a better job could be done to fully integrate those capabilities. "I think over the years we have made a lot of progress on integrating NRO capabilities into warfighting operations and taking advantage of military space ability to collect some intelligence, but there is further to go."

(U) Mr. Teets also spoke of the progress made on getting space acquisition programs on track. "I have a strong interest in getting into some of the details on how we're doing our independent cost estimating," said the DNRO. "The other thing I'm really strong on is the need for program managers to have reserve funding available in the year of execution. When problems arise, program managers must be in a position to bring some additional resource to bear to solve the problem." According to Mr. Teets, the solution is to budget at a more conservative level and allow the program manager to hold back some discretionary funds instead of reprogramming funds or waiting until the following year.

(U) To pursue operationally responsive assured access to space, Mr. Teets focused on evolved expendable launch vehicles (EELV). "If we're going to have operationally responsive assured access to space, we need to find ways to reduce the cycle time from weeks and months down to hours and days. So, I very much would like to see us start to initiate some effort on the EELVs to bring on some lightweight, fairly small, straightforward technology," said Mr. Teets. "The other piece of operationally responsive assured access to launch comes in the form of reusable spacecraft, or reusable launch systems. I do believe that the nation needs to embark on a course for fully reusable single stage to orbit kinds of launch capability."

(U) To develop a team of space professionals, Mr. Teets spoke of his desire to bring Air Force, Navy and Intelligence Community personnel on a rotational assignment through the NRO on a regular basis.

(U) In pursuing innovative capabilities for national intelligence and defense priorities, Mr. Teets will focus on breakthrough technologies that will allow the government to secretly collect adversaries' secrets. "We have two very innovative, creative technological initiatives underway now," said the DNRO, referring to Department of Defense programs for developing a transformational communications system and space based radar. To stay ahead technologically of our enemies, another priority for the DNRO is enhancing space control capabilities. Essentially, this is a defensive measure to learn what objects are currently in space. "We track objects now but we don't know an awful lot about what all those objects might be," said the DNRO. "We need to get a better handle on space situational awareness."

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(U) The DNRO addressed the priority of space science and technology resources and programs. "We have an enormous amount going on in space science and technology development," said Mr. Teets. He cited examples of excellent work being done by AFRL, the Naval Research Laboratory, the NRO's Advanced Systems and Technology Directorate, DARPA, and NASA. While impressive work is being done, these programs are disparate. "There's a need to gather up a knowledge base and establish some cooperative relationships among the various organizations that are involved in space science and technology development... that can pay us big dividends," said Mr. Teets.

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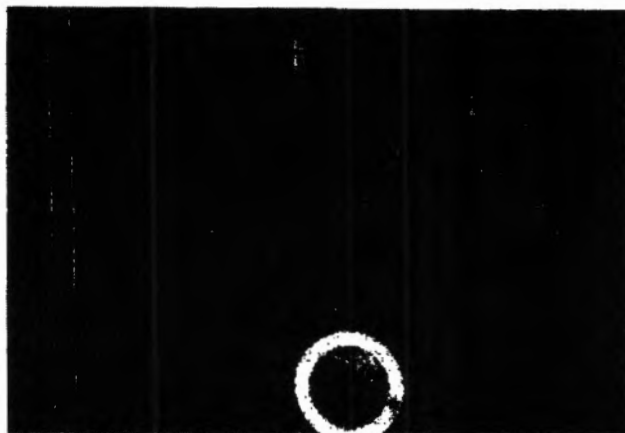
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The Recon - January 2003

UNCLASSIFIED.

(U) NASA executive addresses NRO for Black History Month



(U) On Feb. 5, in celebration of Black History Month, Dr. Julian M. Earls, Deputy Director of NASA's Glenn Research Center, addressed an NRO audience with an engaging message about unity.

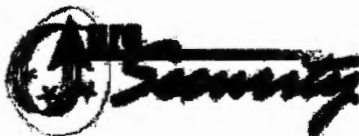
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The Recon - January 2003

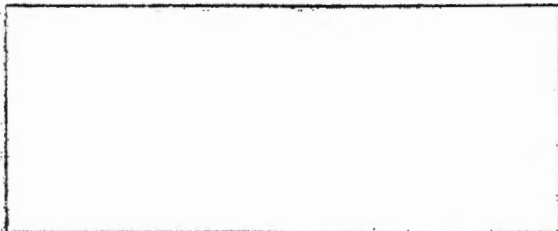
~~SECRET//NOFORN~~

(U) Westfields Security Status: Bravo+



(U) The current security status for NRO Westfields is FPCON Bravo+. What does this mean in terms of security measures?

(S//NF)



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The Recon - January 2003

UNCLASSIFIED.

(U) NRO Medal recipients

(U) Congratulations to the recipients of NRO medals in Jan. 2003.

(U) Distinguished Medal Recipients:

[Redacted]
DDNS

[Redacted]
TRW

[Redacted]
SIGINT

(U) Superior Medal Recipients:

[Redacted]
DDNS

[Redacted]
IMINT

[Redacted]
SIGINT

(U) Meritorious Medal Recipients:

[Redacted]
COMM

[Redacted]
COMM

[Redacted]
COMM

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The Recon - February 2003

UNCLASSIFIED.

(U) What is the NRO Primer?

(U) The NRO Primer provides an overview of the NRO Mission, Organization and Relationships; Orbit Fundamentals; Sensor Fundamentals; and NRO Satellite Capabilities. Multiple formats are available on INTELINK, including HTML, PDF, and PPT.

(U) The NRO Primer has been divided into smaller sections for downloading purposes on Intelink or as a single file for those that have smaller bandwidth.

(U) The NRO Primer is available from the [NRO Intelink](#).



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The Recon - February 2003

UNCLASSIFIED.

(U) DDSE Employees of the Year 2002 Recognized



(U) DDSE congratulates the following Employees of the Year for 2002.

**[redacted]
DDSE Senior Civilian of the Year**

**[redacted]
DDSE Field Grade Officer of the Year**

**[redacted]
DDSE Junior Officer of the Year**

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Page 3 of 15

The Recon - February 2003**UNCLASSIFIED****(U) Hard Won Wisdom: Workforce Excellence Lecture Series**

(U) The NRO's Federal Women's Program will host guest speaker Fawn Germer for a Workforce Excellence Lecture Series event on Thursday, Mar. 27, 1000-1100, in JD Hill Auditorium.

(U) Fawn is a four-time Pulitzer-nominated investigative reporter who has worked as a Florida correspondent for both *The Washington Post* and *U.S. News and World Report*. Her distinguished reporting career earned her numerous state and national awards. She has been a staff writer and editor for numerous publications.



(U) Fawn Germer's book *Hard Won Wisdom* stormed out of the gate and onto the bestseller list despite a release date shortly after the Sep. 11 tragedies. While the publishing industry sank, Fawn figured she'd worked too hard to surrender to tough times and was relentless as she pushed for her dream. Oprah featured the book and *Publisher's Weekly* called it the "sleeper hit of the season."

(U) Fawn's investigative reporting changed laws, and put officials in the unemployment line and a killer in prison for life. As she advanced into management, the characteristics that made her a great reporter—hard-charging, truthful, no nonsense—created problems. One day, she looked for a book that would tell her how to survive the emotional difficulties in the work world, and she couldn't find one. Thus came the inspiration for *Hard Won Wisdom*.

(U) The bestselling book has gone into its fifth printing. Fawn is working on a sequel book, *Mustang Sallies*, which looks at how we can be true to ourselves in a go-along-to-get-along world.

(U) Fawn travels the country as a speaker, motivating thousands of women and men to take charge, take chances and do what matters.

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The Recon - February 2003

~~UNCLASSIFIED//FOUO~~**(U) Conspiracy to Defraud and Anti-Kickback Act Violations**

~~(U//FOUO)~~ In Sep. 2002, a subcontractor to an NRO and DoD prime contractor was found guilty in federal court of conspiracy to defraud the United States and paying kickbacks to employees of the prime contractor, thereby violating the Anti-Kickback Act. The guilty verdict was the result of a plea agreement. The NRO Office of Inspector General (OIG) initiated this case as a result of a lead from the NRO Office of Security.

~~(U//FOUO)~~ The prime contractor's employees solicited and accepted the kickbacks with the intent of rewarding the subcontractor with favorable treatment. The subcontractor concealed the cost of the kickbacks in falsified costing data, which was passed along to the NRO. The subcontractor was sentenced to three years probation, ordered to pay restitution and assessed a fee. The subcontractor's cooperation and identification of co-conspirators was a significant factor in determining his sentence.

~~(U//FOUO)~~ The NRO OIG is committed to aggressively investigate violations of procurement laws. If you know of or suspect any questionable activity involving fraud, waste, or mismanagement at the NRO or of NRO funds, please call the OIG Hotline at [REDACTED] use the OIG Anonymous Hotlink on the OIG webpage, or visit the OIG at Westfields in Room 12308. The OIG can also be reached by fax at [REDACTED] (secure) or [REDACTED] (nonsecure).

~~UNCLASSIFIED//FOUO~~http://www/s_recon/application/print.asp?issue_id=37

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The Recon - February 2003**UNCLASSIFIED.****(U) You did it! You named the new NRO magazine**

(U) Thank you to all who participated in the "Name the New NRO Magazine" campaign. The votes are in, and the new name is *Space Sentinel*.

(U) Congratulations to COMM's [redacted] who was the first person to propose the winning name! "Spying from space is what we do, and 'Space Sentinel' is a cool way to say it," said [redacted].

(U) * The name on the ballot was "Space Sentinels," but due to an overwhelming number of comments that the name would be better without the "s," and upon reconsideration, the magazine will be known as *Space Sentinel*.

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The Recon - February 2003

~~TOP SECRET//SI//TK~~

(S) [Redacted]



(S//TK) [Redacted]

[Redacted]

(S//SI//TK) [Redacted]

[Redacted]

(S//SI//TK) [Redacted]

[Redacted]

(S//TK) [Redacted]

[Redacted]

(S) [Redacted] remarkable record would not have been possible without the talented [Redacted] government/contractor team. Thanks to their remarkable dedication, [Redacted] continues to provide critical intelligence

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data, and remains a stalwart component of our national intelligence infrastructure well into the 21st century.

(S) [redacted]

~~TOP SECRET//BYE//TK~~

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Page 8 of 15

The Recon - February 2003**UNCLASSIFIED****(U) NRO 2003 Climate Survey is coming soon!**

(U) Keep your eyes open for the 2003 NRO Organizational Climate Survey – scheduled to run from Apr. 7-25. Access to the survey will be made available on GWAN and CWAN.

**No hear you**

(U) More information will follow.

(U) Remember, what you say can make a difference!

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The Recon - February 2003

~~SECRET//TK~~

(U) Congratulations February NRO medal recipients!

(U) Congratulations to the February NRO medal recipients listed below.

(U) Distinguished Medal Recipients:

(S//TK) [redacted]
IMINT

(U) [redacted]
COMM

(S//TK) [redacted]
IMINT

(U) Superior Medal:

(U) [redacted]
NIMA

(S//TK) [redacted]
IMINT

(S//TK) [redacted]
SIGINT

(U) Meritorious Medal

(U) [redacted]
DDOE

(U) [redacted]
Lockheed Martin

(U) [redacted]
COMM

(U) [redacted]
Cos

(U) [redacted]
AS&T



~~SECRET//TK~~

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The Recon - February 2003

UNCLASSIFIED.

(U) Watch out for e-mail scams

(U) Beware of a pervasive e-mail scam and don't become a victim.

(U) This scam has hundreds of variations, but the theme is the same: a rich Nigerian national (or other African national) needs help moving funds out of the country. Victims are told they will earn a large percentage of a million-dollar fortune by doing any or all of the following: offering their bank account as a temporary holding place for the money, sending official letterhead stationery, or cashing a cashier's check and wiring money to a Nigerian account. Naturally, the thieves raid the victim's financial accounts.

**Don't let this
happen to you!**



(U) The US Secret Service is building a database of the different versions of this scam—so-called "419" letters and e-mails—so it can be shared with other law enforcement agencies. If you receive a 419 e-mail, forward it to the Secret Service Task Force at 419.fcd@ussc.treas.gov. Label the e-mail subject line as "No Financial Loss - For Your Database." If you have suffered a loss, then label the e-mail "Financial Loss - Contact Me ASAP" or fax it with the same labeling to the Task Force at 202-406-6930/5031 so a Special Agent can contact you.

(U) The US Secret Service's Financial Crimes Division recommends the following security measures:

- (U) Persons who are corresponding in one of these schemes should contact the FBI or the US Secret Service as soon as possible.
- (U) Persons who receive a letter or e-mail from Nigeria asking you personal or banking information should not reply in any manner. Send the letter to the US Secret Service or the FBI.
- (U) When doing business with Nigeria: a) Never pay anything up front for any reason; b) Never extend credit for any reason; and c) Never do anything until their check clears.
- (U) All NRO government, military, or contractor employees should report any known or suspected incidents to their local agency counterintelligence/security official(s).

(U) Remaining vigilant and reporting incidents right away are key.

* "419" letters and e-mails are named after the section of the Nigerian penal code addressing fraud schemes.

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The Recon - February 2003**UNCLASSIFIED.****(U) NRO gets new Inspector General: Mr. Eric R. Feldman**

(U) Eric R. Feldman was recently appointed NRO Inspector General and will begin duty at Westfield on Mar. 24. He comes to the NRO from the CIA, where he has served as Acting Deputy Inspector General since Jul. 2001.

(U) Mr. Feldman has served in the CIA since 1998, with 20 years of previous experience in federal auditing and Inspector General oversight in both the US General Accounting Office and the Defense Intelligence Agency.

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The Recon - February 2003

~~TOP SECRET//BYE//TK~~

(S) [redacted] Job well done!

(S) [redacted]
[redacted]

(S//TK) [redacted]
[redacted]

(S) [redacted]
(TS//BYE) [redacted]
[redacted]

(TS//BYE) [redacted]
[redacted]

(U) The Most Recent Problem

(TS//BYE) [redacted]
[redacted]

(TS//BYE) [redacted]
[redacted]

(U) The Solution

(TS//BYE) [redacted]
[redacted]

(TS//BYE) [redacted]
[redacted]

(TS//BYE) [redacted]
[redacted]

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[Redacted]

(S//BYE) [Redacted]

[Redacted]

~~TOP SECRET//BYE//TK~~

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The Recon - February 2003

UNCLASSIFIED.

(U) CIA [redacted] realignment notification begins Monday



(U) Attention CIA NRO [redacted] careerists:

(U) You will be notified by e-mail beginning Monday, Mar. 17, that you will be realigned to a new CIA career service under [redacted] realignment.

(U) Within the next couple days, everyone directly affected by the realignment process will receive a letter via [redacted] indicating that, effective May 4, 2003, the recipient will be realigned to a CIA Mission Support Office (MSO) or Directorate Career Service.

(U) Most will receive a second letter, also via [redacted] approximately a week later from the head of their new career service, which will notify addressees of their new career service and outline the process for reconsideration of placement.

(U) Be sure to log on to [redacted] and read both of these letters.

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The Recon - April 04, 2003

UNCLASSIFIED.

(U) This Is It: The new Recon!

NEW and Improved

The Newsletter of the National Reconnaissance Office

(U) This is the first running of the new and Improved Recon, NRO's on-line newsletter.

(U) Improved features include:

- enhanced print capability, which allows users to print individual articles or an entire issue;
- greater reader-editor interaction. Submit the names of award recipients, answer the question & tune in to later issues to see what readers think, and rate the usefulness of articles.
- a synopsis feature, which gives readers an overview of the entire issue. To see this, click on "synopsis" in the right hand column.
- wider availability due to residence on a CWAN server (see more on this issue in later paragraph).

(U) Because the new Recon resides on the CWAN, links to certain websites and the Recon Supplement will be available only to users with GWAN access. To see previous Recon issues, go to the Recon Supplement (GWAN only).

UNCLASSIFIED.

The Recon - April 04, 2003

UNCLASSIFIED

(U) NRO to participate in Public Service Recognition Week



(U) Public Service Recognition Week is a nationally-recognized annual event. It is scheduled for May 2 - 5 on the National Mall in Washington, DC. Although this event usually occurs May 9-12, this year it will run a week earlier due to scheduling conflicts on the mall. This is the 15th year that the Department of Defense has featured field displays on its personnel, programs and equipment at local installations. The exhibits drew a crowd of approximately 40,000 last year.

(U) This year, Public Service Recognition Week will honor the sacrifices of the public servants who have given their lives fighting terrorism, those who continue to guard against and fight terrorism around the world, and those supporting Operation Iraqi Freedom.

(U) The Office of Corporate Communications is seeking volunteers to work the NRO exhibit inside the DoD tent. A meeting is scheduled for Apr. 7 at 1 pm at Westfields in room 22G06B. If you are interested in assisting, please call [redacted] at [redacted]

(b)(3)

UNCLASSIFIED

The Recon - April 04, 2003

UNCLASSIFIED.

(U) USAF Promotions



(U) DNRO/USecAF Peter B. Teets is pleased to announce the selection of the following individuals for promotion to the rank of Senior Master Sergeant, United States Air Force:

(b)(3)

(U) Congratulations!!

UNCLASSIFIED.

The Recon - April 04, 2003

~~SECRET//TK//X1.~~

(U) Congratulations to 2002 NRO Employees of the Year

(U) The Employee of the Year program recognizes eligible NRO employees for their outstanding and well-rounded performances during the nomination period through leadership, job performance in their primary duties, community involvement and self-improvement.

(U) Congratulations to the following employees for being selected as NRO Employees of the Year for 2002.

(S//FK) Junior Enlisted:

(U) Middle Enlisted:

(U) Senior Enlisted:

(U) Company Grade Officer:

(U) Field Grade Officer:

(U) Civilian (Non-technical):

(U) Civilian (Technical):

(U) Senior Civilian:



(b)(3)

~~SECRET//TK//X1.~~

The Recon - April 04, 2003

UNCLASSIFIED.

(U) RADM Rand Fisher is awarded the Dr. Joseph V. Charyk Award



(U) Rear Admiral Rand H. Fisher, Director, Communications Systems Acquisition and Operations Directorate, was awarded the Dr. Joseph V. Charyk Award for 2003 at the 44th Annual Goddard Memorial Dinner.

(U) RADM Fisher is being recognized for exemplary dedication as the catalyst transforming our global information infrastructure by forging strong partnerships among the Intelligence Community, the Department of Defense and civil agencies.

(U) Under his leadership, these agencies have realized unprecedented connectivity interoperability and unsurpassed global situational awareness, which will support military operations and national intelligence needs well into the 21st century.

(U) The Dr. Joseph V. Charyk Award was established in 1999 to annually recognize an individual in, or supporting, the National Reconnaissance Office, who has made an outstanding personal contribution to the national intelligence space program. The contributions may be in support of the NRO's mission to meet military operations or national intelligence needs and may include science, engineering, research and development, program, management operations and/or support.

UNCLASSIFIED.

The Recon - April 04, 2003

UNCLASSIFIED.

(U) NRO Bronze, Silver, and Gold Medal recipients

(U) Congratulations to the following NRO employees awarded medals for March 2003.

(U) Meritorious Medal:

[Redacted]

ROM

[Redacted]

DDMS/OSO

[Redacted]

DDMS/OSO

[Redacted]

COMM

[Redacted]

AS&T

[Redacted]

OHR

(U) Superior Medal:

[Redacted]

DDSE

[Redacted]

IMINT

[Redacted]

IMINT

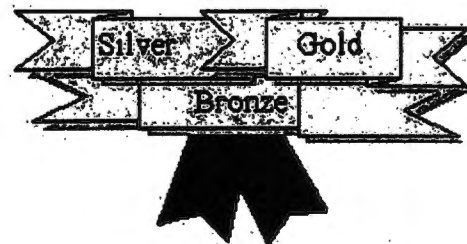
(U) Distinguished Medal:

[Redacted]

DNRO

[Redacted]

DNRO



(b)(3)

UNCLASSIFIED.

The Recon - April 04, 2003

UNCLASSIFIED.

(U) Got a favorite recipe? Want a unique cookbook?



(U) Support your local Honor Guard Team by ordering an NRO Cookbook. Pre-order your copies of this unique cookbook: \$7 per book or at a discount of 3 for \$20.

(U) Hurry! Recipes must be submitted TODAY Apr. 4. 150 of "The Best" recipes will be selected for publishing, and announced on Apr. 11.

(U) The cookbook is to be available in Summer '03.

(U) To order a cookbook or get more information, contact [redacted] at [redacted] (sec) or [redacted] (open).

UNCLASSIFIED.

(b)(3)

The Recon - April 04, 2003

UNCLASSIFIED.

(U) Toastmasters is here at the NRO. The new chapter is now open!



(U) Your success in business is based on how effective you are. Through participation in the Toastmasters Communication and Leadership program, people learn to effectively speak, conduct a meeting, manage a team, lead, delegate, and motivate.

(U) How would your life improve if you could do each of these things just a little bit better?

(U) Come to NRO Toastmasters and find out how the Toastmasters program can help you reach your goals. Toastmasters is a self-paced program dedicated to the needs of the individual. (The organization benefits, too. An organization's success depends on communication. Communication can determine how an organization is represented to it's customers.)

(U) All personnel are invited to visit a Toastmasters meeting: Thursdays from 12-1 PM in 4BD01A.

(U) For more information, contact **at** **or** **at**

(b)(3)

(U) We are looking forward to having you visit Toastmasters... you'll be glad you did!

UNCLASSIFIED.

The Recon - April 04, 2003**UNCLASSIFIED.****(U) What you say can make a difference!**

(U) The 2003 NRO Organizational Climate Survey is coming to a desktop near you Apr. 7-21. Please plan to participate! Your participation is important because it provides leadership and management with valuable information on different aspects of the organizational climate.

**We hear you!**

(U//FOUO) The NRO Board of Directors (BOD) takes the survey seriously and devotes a lot of time and effort towards addressing specific issues and concerns brought forth by the survey results. The NRO has undertaken numerous initiatives based largely on past and present survey data and candid employee feedback. These initiatives and their impact includes:

- **Creation of an NRO-wide Training Council to develop approaches to providing one-stop shopping for training information and registration.**
- **Establishment of a training policy regarding contractor access to NRO training resources.**
- **Revision of the NRO Awards Program to align with NRO core values.**
- **Development of a new leadership competency model and update of functional competency models to guide development of employees to meet mission needs.**
- **Web site improvements to provide employees better access to developmental opportunities.**
- **Facilities upgrades addressing such issues as space, climate control, maintenance, and services, to improve the quality of**
- **Improvements in physical security to include policy and procedures to ensure the safety of all employees.**
- **Strengthening of the NRO Communications Council to improve corporate communication mechanisms to better disseminate strategic information to the workforce.**

(U) These initiatives have resulted in measurable increases in workforce perceptions across the organization in the areas of employee development, performance recognition, tools and information infrastructure, diversity, and training.

(U) We know that the NRO's mission depends on a healthy organizational climate for you, the workforce. Therefore, please take the time to voice your concerns so that NRO's leadership can focus both policy and management changes to improve government employee and contractor satisfaction, involvement, and productivity.

(U) For further information about the Climate Survey, please contact Office of Strategic Planning, at (b)(3)

UNCLASSIFIED.

The Recon - April 04, 2003

~~SECRET//X1~~

(U) VIRTUAL SECURITY: Employing technology to locate and mitigate technological risks



(U) Now, more than ever, with military action underway and ever-looming terrorism threats, it is critical for all NRO personnel to protect NRO information and other assets. Virtual security is one way to do that.

(U) You've probably heard of "virtual reality," the modern technology that achieves environments that seem real. But have you heard of virtual security? Virtual security is the concept of attaining a more secure environment by using new technologies as security tools. Virtual security takes physical security measures to a new level.

(U) Virtual security can be thought of as expanding our security posture from "concentric rings" of protection to "concentric spheres" of protection. The concentric rings of protection are made up of physical security elements, with the perimeter fence being the outer ring; the guards and controlled entrances an inner ring; and trusted, badged employees, controlled access to suites, etc. being the centermost ring.

(U) The "concentric spheres" security concept is based on invisible 3-D protective layers, which mirror the rings, but are like giant bubbles. The outer-most sphere starts at the perimeter fence and includes the air space above and the ground beneath the compound. The next sphere inward surrounds the buildings, and the center sphere protects the "crown jewels"—classified information, equipment, and employees.

(U) Why is this necessary?

(U) The explosion of new technologies has greatly enhanced the ability to easily communicate and share information over greater distances, and without regard to the "barriers" present in the concentric rings model. Often, these technologies are embedded (built-in and out-of-sight) and require little or no intervention by the user. Such devices—for example, cellular telephones, PED's, etc.—automatically configure themselves for the user or are set to function as a factory default. As a matter-of-fact, NRO Security has been swamped with requests to allow new portable electronic devices onto the compound and into the buildings.

(U) While NRO Security has made great strides toward mitigating the risks posed by new technologies, the general employee populace needs to be aware of these dangers. We still haven't overcome the perception held by the general populace that our physical security measures can adequately mitigate the loss of protected information because we have gates, guards, and guns. On the contrary, those physical measures just aren't enough!

(S) [Redacted] (b)(1)
(b)(3)

(U) What's being done?

(S) NRO's approach to building virtual security [Redacted] (b)(1)
(b)(3)

(S) [Redacted] (b)(1)
(b)(3)

(U) What does this mean to you?

(U) You may see some of these new security devices at the entrances or being carried throughout the hallways. NRO Security can't do it alone; they need the understanding and involvement of every person here. Gates, guards, and guns can't do it alone. You make up an important part of the innermost protective spheres by refraining from using wireless devices that contribute to information ooze.

(U) Remember, the information super highway includes the friendly skies above and now we're looking at the contrails as well!

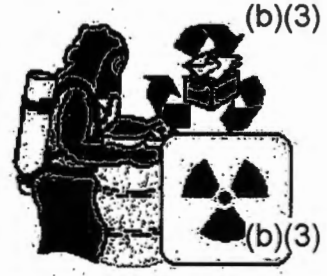
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The Recon - April 04, 2003

~~UNCLASSIFIED/FOUO~~

(U) Chemical, Biological, Radiological or Nuclear Attack Detection

(U) The RECON recently interviewed [redacted] from NRO Security Office, Contingency and Countermeasures, to discuss the enhanced screening of incoming mail and other deliveries to the NRO headquarters compound to prevent an attack with chemical, biological, radiological or nuclear materials.



RECON:(U) What process is in place in the Security Screening Facility (SSF) to detect Chemical, Biological, Radiological or Nuclear (CBRN) Attack?

[redacted] (U//FOUO) The mail screening process has many components to detect CBRN substances as part of the screening process. It is a comprehensive process that relies on both technology and a trained staff. Risk analysis is a key part of the process. Not all mail is alike and does not all have the same level of risk

[redacted] We apply many of the same analysis elements as indicated on the FBI suspicious package list. We [redacted]

RECON:(U) What type of equipment is used to detect CBRN?

[redacted] (U//FOUO) We use a wide variety of devices and techniques to screen mail and material delivered to the NRO:

RECON:(U) How is the staff protected who work in the SSF from CBRN screening?

(b)(3)

[redacted] (U//FOUO) Hazardous mail opening and screening is only conducted in a special vent hood room that has [redacted] When opening material for inspection they wear smocks, gloves, respiratory masks. The facility has emergency eyewash and emergency shower devices and the facility is equipped with bio disposal tools and spill kits.

RECON:(U) What type of equipment do the Vance Guards use on their persons or at the gatehouses to detect CBRN?

[redacted] (U//FOUO) [redacted]

(U//FOUO) All visitors to the compound are screened at the visitor center and at [redacted]

RECON:(U) What type of detection equipment is used at Westfields Headquarters, as well as surrounding facilities?

(b)(3)

[redacted] (U//FOUO) [redacted] NRO Security is constantly looking for effective detection and countermeasures technology to further strengthen our protective profile.

RECON:(U) The NRO has remained vigilant during these times of heightened security, is there anything you might add from a facility prospective to the NRO population?

[redacted] (U//FOUO) Vigilance is our best countermeasure to potential threats. Check the Security Status Website via the GWAN for more preparedness and awareness information.

~~UNCLASSIFIED/FOUO~~

The Recon - April 04, 2003

UNCLASSIFIED.

(U) Who is your program security officer?



(U) For any security concerns, it is important to know whom to contact. All security forces and employees are reminded to remain vigilant.

(U) The list below has the contact information for the Program Security Directors in your program. The Program Security Directors can provide you with the contact information for your Program Security Officer.

(U) Program Security Directors

[Redacted]

IMINT

[Redacted]

[Redacted]

MS&O

[Redacted]

[Redacted]

AS&T

[Redacted]

[Redacted]

DDSE

[Redacted]

[Redacted]

SIGINT

[Redacted]

[Redacted]

COMM

[Redacted]

[Redacted]

ACE, LL, DDMS, DDNS, NSS, DDNS/Front Office, OC, OGC, OHR, ROM

[Redacted]

[Redacted]

OS, IG, CI, EEO

[Redacted]

[Redacted]

OSL

[Redacted]

(U) For additional contacts in NRO Security, please refer to the NRO Security organization chart.

UNCLASSIFIED.

(b)(3)

(b)(3)

The Recon - April 04, 2003**UNCLASSIFIED.****(U) Questions & Answers from Personal Preparedness Day**

(U) The NRO Office of Security received the following questions from concerned personnel during Personal Preparedness Day last month. See the Q&As below and check out the NRO Security Status website for further information.

(U) Question 1: Does Northern Virginia have emergency evacuation routes?

(U) Answer: Northern Virginia Emergency evacuation route information is available via the following links on GWAN: emergency evacuation routes and the unclassified Internet via unclassified email: Virginia Department of Emergency Management on www.VDEM.State.VA.us

(U) Question 2: When discussing this with children, how do you know where to draw the line between just enough information and scaring them to death?

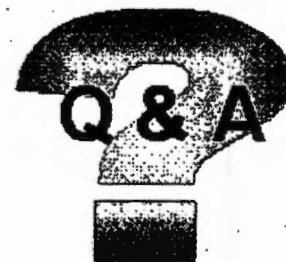
(U) Answer: You need to take into consideration the child's age, maturity level, and availability of support systems. All answers should be tailored to the child's age and capacity for handling that type of information. As a general rule of thumb, you would want to answer any questions truthfully but always reassuring them that they have many people looking out for them and protecting them. A child with a good support system will be able to handle things better than one who does not. Sometimes if questions are not answered directly and truthfully, it can cause more stress for the child. Remember, it is always better that they hear this type of news from the parent rather than picking up exaggerated bits and pieces from friends and the media.

(U) Question 3: When will the smallpox vaccine be available to civilians?

Answer: Check with your personal physician for availability and to discuss medical implications for this vaccination.

(U) Question 4: How do you get notification of a lockdown if one doesn't have access to GWAN?

(U) Answer: The Emergency Broadcast system and first responder instructions will be the primary methods used to advise of building incidents, lockdowns and evacuation requirements.

UNCLASSIFIED.

The Recon - April 04, 2003

UNCLASSIFIED.

(U) Celebrate National Library Week with the Tech Library

(U) Apr. 7-11 marks National Library Week, with Apr. 10 being Special Libraries Day. NRO's Tech Library, a special library, will celebrate by hosting an open house from 1:00-3:00 on Apr. 10 in the library in CG02E. Please stop by to see the Tech Library's wide variety of services, including electronic access to IEEE journal articles, conference proceedings and standards; collection of technical books and journals; electronic access to the Aerospace & High Technology database; and collection of video tapes.

(U) Celebrate Special Libraries Day by joining the library staff for snacks, punch, cake, a book giveaway and a drawing for a prize for those who fill out our survey.

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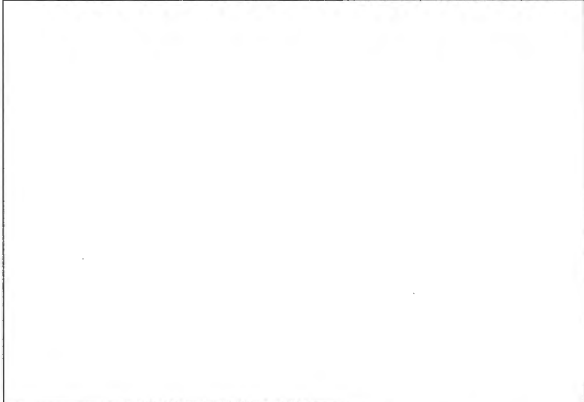


The Recon - April 04, 2003

UNCLASSIFIED.

(U) Cub Run Elementary School clowns around & shares art with NRO

NRO SCHOOL PARTNERSHIP



(U) In March, a lunchtime NRO crowd enjoyed the Cub Run Elementary School Chorus' enthusiastic performance of a fun production called "Clowns."

(U) Also in March, the NRO celebrated Youth Art Month with Cub Run Elementary School, our partnership school. Throughout the month, a gallery of selected student artwork was on display in the Westfields cafeteria. The celebration culminated in a visit to Westfields by the student artists and their parents.

(U) For more photos of these events, click on the Recon Photo Album feature in the right hand column.

Cub Run Elementary students visit Westfields to give a choral performance, "Clowns," and for Student Art Month.

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(b)(6)

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The Recon - April 04, 2003

~~SECRET//SI//TK//REL to USA, AUS, CAN and GBR//MR.~~

(U//FOUO) NRO supports Operation Iraqi Freedom



(S) NRO products, information, and services are being used in Operation Iraqi Freedom in various ways to support the war effort.

[Redacted line]

(S//REL) [Redacted line]

(S//REL) [Redacted line]

(S) [Redacted line]

(S//SI//TK) [Redacted line]

(S) [Redacted line]

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~~SECRET//SI//TK//REL to USA, AUS, CAN and GB//MR~~

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The Recon - April 2003

UNCLASSIFIED.**(U) DNRO charts course for NRO's future**

 (U) On May 28, DNRO Peter B. Teets hosted a Town Hall Meeting in which he revealed NRO's way ahead. The plan, constructed by NRO seniors, represents NRO's Architectural Vision and Investment Strategy. It outlines the various NRO programs to be pursued between now and 2020. "I want to emphasize that this plan is not something cast in concrete," said the DNRO, who wanted NRO personnel to understand the rationale and thinking behind putting the plan forth.

(U) In addition to establishing goals, the NRO's Architectural Vision and Investment Strategy is expected to help the DNRO justify current and future budgets before Congress. According to the DNRO, Congress is doing some major "machinations" with the FY04 budget due to serious worries. "I think I did a reasonable job explaining why the FY04 budget was set up as it was and how it leads us to a future," said Mr. Teets, who used this experience as yet another good reason to have a plan and vision for the future, particularly as the FY06 Intelligence Program Objective Memorandum (IPOM) is constructed.

(U) Although the NRO Architectural Vision and investment Strategy has been and will continue to be discussed internally, there are plans to share this information with the Intelligence Community (IC) and mission partners. According to the DNRO, the plan has already been shared with NIMA and, to a lesser extent, NSA. "It's time to push this forward to the greater community and the Pentagon," said Mr. Teets.

(U) The DNRO then outlined the following NRO Architectural Vision and Investment Strategy for the directorates:

(U) To receive a videotaped copy of this Town Hall presentation, please contact  at .

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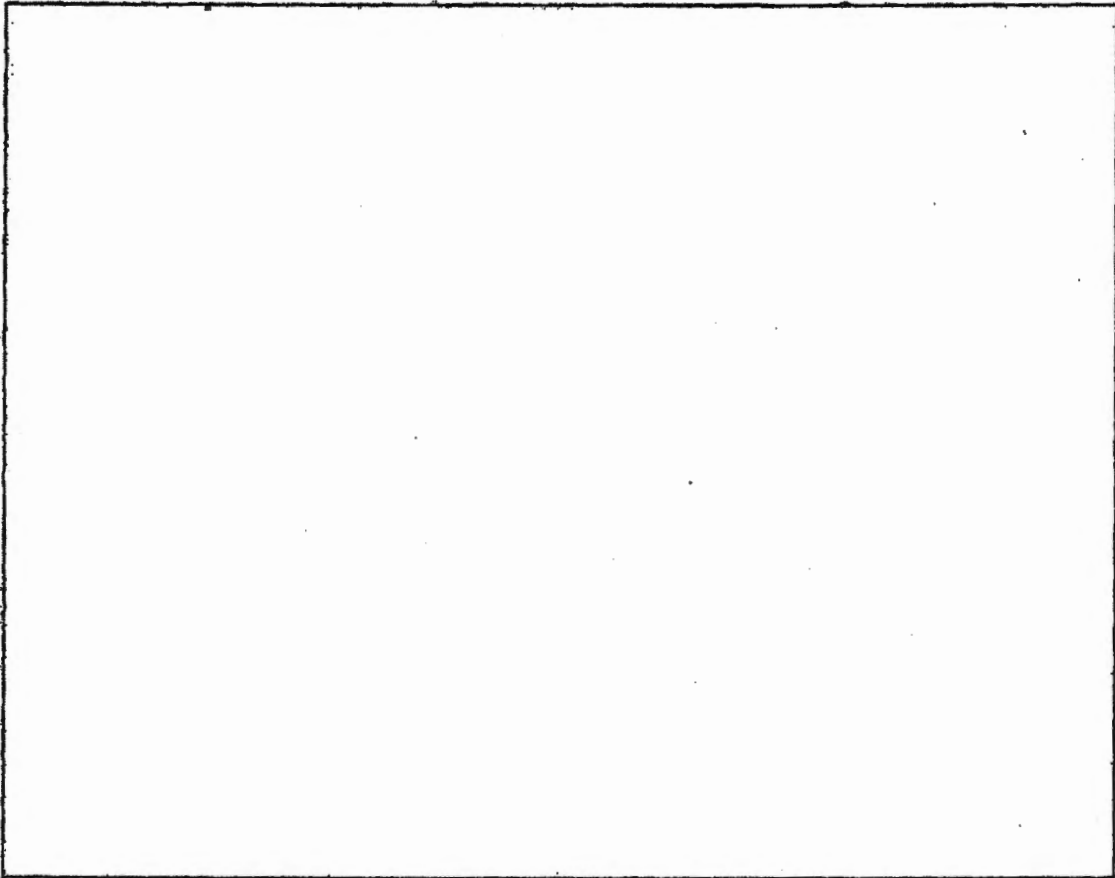
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(U) IMINT's Way Ahead



~~(S//FK)~~ [Redacted]

[Redacted]

~~(S//BYE)~~ [Redacted]

[Redacted]

~~(S)~~ [Redacted]

[Redacted]

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[REDACTED]

(S) [REDACTED]

(SUBVETIC) [REDACTED]

(SUBVETIC) [REDACTED]

(S) *To view the imagery taken by [REDACTED] see the ninth slide from the last DNRO Town Hall meeting on Apr. 30, 2003. The slides can be found by clicking on Director/Town Hall Briefings/Apr. 30, 2003.

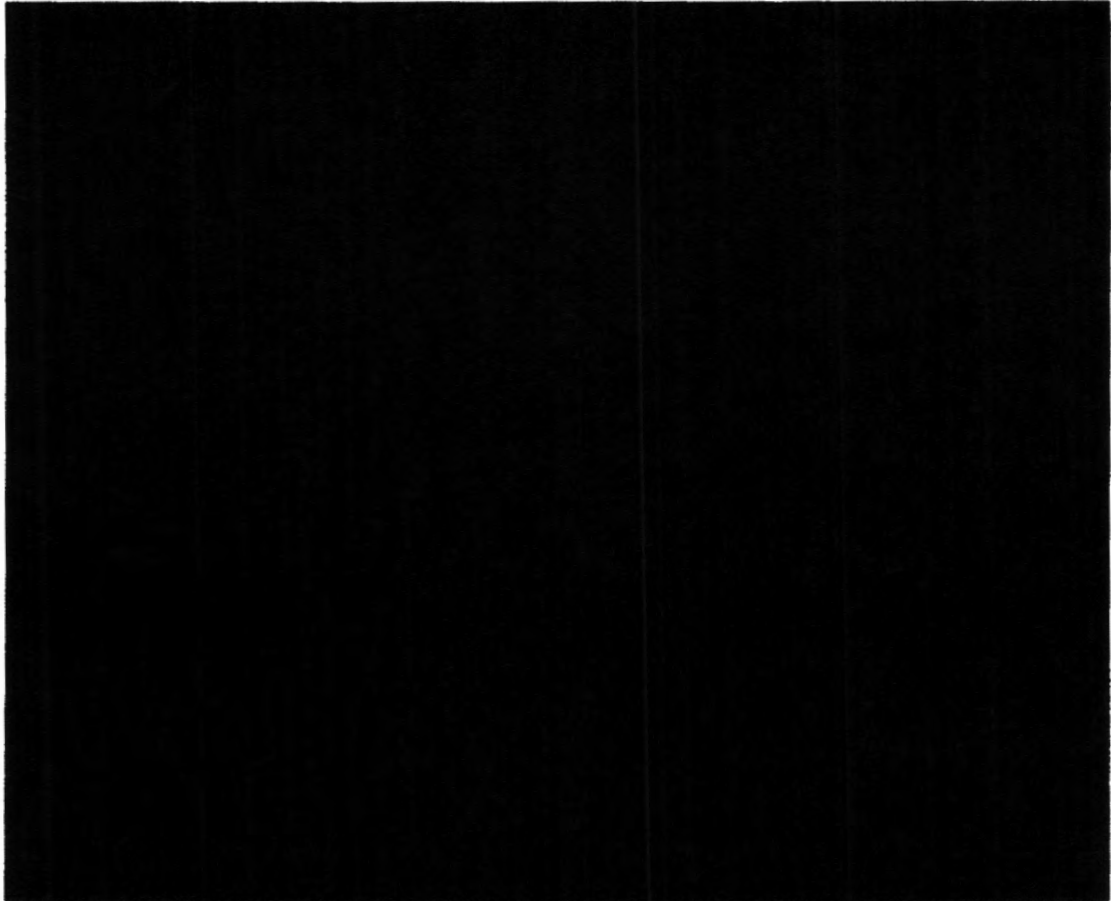
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The Recon - April 2003

~~SECRET//BYE/TK~~

(U) SIGINT's Way Ahead



~~(S//TK)~~ [Redacted]

~~(S//TK)~~ [Redacted]

~~(S//TK)~~ [Redacted]

~~(S//TK)~~ [Redacted]

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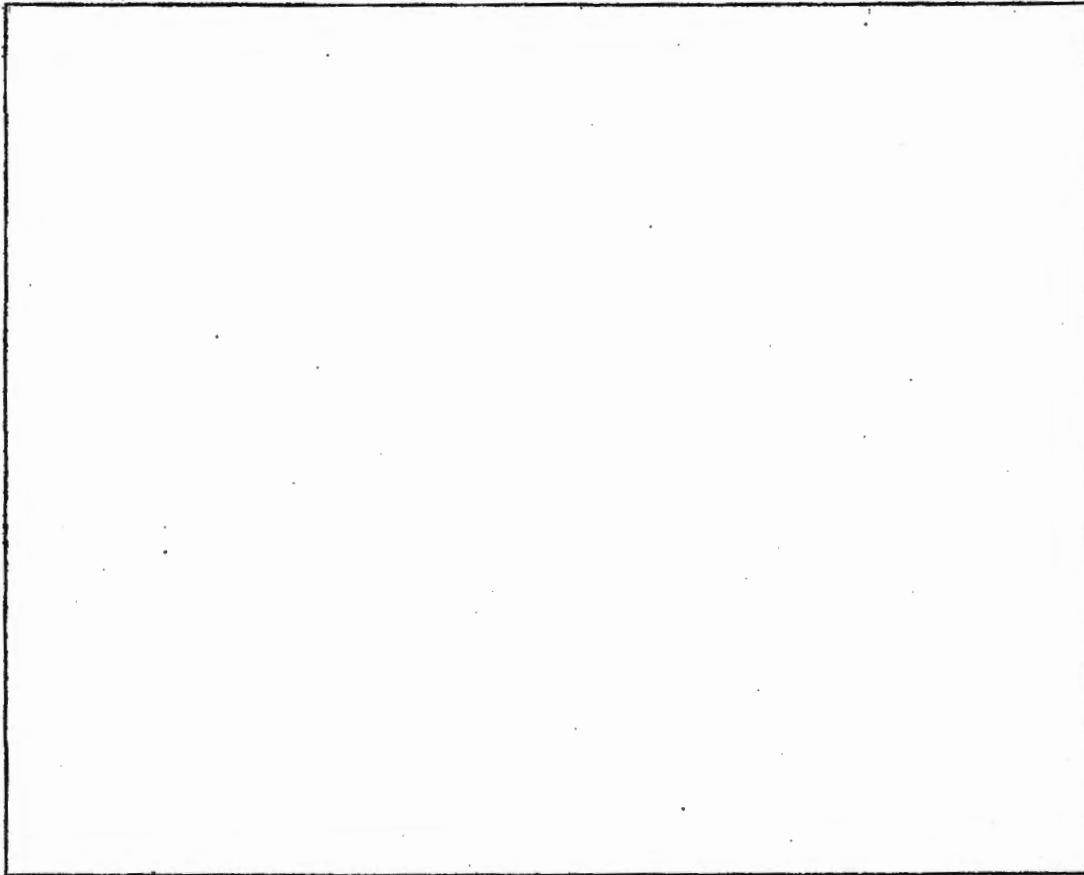
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~~SECRET//BYE//TK//X1.~~

(U) COMM's Way Ahead

~~(S//TK)~~

(U) "To establish a baseline for the FY05 IPOM, we are budgeting for an Optical Relay Comm Architecture (ORCA) constellation," said Mr. Teets of the space-based relay system that is being acquired. COMM Director, RADM Rand Fisher, is in the process of examining how ORCA will be part of the transformational communication system architecture and how it will interface with DoD military satellite communication architecture, which also has laser communication ability.

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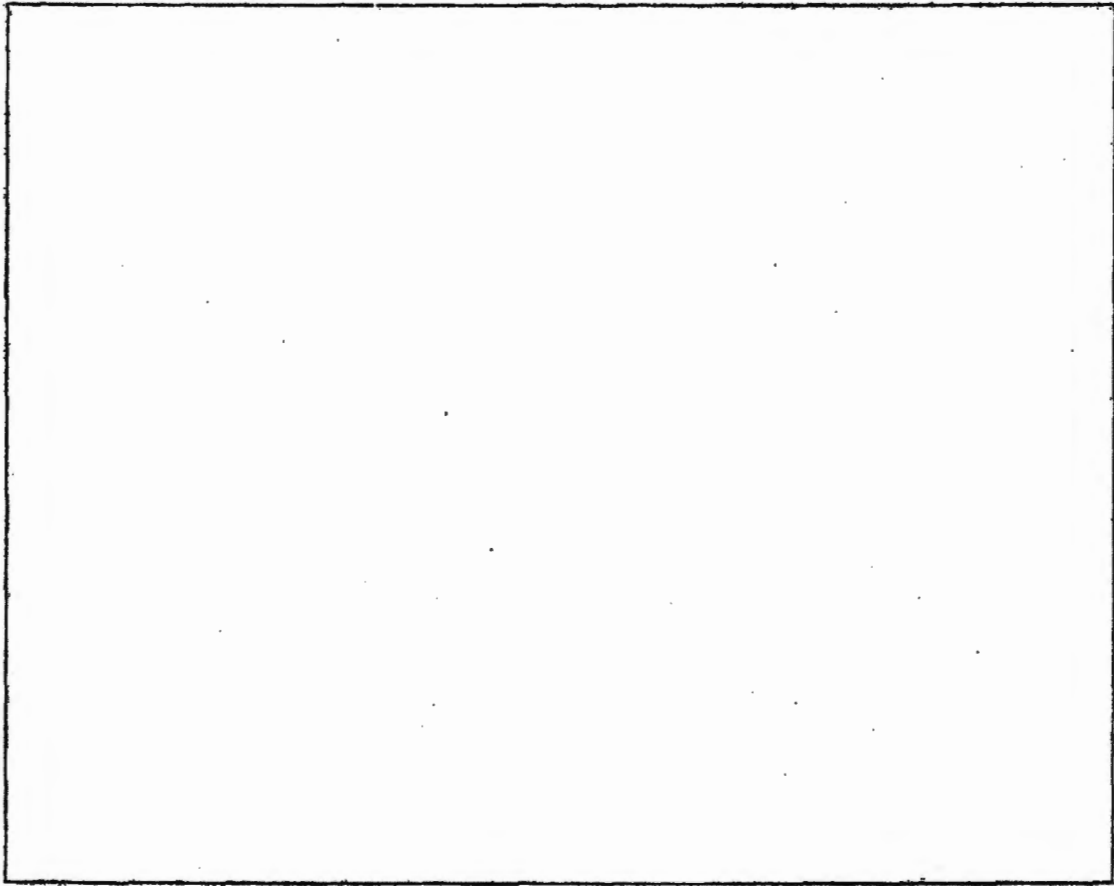
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~~SECRET//BYE//TK~~

(U) AS&T's Way Ahead



(U) According to Mr. Teets, AS&T will support next generation architectures such as GEO, HEO and LEO, through technical development and bringing on line the necessary technology to enable the next generation architecture. "I see AS&T's charter as developing new technology, pushing them forward, doing important demonstrations," said Mr. Teets.

(U) "One of the biggest challenges we have as an organization is to try to find the proper balance between investing in infrastructure systems that the IC and war fighter have grown accustomed to having at their disposal, while simultaneously having enough resources left over to invest in important new technology developments," said Mr. Teets, who pointed to the Director's Innovation Initiative as a good example of how the problem should be tackled.

(U) "I would like to see us spend an increasing percentage of NRO budget on AS&T and we will try to do exactly that. It is a daunting challenge because we're spending more now than ever. It is unknown how much longer increasing budgets will come in our direction. I hope it's for a long time because I am convinced that NRO systems will help us win the war on terrorism," said the DNRO.

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The Recon - April 2003

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(U) Request a video copy of DNRO Town Hall



To receive a videotaped copy of this Town Hall presentation, please contact [redacted] at [redacted]. Videotapes of the meeting will be sent to the various offices automatically.

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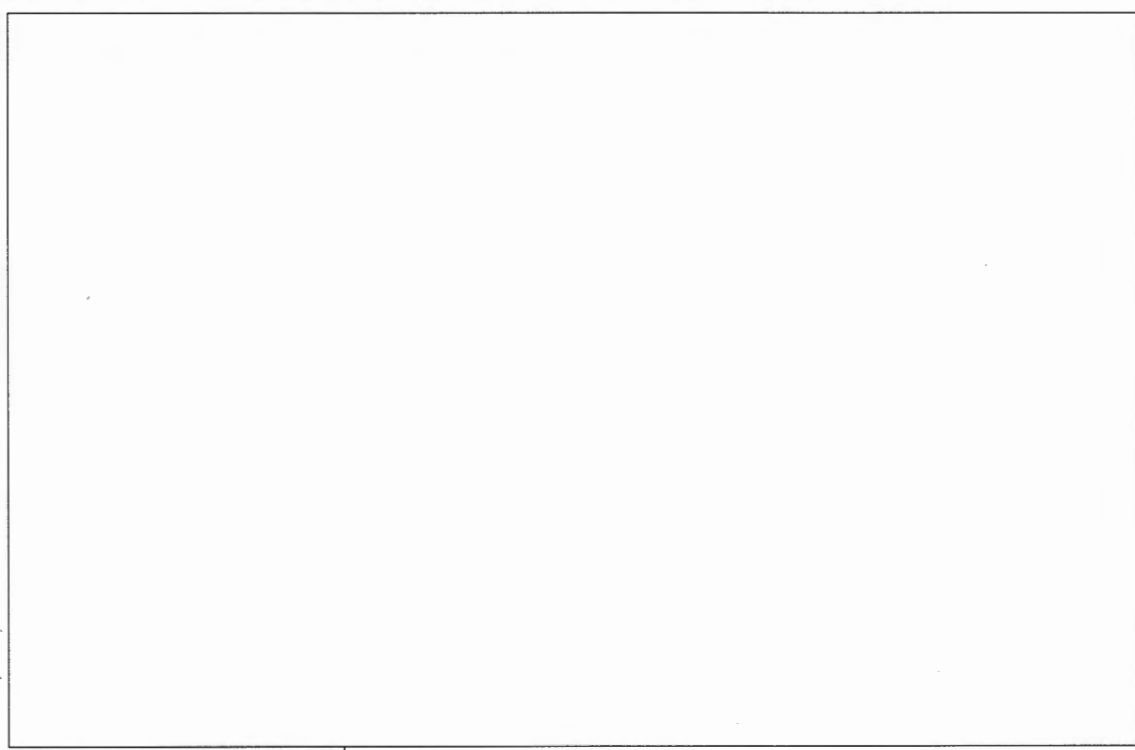
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The Recon - April 25, 2003

~~SECRET//TALENT-KEYHOLE//NOFORN~~

(U) XComm: Trusted with the nation's most precious information



(b)(1)
(b)(3)

~~Secret//TK//NF~~

(b)(1)
(b)(3)

~~(S//TK//NF)~~

~~(S//TK//NF)~~

~~(S//TK//NF)~~

~~(S//TK//NF)~~

(b)(1)
(b)(3)

~~(S//TK//NF)~~

~~(S//TK//NF)~~

[Redacted]

(b)(1)
(b)(3)

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(b)(1)
(b)(3)
(D)(3)

~~SECRET//TALENT-KEYHOLE//NOFORN~~

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(U) What would you do differently if you were DNRO for a day?



(U) As the NRO's internal newsletter, *The Recon* is YOUR newsletter. *The Recon* wants to hear from readers, and one medium for interaction is the question posed in each issue, such as that posed in the previous *Recon*, "What would you do differently if you were DNRO for a day?"

(U) This particular question provoked very few responses. One reader, perhaps with the "NRO One Team" ideal in mind, said, "I would issue a new NRO one-color badge." Another suggested, "establish an Emergency Management Director that would oversee the COOP plan, Emergency Operations and coordinate emergency planning for the NRO world-wide."

(U) Another reader asked if the responses to the question are anonymous. Good question! Yes, because they are anonymous, the *Recon* editors weren't able to respond personally.

(U) Thank you to all who responded.

(U) *The Recon* question seeks to pose thought-provoking questions and spark insightful and creative input from the readership. It is just one way to take the pulse of thoughts and opinions in the NRO. The *Recon* question is not meant to take the place of What's On Your Mind? (WOYM), however, which remains an excellent medium for employees to ask questions or make practical suggestions for improvements in the workplace.

(U) If you would like to suggest a future question for this column, please send it using the Q/A tool (anonymous) or the "submit story ideas" (attributed) link at the bottom of the *Recon* window.

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The Recon - April 25, 2003

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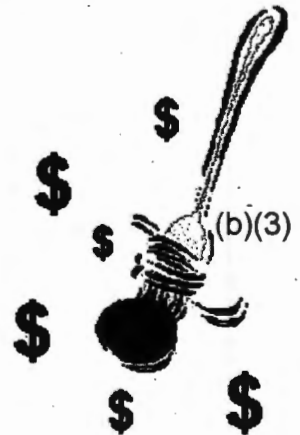
(U) Overhead Collection Management Center supports the troops in more ways than one

(U) On Apr. 3, the Overhead Collection Management Center (OCMC) held a USO fundraiser "Support to the Troops" to support both US and allied troops around the world. The spaghetti cook-off contest raised \$710.75 from sales of a spaghetti lunch, bumper stickers, and flag pins. The fundraiser far surpassed expectations, as the money raised exceeded the original \$250 goal by over \$500. This was all done internally in OCMC with everyone contributing above and beyond our primary mission responsibility.

(U) Contractors, civilians, and military personnel all supported this event by providing supplies, cooking, setting up, or cleaning up. All eight spaghetti sauce entries were delicious, making the judges' decision difficult. After numerous debates [redacted] sauce was selected as the sauce of choice.

~~(U//FOUO)~~ Much like the support we provide to our coalition partners on a daily basis through overhead SIGINT, the source of the care packages from the fundraiser will be anonymous when it is sent to troops in the Middle East.

~~UNCLASSIFIED//FOUO.~~



The Recon - April 25, 2003

UNCLASSIFIED.

(U) Plan to attend the DNRO Town Hall meeting on Apr. 30



(U) DNRO Peter B. Teets will host a Town Hall Meeting on **Wed., Apr. 30** from 1 p.m. to 2 p.m. in the J.D. Hill Auditorium. Mr. Teets will:

- Introduce new senior NRO leaders,
- Discuss highlights of NRO support to Operation Iraqi Freedom,
- Recount recent partnership meeting and visits,
- Present budget/Congressional highlights,
- Discuss the new NRO awards program, and more.

(U) Submit questions for the DNRO via e-mail to **WF-LIVE**. Video-teleconferencing is available. Please contact your local Video Support Team for assistance. For more information, contact [redacted] at [redacted]

[redacted] o [redacted] a [redacted]

UNCLASSIFIED.

(b)(3)

The Recon - April 25, 2003~~UNCLASSIFIED//FOUO.~~**(U) What happens when you hit the "E button?"**

(U) What would you do if faced with an emergency situation in your office? The "emergency/panic" button on your telephone will put you in immediate contact with a source of help.

(U) All phones within Westfields have a button either labeled "Emergency" or "Panic." A call made using those buttons rings directly to the Security Communications Console (SCC) located in the Westfields lobby and Tower 2.

(U) The SCC—part of the NRO Office of Security, Headquarters Security Operations Division, Facility Security Services (OS/HSOD/FSS)—is the hub of all communications for security and safety situations. The operators are responsible for dispatching/notifying the Uniform Security Officers (USO), Facility Duty Officer (FDO), Nursing Unit and public safety units when an emergency occurs.

~~(U//FOUO)~~ Tenants located at NRO buildings other than Westfields have specific instructions related to their building. For example, to report an emergency a [redacted] contact the Uniform Security Officer (USO) at the [redacted] front desk at extension [redacted] (black) and the (b)(3) published "Emergency Number" for [redacted] is [redacted]. Tenants at [redacted] and [redacted] are instructed to contact the SCC directly by calling either [redacted] or [redacted].

(U) When an employee touches the "Emergency" button on the telephone, a SCC operator answers the call. The operator inquires about the emergency or situation that prompted the call, then dispatches the appropriate emergency response personnel.

(U) Occasionally, an employee accidentally hits the emergency button and then hangs up. When that happens, the SCC operator has an automatic read on the number and calls back to check on the status of employee. If an employee doesn't respond to the call, the [redacted] dispatches a USO to the location of the telephone call to assess the situation. If a real emergency exists, the USO, who is trained with First Aid and First Response Certification, communicates the information to the SCC. The nursing unit staff also hears the communication via facility radios, allowing a nurse to respond. If the situation requires police, fire department and/or ambulance services, the SCC makes the 911 call from the SCC.

(U) If you accidentally push the emergency button, please remain on the phone to speak to an SCC operator. This same instruction applies should someone accidentally call 911 from either home or work.

~~(U//FOUO)~~ It is important for employees to update their locator information through Locator and Streamline Services on the Byeway, when relocating to an office or obtaining a new number. Up-to-date information facilitates quick response when you hit the "E button."

~~UNCLASSIFIED//FOUO.~~

The Recon - April 25, 2003**UNCLASSIFIED.****(U) "Things Have Improved.. In Spite of my Contributions"**

(U) DNRO Peter B. Teets and DDMS Brigadier General Irving L. Halter, Jr. are pleased to announce the upcoming Dr. Joseph V. Charyk Distinguished Lecture Series featuring Mr. Norman R. Augustine, Chairman, Executive Committee, Lockheed Martin Corporation, on Wednesday, May 7, 2003, 1000-1130 in the J.D. Hill Auditorium.

(U) Due to an enormous response, a few tickets—which are required for attendance—are still available. If you wish to be placed on the wait list or if you have a ticket and won't be able to attend, please contact [redacted] Office of Protocol, at [redacted]. The event will be videotaped.

(U) Mr. Augustine has had a long and distinguished career in the aerospace industry, the Department of Defense, and academia. He has also held leadership positions in such diverse organizations as the American Red Cross, the National Academy of Engineering, the Association of the United States Army, the Defense Science Board, the American Institute of Aeronautics and Astronautics, and the Boy Scouts of America. In addition, he is a member of the Board of Directors of several top US corporations, including Conoco Phillips, Black & Decker, Proctor & Gamble, and Lockheed Martin. He is on the Board of Trustees of Colonial Williamsburg, MIT and Johns Hopkins.



(b)(3)

(U) Holding Bachelors and Masters degrees from Princeton University, where he has also served as faculty and on the Board of Trustees, Mr. Augustine also holds eighteen honorary degrees.

(U) Mr. Augustine, who serves on the President's Council of Advisors on Science and Technology, has been presented the National Medal of Technology by the President of the United States, and has five times been awarded the DoD's highest civilian decoration, the Distinguished Service Medal.

Author of *Augustine's Laws* and *Augustine's Travel*, and co-author of two other books, Mr. Augustine will share words of wisdom, "Things Have Improved... In Spite of My Contributions," with the NRO.

UNCLASSIFIED.

The Recon - April 25, 2003**UNCLASSIFIED.****(U) Facility Enhancement Project receives Director's Team Award**

(U) NRO Chief of Staff Garnett Stowe, on behalf of DNRO Peter Teets, recognized 210 NRO employees on Apr. 16, 2003 in the J.D. Hill Auditorium for their contributions to the NRO Headquarters Facility Enhancement Project (FEP) that began approximately 9 years ago, when the Westfields site was just a vision.

(U) So much has changed in the appearance of and around Westfields during the three-phase FEP, including the perimeter fence, entrance checkpoints, visitor center, and mail handling/inspection facility, but some of the enhancements are not visible by the human eye. Many people worked around the clock behind the drawing boards, in technical discussions, and giving continuous briefings to senior leaders of the organization, in addition to those who actually did the physical labor.

(U) Director of MS&O Brian Malone recognized key FEP personnel [redacted] and the former Director of MS(b)(3) Roger Marsh.

(U) "Each NRO employee accomplished a priority of the NRO, protecting our most valuable asset, the people," said Director of Security Ken Renshaw. Because of the FEP, NRO personnel feel safer working here, now more than ever.

(U) Please see [photo album](#) for photographic highlights of the project and Director Team Awards.

**UNCLASSIFIED.**

The Recon - April 25, 2003

UNCLASSIFIED.

(b)(3)
(b)(6)

(U) Tune In to the NRO Cub Run Partnership featured on ED TV

(U) Fairfax County Education TV is currently featuring a segment on the NRO Cub Run Partners in Education Program on Cox Cable, Channel 21. The seven minute segment will air for three weeks from Apr. 14 to May 2. It highlights the many activities supported by NRO and made possible by NRO's wonderful volunteers.

*** (U) The first week airs at 9:30 a.m., 1:30, 6:30 and 10:30 p.m. every day.**

*** (U) The second week airs at 9:30, 1:30, 6:30 and 10:30 p.m. every day except for Tuesday, 23 April when there isn't a 10:30 p.m. showing.**

*** (U) The third week's schedule has not yet been announced, but will be posted on the www.fcps.edu website. Click on "cable channel 21" and then "fine-tuning" for times.**

(U) If you miss it, OCC will have a video copy for loan. To borrow the tape or for more information, contact [redacted]

Arrangements will also be made to air the segment on the NRO Channel 16.

(b)(3)

UNCLASSIFIED.

The Recon - April 25, 2003

UNCLASSIFIED.

(U) DNRO announces selectees for promotion to major general



(U) Brigadier General Robert H. Latiff (right photo) and Brigadier General William M. Fraser III (left photo) were recently selected for promotion to the rank of major general. Both generals were recognized by DNRO Peter B. Teets for this achievement. "The Air Force's recognition of General Latiff's superb work as the Director, Advanced Systems and Technology, as well as General Fraser's accomplishments as the former Deputy Director for Military Support, reflect greatly upon their leadership but more importantly on the importance of the work being done here by all of you in the National Reconnaissance Office," said the DNRO.

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The Recon - April 25, 2003**UNCLASSIFIED.****(U) Way to go team**

(U) Westfields Nursing Staff thanks you all who participated in the Blood Drive that was held on Apr. 10, 2003. It was a huge success that couldn't have been done without such awesome teamwork.

(U) The goal was to have 200 units of blood collected. 216 donors signed up and INOVA collected 201 total units of blood. Way to go!

(U) Thank you to all the volunteers who made it run smoothly, and all the donors who made it possible for us to reach our goal.

(U) The nursing staff was very pleased with the professionalism of the INOVA Blood Donor Services and intends to use INOVA for future blood drives.

(U) If you have any comments or feedback, we would like to hear from you. Please send your feedback via e-mail to

(b)(3)**UNCLASSIFIED.**

The Recon - April 25, 2003

~~SECRET//TALENT-KEYHOLE.~~

(U) NRO Employees of the first quarter 2003



The Directors of AS&T, COMM, DDSE, DBMS, IMINT, MS&O, Office of Security, and SECRET approved to announce the Employees of the First Quarter, January - March 2003, congratulations!

(U) AS&T

Field Grade Officer [redacted]
Company Grade Officer [redacted]
Senior Chief [redacted]

(U) COMM

Junior Chief [redacted]
Middle Chief [redacted]
Senior Chief [redacted]
Chief (Non-technical) [redacted]
Company Grade Officer [redacted]
Field Grade Officer [redacted]
Junior Chief (Non-technical) [redacted]
Junior Chief [redacted]
Senior Chief [redacted]
Senior Chief (Non-technical) [redacted]

(U) DBMS

Field Grade Officer [redacted]
Company Grade Officer [redacted]
Senior Chief [redacted]
Middle Chief [redacted]
Chief (Non-technical) [redacted]
Senior Chief [redacted]

DBMS Performer of the Quarter [redacted]
DBMS Team of the Quarter [redacted]
Distinguished Fiber Team [redacted]

(U) DDSE

Junior Officer [redacted]
Field Grade Officer [redacted]
Chief (Non-technical) [redacted]
Senior Chief [redacted]

(U) IMINT

Middle Chief [redacted]
Company Grade Officer [redacted]
Field Grade Officer [redacted]
Junior Chief (Non-technical) [redacted]
Junior Chief [redacted]
Senior Chief [redacted]

(U) MS&O

Senior Chief [redacted]
Junior Chief [redacted]
Senior Chief [redacted]

(U) Office of Security

Middle Chief [redacted]
Junior Chief [redacted]
Senior Chief [redacted]

(U) SECRET

Middle Chief [redacted]
Senior Chief [redacted]
Company Grade Officer [redacted]
Field Grade Officer [redacted]
Junior Chief [redacted]
Junior Chief (Non-technical) [redacted]
Senior Chief [redacted]

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The Recon - April 25, 2003

UNCLASSIFIED.

(U) IMINT's New Deputy Director to further strengthen NIMA-NRO ties

(U) The NRO welcomes IMINT's new Deputy Director, Mr. Terry Vernier, who replaces Mr. Bill Henry. Mr. Vernier's background and experience in imagery and geospatial intelligence provides a solid foundation for his duties in IMINT. His previous assignment was with the National Imagery and Mapping Agency's (NIMA's) Central Imagery Tasking Office (CITO), where he served as Director, CITO, since November 1997.

(U) Mr. Vernier began his career as an imagery analyst at the CIA's National Photographic Interpretation Center (NPIC) in 1971, and had recurring assignments there, eventually becoming the Director of National Exploitation Laboratory in 1994. From December 1995 to April 1996, he led the CIA-to-NIMA transition team, and in April 1996, became the Deputy Director of CITO.

(U) Mr. Vernier has two immediate objectives in his new role. First, find innovative ways to leverage the synergy that currently exists between NIMA and NRO. He expressed his commitment to this goal, saying, "It is vital for us to work closely together because NRO builds the capabilities that NIMA needs to accomplish its mission." To that end, he will establish a NIMA Support Team (NST) in IMINT. "We already have strong ties between the two organizations, and the NST will allow us to work on the margins to make the ties even stronger," Mr. Vernier said. The NST will be composed of a few key NIMA people responsible for coordinating and facilitating activities between the mission partners. The NST's mission statement, functions, and roles and responsibilities are being developed. Second, Mr. Vernier believes his greatest short-term challenge is to become cognizant of all of IMINT's programs and activities so that he can effectively perform as the IMINT Director Ms. Carol Staubach's Deputy. "...Trying to grasp it all is a little like trying to change tires on an Indy sports car during the race," said Mr. Vernier, in summary of this challenge.

(U) Becoming acquainted with the people in IMINT is also a high priority for the new IMINT deputy director. "I've observed that the people here are very focused and experts in their areas. I look forward to meeting them and working with them," he said. Mr. Vernier is an advocate in effective listening as a way of getting to know people. "You have to listen to understand rather than listen to respond, ...pay attention to what people are saying instead of thinking of how you'll respond to what they say," he said.

(U) Terry's recreational interest in fishing takes him to Canada twice a year where he enjoys the quiet and solitude that sport offers. He is also an avid golfer and reader. Terry has a particular interest in Civil War history and has visited several famous battlefields, including Gettysburg and Antietam.

(U) Welcome to the NRO, Terry. We hope you enjoy your tour in IMINT!



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The Recon - April 25, 2003

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(U) DNRO Teets presents 2002 Executive Leadership Awards



(U) The Honorable Peter B. Teets, DNRO, hosted the 2002 Executive Leadership Awards Ceremony on Apr. 23. This was an opportunity to recognize 60 NRO senior leaders who provided exceptional leadership to advance the mission of the NRO over the past year. The honorees were selected based on six criteria, all essential ingredients for effective leadership: Leading Change, Leading People, Driving Results, Business Acumen, Building Coalitions/Communication, and the NRO Corporate Values. The military recipients received a Letter of Appreciation and the NRO gold medal, "The Distinguished Service Medal." The civilian recipients received a Letter of Appreciation and a monetary award.

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The Recon - April 25, 2003

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(U) Celebrate Asian-Pacific Heritage Month at the NRO

(U) A number of events are planned at Westfields to celebrate Asian-Pacific Heritage Month in May, 2003.

In Celebration of
Asian-Pacific American Heritage Month 2003


15 May Martial Arts Demonstration
presented by the Honorable Taika Saiyu Oyama
11:00 - 12:00 in Westfields Fitness Facility

20 May Toho Koto Society of Washington DC will give
a mini-concert followed by Keynote speech by
Mr. John Quoc Duong, Executive Director of the
White House Initiative on Asian Americans and
Pacific Islanders
11:00 - 12:00 in the JD Hill Auditorium

Charlie Chang's Asian Cuisine
Caterers

1-21 May Asian Diversity Display "The Soul of Korea"
Second floor split

The Soul of Korea



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The Recon - May 06, 2003

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(U) DNRO speaks on NRO awards program, war support, and Congressional update



(U) On Apr. 30, DNRO Peter B. Teets, speaking to a packed auditorium, revealed the revisions to NRO's Awards Program, discussed NRO's support to Operation Iraqi Freedom, and presented highlights from Congress.

(U) Awards

(U) According to the DNRO, the NRO has revised its Awards Program to reflect the pay for performance concept. The Annual Performance Award, renamed the Sentinel Award, will remain an annual monetary award, but is now only available to a third of NRO civilians. The annual non-monetary Leadership Bonus Award has also been renamed. It is now called the Leadership Incentive Award. "This award will now apply to civilians as well as military leaders within the organization," said Mr. Teets. Like the Leadership Incentive Award, the Innovation Achievement Award is also now open to military personnel.

(U) "It is great that the NRO is a joint organization but it makes it hard when it comes to award programs. We are restricted in giving monetary incentive awards to those in the military, yet we want to use the tools available to reward civilians on an equitable basis," said the DNRO.

(U) For more on the new NRO Awards Program, see the accompanying article below.

(U) Support to Operation Iraqi Freedom (OIF)

(U) Mr. Teets also highlighted NRO support to Operation Iraqi Freedom. "All branches of the military involved in OIF used NRO space assets as never before," said Mr. Teets, who attributed this to teamwork between NRO and mission partners such as NSA, NIMA and CENTCOM.

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[Redacted] "This was an impressive display of technical capabilities used in a meaningful way to save lives," said Mr. Teets.

~~SECRET~~ Other impressive displays of NRO capabilities during OIF included [Redacted] (b)(1)
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[Redacted] "This shows the power of space assets."

(U) Congress

(U) On the subject of Congress, Mr. Teets noted improved relations with Capitol Hill. "We are more effective this year than in the past three years. We have the support of the President, DCI, and SecDef in terms of an increased budget and capability. I can't help but sense a more positive attitude this year than last year," said the DNRO.

(U) Congress is now more positive about Future Imagery Architecture (FIA). HPSCI Chairman Porter Goss and other HPSCI members visited FIA contractors Boeing, Raytheon and Lockheed Martin on the West Coast. "They had the chance to see the program coming together in lockstep with the FIA management team," said the DNRO. "It isn't a no brainer yet, but we are making headway. I see good things for FIA."

~~SECRET~~ Capitol Hill was also positive about the programmatic of joint NRO programs such as transformational communication and Space Based Radar (SBR). According to the DNRO, Congress is willing to work with NRO and its Air Force counterparts to bring on line a transformational communication system that will serve both the Intelligence Community and military satellite programs. As for SBR, the DNRO stated [Redacted]

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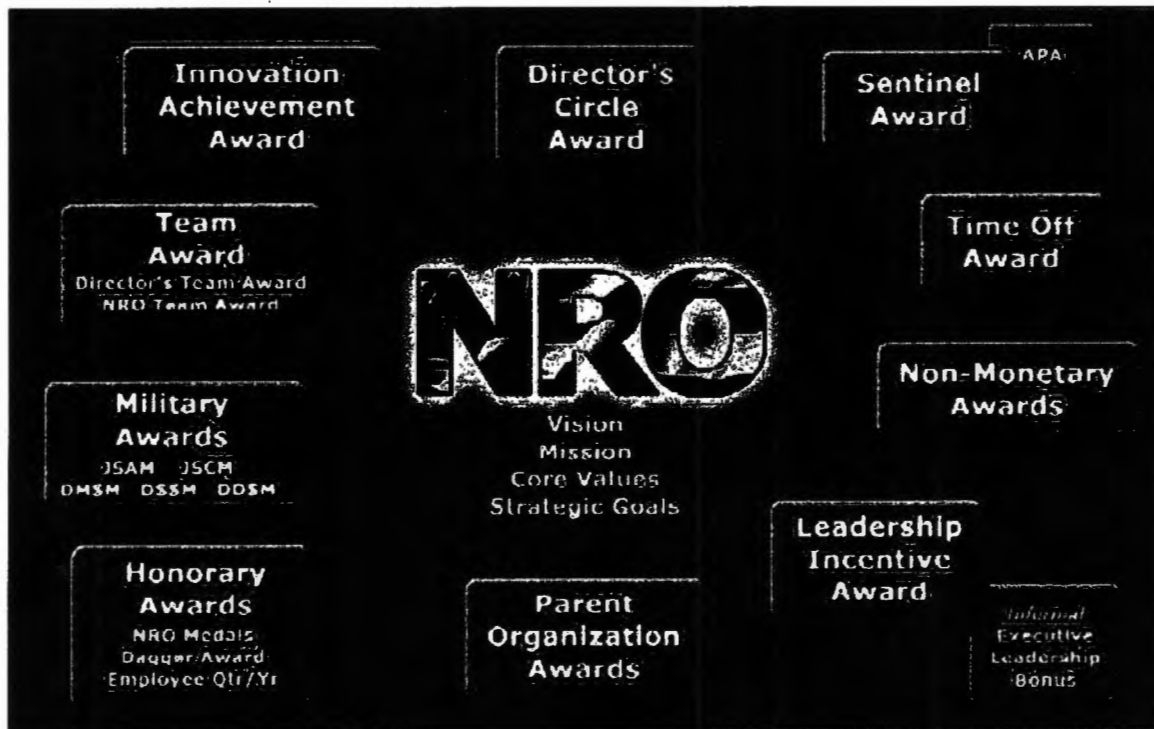
(U//FOUO) Congress also raised concern over perceptions that there is a talent drain at the NRO. As a result, the DNRO is working closely with the Office of Human Resources to determine trends in NRO's demographics. "I am very interested in getting the proper talent base at NRO," said the DNRO.

(U//FOUO) Another area of interest to Congress is NRO's long-term integrated architecture. To this, the DNRO indicated that he is near to a solution on this matter. "I think we are in the process and very near to coming up with something useful that I want to share with everyone in a month or six weeks at another Town Hall," said the DNRO. "I want the workforce to see where the NRO is headed in the 2020 timeframe as these systems take a while to develop and implement. We owe it to ourselves and to those from whom we request resources a solid commitment on what it is we are trying to achieve. We need this in IMINT, SIGINT, COMM and AS&T. We will have four solid views on where we are headed in the future. This doesn't mean that this will be the Bible. We will change it to some extent next year, but hopefully the changes will be minor."

For a videotaped copy of the Town Hall, please contact [redacted] at [redacted]

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The Recon - May 06, 2003**UNCLASSIFIED.****(U) NRO awards program restructured**

(U) DNRO Peter B. Teets has decided on a restructured NRO Awards Program. "It is great that NRO is a joint organization, but it makes it hard when it comes to award programs... We have worked hard to look at ways to improve NRO award programs," said Mr. Teets.

(U) The revised awards program involves several changes that were made in an effort to address employee concerns and to realign the program with NRO vision, mission, goals, and values.

(U) Significant changes to the NRO Awards Program include:

- (U) The Annual Performance Award will be replaced by the **Sentinel Award**, a three-tiered annual cash award aimed at recognizing the outstanding achievements and stellar performance of a limited number of civilians. (See graphic.) It will be limited to about 1/3 of NRO government civilians, not including those at the SIS/SES level, who exhibit excellent performance over the course of the year and honor NRO values.

- (U) The **Leadership Incentive Award** will operate under a formal process with specific criteria for recognizing the valuable contributions made by senior NRO leaders—both civilian and military—who have displayed excellent leadership during the year.

- (U) The timeframe for award nominations, decisions, and presentations will change for some of the annual awards. Others will remain with the opportunity to be awarded anytime throughout the year.

(U) Mr. Teets wants the Director's Circle Award to remain the pinnacle of the NRO's Awards Program. The Director's Circle Award will be given annually in December to both civilian and military personnel who make accomplishments or contributions with NRO-wide impact and whose performance exemplifies the NRO values.

(U) The DNRO believes these changes are a step in the right direction as the NRO prepares to shift to a pay for performance system. In addition, the changes will serve to reinforce and develop the NRO's world class workforce.

The Office of Human Resources will provide further explanations and finalize the development of processes and procedures needed to implement the changes by this fall.

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The Recon - May 16, 2003

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~~(S//TK)~~ [Redacted]

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The Recon - May 16, 2003

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(U) DNRO Town Hall scheduled 28 May



(U) DNRO Peter B. Teets will host a Town Hall Meeting on Wed., May 28 from 1 p.m. to 2 p.m. in the J.D. Hill Auditorium. Mr. Teets primary focus on NRO Way Ahead Plan.

(U) Submit questions for the DNRO via e-mail to WF-LIVE. Video-teleconferencing is available. Please contact your local Video Support Team for assistance. For more information, contact

[redacted] at [redacted]

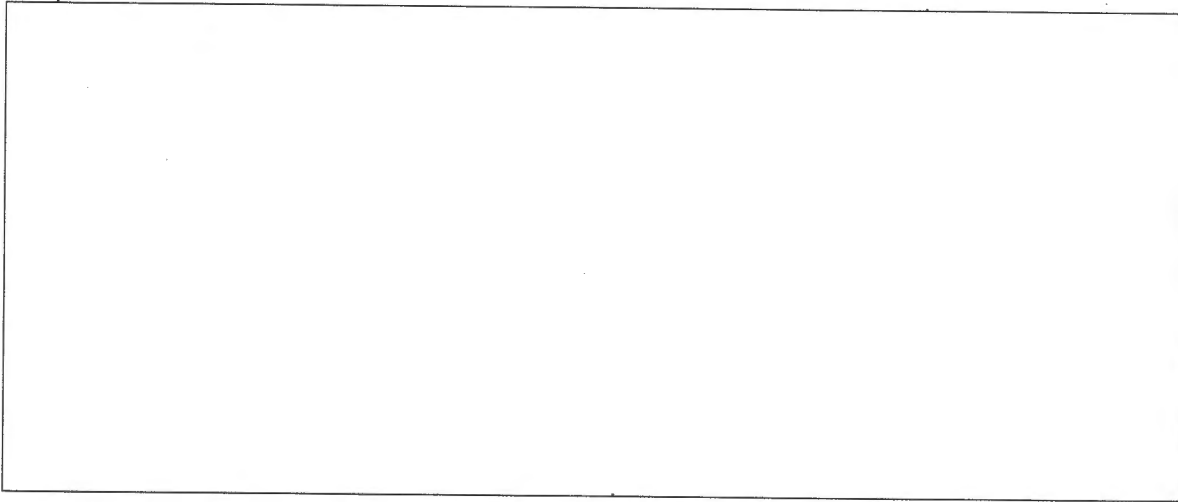
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(U) NRO forecasts three launches



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(U) Presently, the NRO is scheduled to launch three payloads between May 2003 and May 2004. The above chart gives the payload, launch vehicle, site and dates for the forecasted launches.

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(U) Have lunch and learn at DDNRO Brown Bag May 20



(U) Find out what is going on in and around the organization by attending the next **DDNRO Brown Bag** on **Tues., May 20** from **11:30 a.m. to 12:30 p.m.** in **15B22**. All NRO personnel are invited to attend. Attendees are encouraged to come with lunch and questions. Seating is limited. To RSVP, contact at

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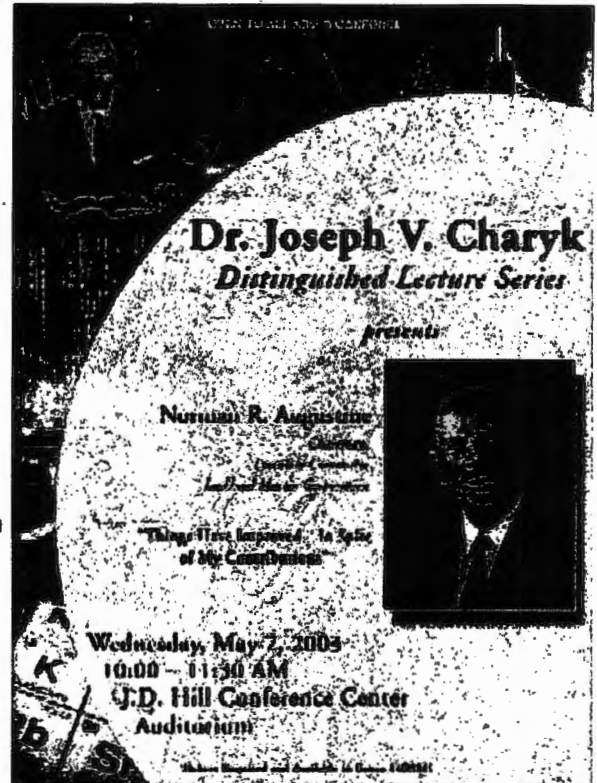
The Recon - May 16, 2003**UNCLASSIFIED.****(U) Charyk lecturer Norm Augustine shares lessons learned**

(U) On May 7, Norman R. Augustine, author and former president and CEO of Martin Marietta, delivered a presentation entitled, *Things Have Improved . . . In Spite of My Contribution*, to the NRO. In it, he shared his lessons learned in managing complex projects through thought-provoking real life anecdotes. "Although I didn't receive a diploma, I received a lot of scar tissue," said Mr. Augustine of his hard learned lessons. The lessons are as follows:

1. (U) **Leadership at all levels matters.** It is important for leaders to demonstrate teamwork and selflessness, and set inspiring goals. To do great things, leaders need to have vision, and make a plan.
2. (U) **Character is the foundation of leadership.** Mr. Augustine pointed to Johnson & Johnson CEO Jim Burke who, against the advice of attorneys and the FBI and facing sharp drops in stock prices, decided to recall thousands of bottles of Tylenol in the 1980s due to tampering. Although doing the right thing may not always produce the desired results, it is nonetheless important to leadership's character.
3. (U) **Organizations must be willing to change.** Organizations who are first in their industry are in a dangerous place. Such organizations must consistently compete to stay in first place and be willing to change. According to Mr. Augustine, such organizations usually resist change due to fears of changing the formula that brought success. However, to continue being successful, organizations must be adaptable. "Change isn't easy but it is necessary and important," said Mr. Augustine.
4. (U) **Communication is important.** Mr. Augustine spoke of his former company's dedication in initiating an open conversation with employees, customers and investors immediately after a major merger. Clear communication is a vehicle to avoid surprises and eliminate confusion.
5. (U) **Beware of the obvious because the obvious usually isn't.**
6. (U) **Don't overestimate technical capabilities in the short term and underestimate capabilities in the long term.** To this, Mr. Augustine quoted IBM's Thomas Watson who early on in his career stated his belief that there would be a world market for just about five computers. Mr. Augustine proffered that new technology equals new opportunity and the failure to capitalize on new developments will lead to extinction.
7. (U) **The devil is in the details.** There can be consequences in overlooking even the smallest detail. To prove the point, Mr. Augustine pointed to the Mariner spacecraft sent to space to explore the planets. Due to one omitted hyphen in the craft's code, the Mariner went off course and got lost in space prior to completing its mission.
8. (U) **No change is a small change.**
9. (U) **The riskiest course of all is taking no risk.** Prudent risks is key to success.
10. (U) **Competent, dedicated and motivated employees is the most important company asset.** Quality personnel distinguishes a good organization from a great organization.

(U) Mr. Augustine's presentation was sponsored by the Dr. Joseph V. Charyk Distinguished Lecture Series. For more information about the Charyk Lecture Series, contact DDMS at

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The Recon - May 16, 2003

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(U) Climate Survey results to be tabulated soon



We hear you!



(U) The 2003 NRO Organizational Climate Survey is now complete, with NRO personnel taking the survey, surpassing last year's total of [redacted]. Over the next several weeks, the data will be analyzed in preparation for briefing the DNRO and BOD. Following the DNRO and BOD briefings, there will be a series of briefings to each of the Ds&Os, as well as some field stations and special project groups. These briefings are expected to take place this summer. Watch for more details on the results of the survey coming soon.

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(U) What are the most important qualities and or attributes that managers should have?



(U) As the NRO's internal newsletter, The Recon is YOUR newsletter. We want to hear from you, the reader. The previous Recon posed the question, "What are the most important qualities and or attributes that managers should have?"

(U) Here's what you said:

- (U) Mindreading...short of that, they should ask the employee what he/she wants or needs in order to enjoy their job and have satisfaction

- (U) A personality!!!

- (U) The ability to care of their people and their customer(s)

- (U) Ability to give honest feedback

- (U) Ability to make tough decisions in a timely manner

- (U) integrity

- (U) Availability

- (U) Leadership

- (U) Communication & interpersonal skills

- (U) People oriented

- (U) Keep an open line of communication with worker-bees. Always talk to the "man with the rifle in his hand." That is, always talk with the person who is actually out there doing the job, the "nuts and bolts" person. He/she usually has the most information pertaining to the ongoing project.

- (U) Selflessness

- (U) The most important attribute a manager can have is to understand the role of the manager. It is not to be the chief engineer. It is also not a platform for self-promotion and empire building. It is to do the hard work of dealing with personnel issues, developing the organization's future managers and leaders (not the same), and building a team that utilizes the knowledge and skills of each individual to the fullest so that we do not waste our human capital.

(U) Thank you to all who responded!

(U) The Recon question seeks to pose thought-provoking questions and spark insightful and creative anonymous input from the readership. See this issue's question in the upper right hand corner of the Recon window.

(U) If you would like to suggest a future question for this column, please send it using the Q/A tool (anonymous) or the "submit story ideas" (attributed) link at the bottom of the Recon window.

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The Recon - May 16, 2003

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(U) IMINT University offers courses for everyone

(U) The IMINT directorate is a complex organization composed of multiple SPO's. For anyone who has ever wanted to know more about this directorate, IMINT University offers **IMINT 101 and 201**.

(U) IMINT 101 is a one-day course that helps new employees with limited technical background understand IMINT's purpose, structure, and functions, as well as its satellites, customers, and the future of the directorate. This course will be offered **Jun. 24** in C:114J at Westfields.

(U) For a deeper understanding of IMINT's imaging systems and their unique capabilities, there is IMINT 201. This two-day course introduces new employees with technical responsibilities and backgrounds to the 'inner workings' of IMINT. It offers information about IMINT's mission, structure, partners, and customers. Students will also be guided through a robust review of IMINT's current and future satellite systems, from a space and ground perspective. Featured topics include: system architectures; orbit analysis; collection capabilities and characteristics; image resolution, sensitivity, and accuracy; tasking and collection management processes; custom products and unique applications; and future technologies and advancements. The next running of IMINT 201 is **Jul. 8-9** in C114M.

~~(U//FOUO)~~ These courses are open to all NRO personnel. To register or to learn more about these and other courses, visit IMINT University on the BYEWAY.

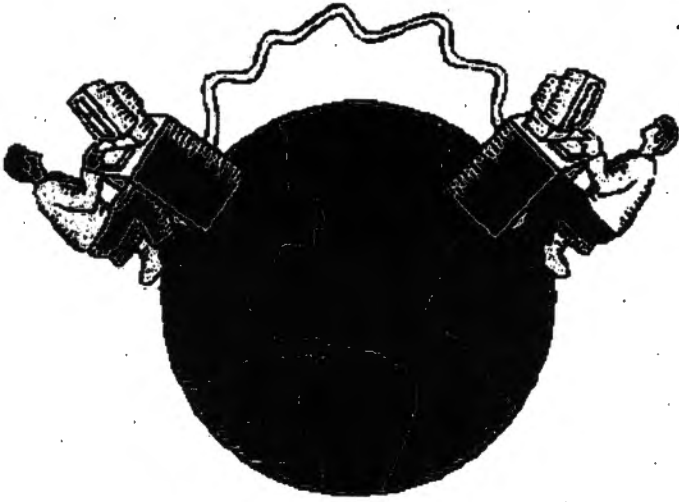
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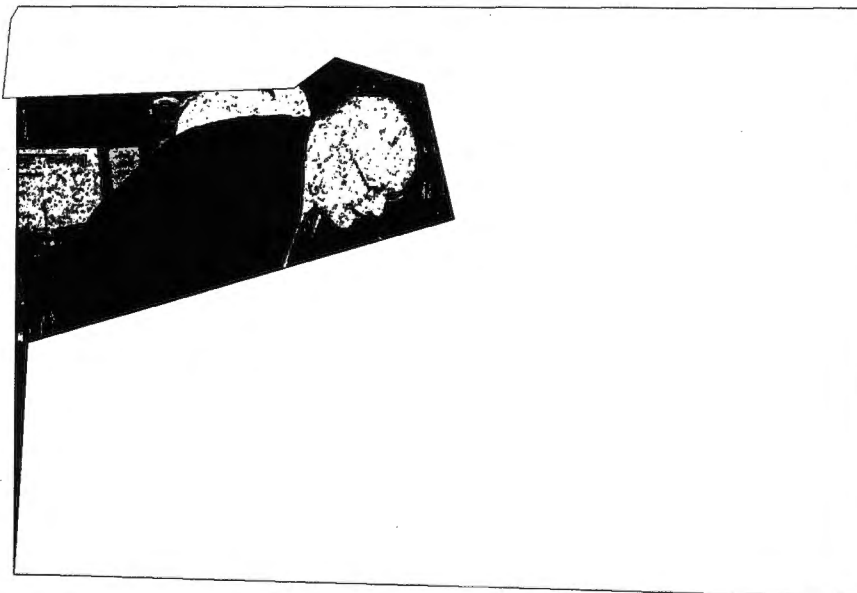
(U) It's not all about Westfields: Offsites matter too!

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~~(S)~~ The Recon is interested in featuring more information and stories about all NRO sites including [redacted] if you are at such a site and know of something interesting taking place at your site that would of general interest to the NRO population, we want to hear from YOU. E-mail us today.

~~SECRET.~~

The Recon - May 16, 2003**UNCLASSIFIED.****(U) DNRO visits Cub Run Elementary School**

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(U) On 30 April, DNRO Peter Teets visited Cub Run Elementary School, to take part in the school's Science and Math Carnival. While there, the DNRO met with faculty and students. Although Mr. Teets was there to speak about the NRO and satellites, the grade school students were mostly in how much money the DNRO made.

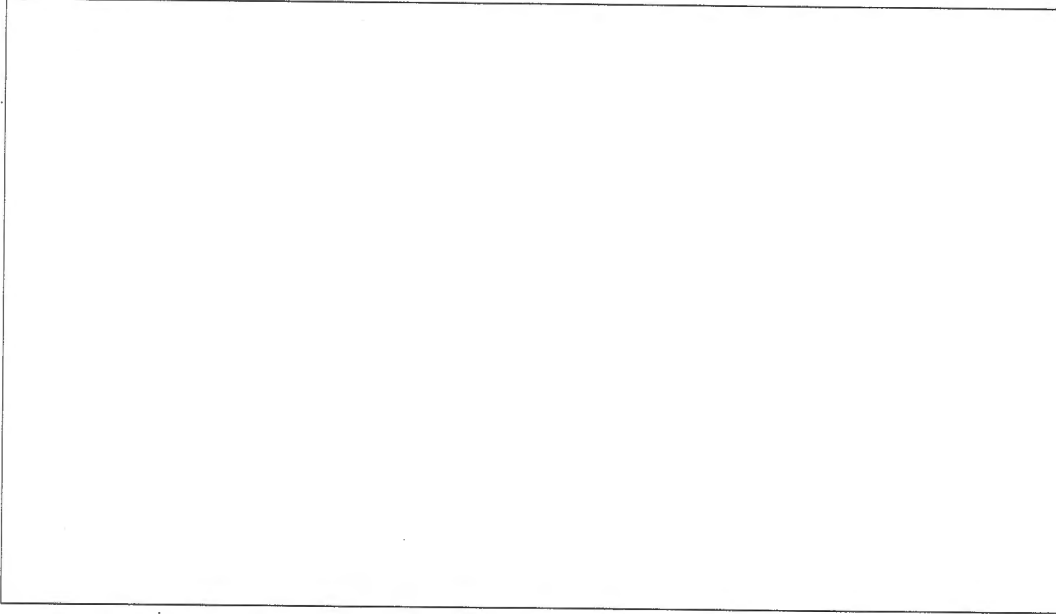
(U) To see more photos from Mr. Teet's Cub Run visit, see the [Recon photo album](#).

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The Recon - May 16, 2003

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(U) April Medal Recipients



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(U) Congratulations to the following April 2003 NRO medal recipients.

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The Recon - May 16, 2003

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(U) More Employee of the First Quarter awardees



(U) The following individuals received the Employee of the First Quarter Award for Jan.-Mar. 2003. To view previously announced Employees of the First Quarter, see the Apr. 25, 2003 edition of the Recon.

(U) OSL

Field Grade Officer

Company Grade Officer

Senior Enlisted

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The Recon - May 16, 2003

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(U) Who & what is Corporate Communications?



(U) What is the Office of Corporate Communications (OCC)? What do they do? Who makes up the office? Why should I care? Does NRO have a public affairs office? If you've ever asked questions like these, you'll find answers here. A recent communications questionnaire and a What's On Your Mind question tipped us off that quite a number of NRO employees aren't familiar with OCC.

(U) The NRO's Office of Corporate Communications is the public affairs and internal communications entity for the NRO. A small office of nine people located in Westfields Tower 1, OCC is responsible for:

(U) Media Relations, including media/public outreach, response to inquiries, acting as media advisor to NRO leadership, media liaison, compilation of media clippings pertinent to the NRO, public affairs support for launches, and NRO Internet homepage oversight.

(U) Community Relations, including coordinating NRO public appearances, internal events planning, briefings/tours for community groups, coordination of CEO Day/SETA/CAAS activities, coordination of elementary school partnership, and production of NRO brochure and other outreach materials.

(U) Internal Relations, including publishing the corporate newsletter (the *Recon*) and magazine (the *Space Sentinel*—first issue scheduled this summer), arrangement of DNRO/DDNRO Brown Bag lunches, oversight of Communicator's Council, arrangement of Town Hall meetings, arrangement of video support for internal events, helping Ds&Os develop and implement communication plans/publicity campaigns for the internal NRO audience, speechwriting and special writing assignments.

(U) What can OCC do for you?

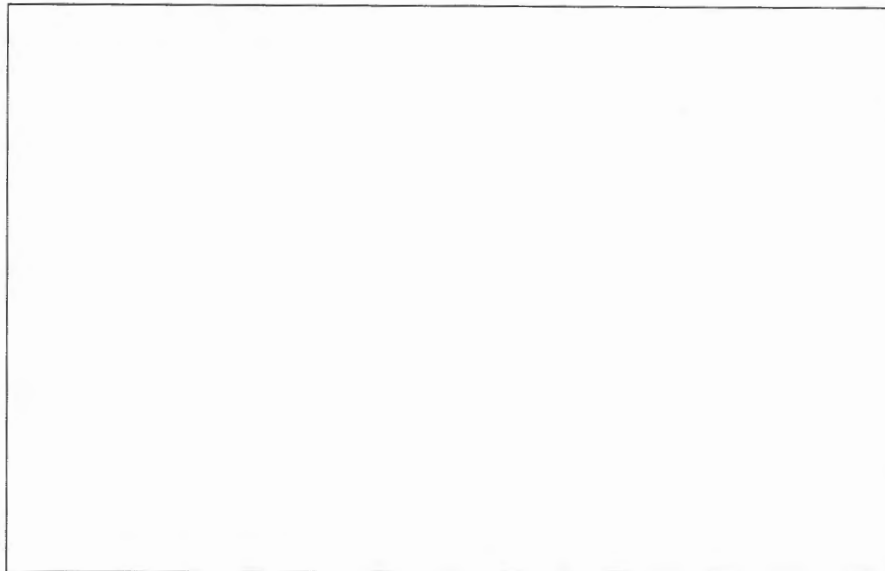
- (U) Help you prepare for a public speech, whether it is for a conference, an elementary school visit, or some other event. OCC offers a prepared, unclassified speech, which you can tailor to your audience. In addition, OCC offers a variety of hand-outs like pencils, bookmarks, and brochures.

- (U) Help your office develop an internal communication/publicity plan to get newsworthy information out to the NRO populace. The NRO Strategic Plan is a recent example of a successful internal publicity campaign.

- (U) Review articles and presentations that NRO people prepare for an external audience.

(U) For more information about OCC, or to request OCC's services, please contact our main office at or (b)(3) visit our [homepage](#).

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The Recon - May 16, 2003**UNCLASSIFIED.****(U) NRO volunteers clean up for Earth Day**

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(U) Volunteers from the NRO Top 3 Adopt-A-Highway team and the Westfields Recycling Committee celebrated Earth Day on Apr. 22 by cleaning NRO Headquarters compound, [redacted] and Route 28. The above photo shows Brian Malone (D/MS&O), [redacted] DD/MS&O), and others cleaning up Route 28. (b)(3)

(U) Volunteers filled twelve bags with trash picked up on the Westfields compound and 13 bags at [redacted] items picked up included glass and plastic bottles, scrap wood, a large, twisted piece of metal, and paper trash. In a landfill, the paper would take 2-4 weeks to decompose and tin cans would take 100 years to decompose! (b)(3)

(U) The Adopt-A-Highway team picked up over 37 bags of trash along Route 28, including building vents, hub caps, and a \$5.00 bill. Last year, the VDOT noted that Virginia's Adopt-a-Highway volunteers collected enough trash to overflow Redskins Stadium (75,000 bags)!

(U) It's not necessary to wait until Earth Day to play a key role in keeping the environment clean. Please recycle and dispose of trash properly every day.

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The Recon - May 16, 2003**UNCLASSIFIED****(U) Community Service Activity database gets redesigned**

(U) MS&O is pleased to announce the redesign of the Community Service Activities (CSA) database. This database tracks personnel participation and volunteer hours in CSA-sponsored activities. The newly revised database now allows volunteers, and not just the event points of contact, to record information. It also does away with requiring multiple entries for personnel who participate in an event multiple times. Points of contact and volunteers are encouraged to transfer all data from this year currently recorded in the former tracking system into the new system. The former system will be accessible until June 2003.

(U) For more information, contact or e-mail webmasters-MSO for assistance.

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The Recon - May 16, 2003**UNCLASSIFIED.**

(b)(6)

(U) Rebuilding in April

(U) This year's Loudon County, Virginia Christmas in April was a huge success with work being done on 22 homes by over 700 volunteers county-wide. A group of 25 volunteers from the NRO participated on the home of a mentally challenged homeowner in Purcellville, VA. After being in a automobile accident earlier this year, the homeowner incurred substantial medical bills which made it financially difficult for him to make necessary repairs to the house.

(U) NRO volunteers replaced a rotting front porch ceiling; added a new door to one of the rooms; scraped, primed and painted the entire front porch, and soffit and window rake boards. They also repaired an attic window, re-wired the attic fan, installed smoke and carbon monoxide detectors, fixed the basement sump pump and cleared a construction dumpster's worth of garbage from the basement. NRO volunteers also cleaned up the yard and planted flowers. The effort took one and a half day to complete.

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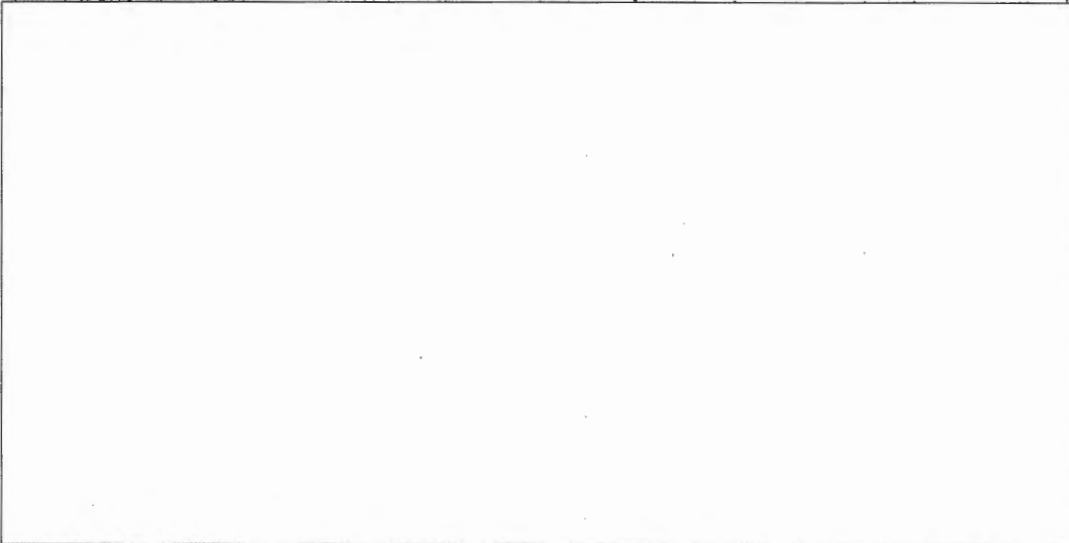
The Recon - May 16, 2003

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(U) NRO supports Public Service Recognition Week

(U) Public Service Recognition Week on the National Mall honored the men and women serving our country in the past, present and future. The NRO exhibit was among 66 Department of Defense exhibits.

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(U) Public Service Recognition Week (PSRW) is an annual event held nationwide, from Washington, DC to Los Angeles, CA. This year, exhibitors on the National Mall included federal, state, and local agencies.

(U) PSRW serves to recognize all public servants and educate people on the work they do. Approximately 20,000 people visited the National Mall for this year's event. The NRO, along with mission partners NIMA and NSA, has actively participated since 2001.

(U) To see additional photos, see [Recon photo album](#).

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The Recon - May 16, 2003

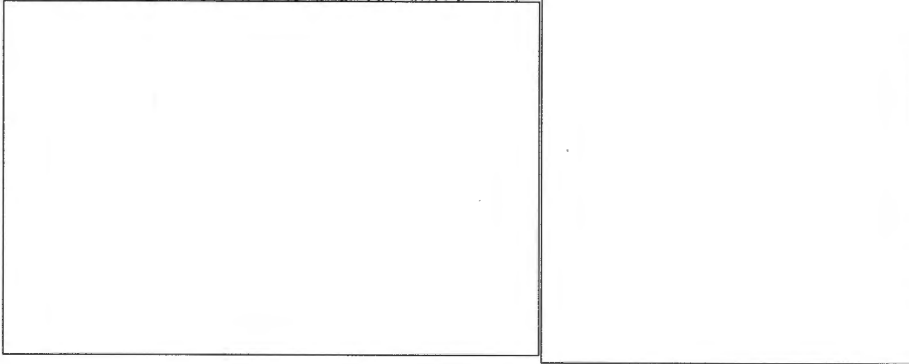
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**(U) 2003 Fun Run/Walk
Winners**

(U) [redacted] ran the 5K in 15 minutes
and 48 seconds. [redacted]'s time
for the same course was 22 minutes
and 20 minutes.

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(U) Congrats to this year's winners!



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The Recon - June 03, 2003**UNCLASSIFIED.****(U) DNRO charts course for NRO's future**

(U) On May 28, DNRO Peter B. Teets hosted a Town Hall Meeting in which he revealed NRO's way ahead. The plan, constructed by NRO seniors, represents NRO's Architectural Vision and Investment Strategy. It outlines the various NRO programs to be pursued between now and 2020. "I want to emphasize that this plan is not something cast in concrete," said the DNRO, who wanted NRO personnel to understand the rationale and thinking behind putting the plan forth.

(U) In addition to establishing goals, the NRO's Architectural Vision and Investment Strategy is expected to help the DNRO justify current and future budgets before Congress. According to the DNRO, Congress is doing some major "machinations" with the FY04 budget due to serious worries. "I think I did a reasonable job explaining why the FY04 budget was set up as it was and how it leads us to a future," said Mr. Teets, who used this experience as yet another good reason to have a plan and vision for the future, particularly as the FY05 Intelligence Program Objective Memorandum (IPOM) is constructed.

(U) Although the NRO Architectural Vision and Investment Strategy has been and will continue to be discussed internally, there are plans to share this information with the Intelligence Community (IC) and mission partners. According to the DNRO, the plan has already been shared with NIMA and, to a lesser extent, NSA. "It's time to push this forward to the greater community and the Pentagon," said Mr. Teets.

(U) The DNRO then outlined the following NRO Architectural Vision and Investment Strategy for the directorates:

(U) To receive a videotaped copy of this Town Hall presentation, please contact at

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The Recon - June 03, 2003

~~SECRET//BYE//TK//X1.~~

(U) IMINT's Way Ahead

[Redacted]

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[Redacted]

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[Redacted]

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~~(S)~~ On the subject of

[Redacted]

[Redacted]

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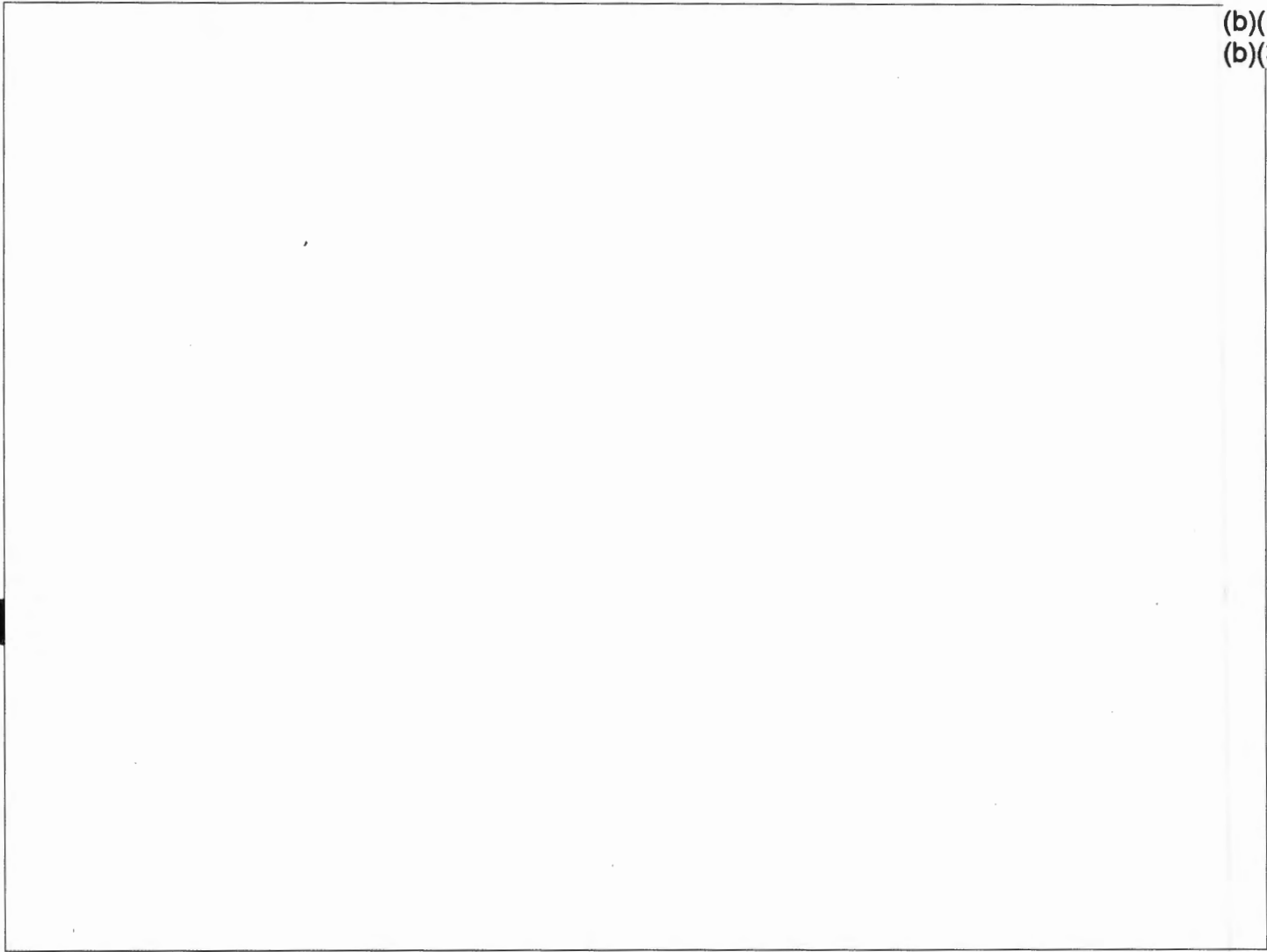
~~(S)~~ *To view the imagery taken by [redacted] see the ninth slide from the last DNRO Town Hall meeting on Apr. 30, 2003. The slides can be found by clicking on Director/Town Hall Briefings/Apr. 30, 2003.

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The Recon - June 03, 2003

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(U) SIGINT's Way Ahead



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[Redacted]

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[Redacted]

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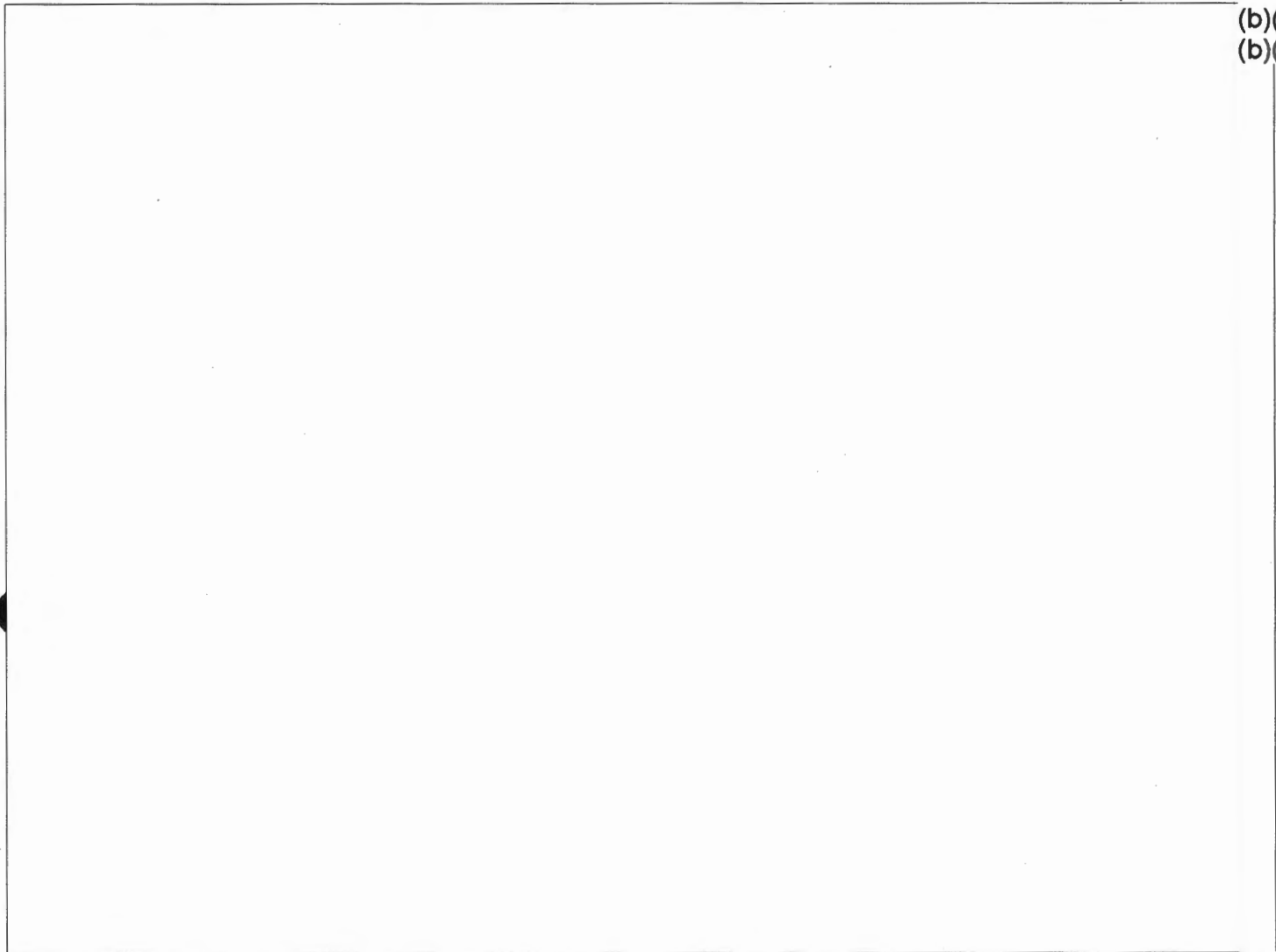
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The Recon - June 03, 2003

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(U) COMM's Way Ahead



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(S//TK) [Redacted]

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(U) To establish a baseline for the FY05 IPOM, we are budgeting for an **Optical Relay Comm Architecture (ORCA)** constellation, said Mr. Teets of the space-based relay system that is being acquired. COMM Director, RADM Rand Fisher, is in the process of examining how ORCA will be part of the transformational communication system architecture and how it will interface with DoD military satellite communication architecture, which also has laser communication ability.

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The Recon - June 03, 2003~~—SECRET//BYE//TK.~~**(U) AS&T's Way Ahead**(b)(1)
(b)(3)

(U) According to Mr. Teets, AS&T will support next generation architectures such as GEO, HEO and LEO, through technical development and bringing on line the necessary technology to enable the next generation architecture. "I see AS&T's charter as developing new technology, pushing them forward, doing important demonstrations," said Mr. Teets.

(U) "One of the biggest challenges we have as an organization is to try to find the proper balance between investing in infrastructure systems that the IC and war fighter have grown accustomed to having at their disposal, while simultaneously having enough resources left over to invest in important new technology developments," said Mr. Teets, who pointed to the Director's Innovation Initiative as a good example of how the problem should be tackled.

(U) "I would like to see us spend an increasing percentage of NRO budget on AS&T and we will try to do exactly that. It is a daunting challenge because we're spending more now than ever. It is unknown how much longer increasing budgets will come in our direction. I hope it's for a long time because I am convinced that NRO systems will help us win the war on terrorism," said the DNRO.

~~—SECRET//BYE//TK.~~

The Recon - June 03, 2003

UNCLASSIFIED.

(U) Request a video copy of DNRO Town Hall

(U) To receive a videotaped copy of this Town Hall presentation, please contact [redacted] at [redacted] Videotapes of the meeting will be sent to the various offsites automatically.

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The Recon - June 06, 2003

~~SECRET//TK~~

(U) NRO provides Personnel Recovery, Combat Search and Rescue in OIF

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<p>(S)</p>	

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<p>(b)(1) (b)(3)</p>	
<p>(S)</p>	

(U) For more information on NRO support to PR/CSAR efforts, please contact the NRO PR/CSAR Program Manager in the SAIO Tactics office, SIGINT Directorate.

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The Recon - June 06, 2003

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~~TS//TK~~ [redacted] celebrates milestone.

~~TS//TK~~ [redacted]
[redacted]

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The Recon - June 06, 2003

~~UNCLASSIFIED//FOUO~~

(U) Messages from the IG: A new avenue of communication from the NRO Inspector General

(U//FOUO) Just when you were wondering what's been happening in the Office of Inspector General, a new avenue of communication from the IG to the NRO workforce, has been established. Messages from the IG, posted on the NRO Byeway under WF Announcements, provides the IG with an opportunity to communicate directly and quickly with the NRO population. By electronically disseminating IG intelligence material via the Messages from the IG forum, the IG can provide the NRO workforce with timely postings of issues affecting the organization. The link also serves as a place where NRO employees can go to stay informed of the OIG's direction by browsing through their latest audit or inspection reports, presentations, announcements, or notes.

(U) The DNRO is committed to managing NRO resources efficiently, appropriately, and in compliance with applicable laws, regulations and guidance. In complying with this commitment, the OIG's mission is to safeguard public trust by providing internal oversight of resources for the NRO workforce, and promoting integrity, economy, efficiency, and effectiveness. Having an effective OIG that the Director can depend on helps to reinforce his efforts to maintain a world-class workforce postured to meet both the technical and financial challenges that lie ahead. The IG is committed to providing the NRO workforce with several avenues of communication in order to better meet the needs of the organization.

(U//FOUO) The OIG relies on dedicated civilian employees, service members, and contractors to provide them with information regarding fraud, waste, abuse and mismanagement within the NRO. For more information about the OIG, please call them on [redacted] (secure) or [redacted] or visit their homepage; to submit concerns to the IG anonymously, please use the IG Hotlink located on the NRO Byeway homepage or call the OIG Confidential Hotline [redacted]. The OIG welcomes your comments and suggestions.

(U) For more information on the new IG's strategic direction, please watch for an upcoming series of interviews with Mr. Eric Feldman, Inspector General, NRO, coming to your IPTV soon.

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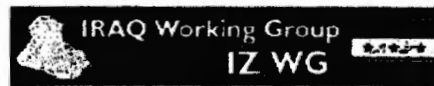
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WF Announcements	
Post	Search Expand All Options Help
0	Urgent Messages (To Archives >)
0	System Outages (To Archives >)
0	NRO Director's Notes (To Archives >)
0	Deputy Director's Notes (To Archives >)
0	NRO Recon (To Archives >)
4	Upcoming Events (To Archives >)
0	Messages from the IG (To Archives >)
1	Facility Bulletins (To Archives >)
1	General Announcements (To Archives >)
0	HR Bulletins (To Archives >)
6	Job Opportunities (To Archives >)



The Recon - June 06, 2003~~UNCLASSIFIED//FOUO.~~**(U) Time is running out to submit OIF Lessons Learned**

(U) In a recent Director's Note 2003-22, Mr. Teets appointed the Deputy Director for Military Support (DDMS) to collect Lessons Learned from all of the directorates and offices that supported Operation Iraqi Freedom. In the note, Mr. Teets states that Lessons Learned are an important part of the NRO story of warfighter support during this historic campaign. He also notes that the focused attention and participation of each directorate and office in this effort will help ensure a complete, true, and effective record, as well as initiate actions to improve NRO support to future operations.



~~(U//FOUO)~~ Lessons Learned can be submitted via the Iraq Working Group IZ WG website on the Bvewav homepage. All submissions must be made no later than June 13. For more information please contact [redacted] DDMS/Operational Support Office/US Central Command Support Team at [redacted] (b)(3)

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The Recon - June 06, 2003

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(U) MASINT Director wins J.D. Hill Award

(U) On May 18, the National Military Intelligence Association (NMIA) awarded NRO's [redacted] the Jimmie D. Hill Award. According to the NMIA, his contributions significantly advanced the Nation's ability to characterize significant threats and fight the global war on terrorism.

(U) [redacted] won the award for his dynamic leadership and superior expertise as Director, NRO Measurement and Signature Intelligence (MASINT) Staff. (b)(3)

(U) He expanded the Department of Defense's and the IC's knowledge of the unique capabilities of space-based MASINT and their understanding of NRO's ability to develop and employ innovative and effective MASINT systems against the nation's hardest intelligence challenges. [redacted] also established partnerships with the Army, Air Force and the Defense Intelligence Agency to accelerate development of new intelligence products, and enhance NRO's capabilities to collect, process and disseminate unique MASINT for strategic and tactical use.

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The Recon - June 06, 2003

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(U) CIO's Deborah Loudon wins Leadership Award

(U) Women in Technology (WIT) held their Fourth Annual WIT Leadership Awards Banquet on May 15. The 2003 winners for the WIT Annual Leadership Awards included Ms. Deborah Loudon, NRO Deputy CIO, who received the Government Leadership Award.

(U) WIT, a Washington, D.C.-area trade group, recognized Ms. Loudon for her work in the information resource management arena, including working as the contracting officer on large-scale acquisitions and program manager for the Defense Department's purchase card.

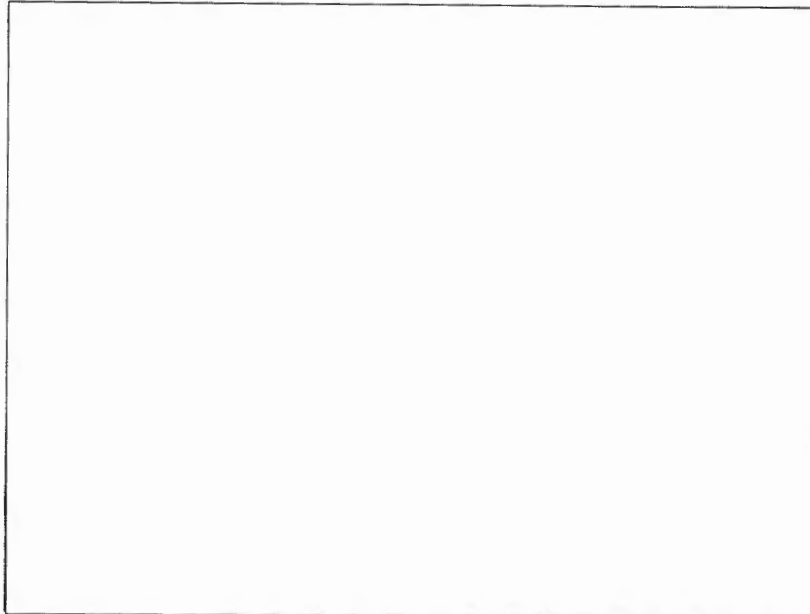
(U) One of the few IT women in the intelligence field, Ms. Loudon "has been a role model for women," said WJLA-TV's Maureen Bunyan, the program's emcee.

(U) WIT is a not for profit organization dedicated to offering women involved in all levels of the technology industry a wide range of professional development and networking opportunities. One of the organization's main goals is to create a forum where women in technology can be recognized and promoted as role models. WIT was founded in 1994 and has close to 800 members.



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The Recon - June 06, 2003

UNCLASSIFIED.**(U) Security sends care packages to U.S. troops abroad**

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(U) The Facilities & Information Security Division shows off "goodies" for troops in Iraq.

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Like many with deployed family members and friends, Facilities & Information Security Division's, (FISD), [redacted] had many emotions when she learned that her son [redacted] was going to Iraq. "It was difficult knowing that he was going over in that environment," said [redacted]. Even more bothersome for [redacted] was knowing that her son, along with the other troops, felt unappreciated by the American public. "My son and the other troops felt as if we here in the States did not really know what was going on and that we didn't care."

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~~(S)~~ To lift the spirits of [redacted] and others in the office with deployed family and friends experiencing the same emotions [redacted] went into action. She sent an e-mail to discover others within FISD who had family and friends deployed to I(b)(1) [redacted] found four FISD members located [redacted] with loved ones fighting abroad. It was with this info [redacted] in the collection effort began.

(U) "It started as a cookie drive but we discovered that sending cookies to the desert wasn't such a good idea," said [redacted]. So, the office decided to collect other "goodies" for the troops. The response was overwhelming. "So many people wanted to get involved. We collected ten copier paper boxes jammed packed with powdered drink mixes, plastic bags, stationary, beef jerky, hard candies and gum, toiletries, dried foods, lotion and socks," said [redacted].

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(U) The office also sent personal letters to the troops [redacted] even had his Sunday School class of elementary students make cards for the troops," said [redacted]. The children wrote encouraging messages in the cards such as "We love you" and "Win the war."

(U) FISD sent the boxes to deployed family members and friends of FISD personnel. The troops shared the boxes' contents with their companies and were truly overcome with FISD's generosity. A thank you note from [redacted] son [redacted] read, "I would like to thank everyone that took time out of their day just to make me feel special. Receiving packages, letters, and anything else from home really boosts a soldier's morale, which makes him fight better. I say that because if a soldier feels like he's fighting for nothing, then s/he can't and will not perform to their peak ability. But, knowing that people actually care about what we are giving our [redacted] gives us a purpose."

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(U) [redacted] brother [redacted] and the troops of Alpha Company, 1st Battalion, 124th Infantry Regiment, wrote, "Thank you so much for your outpouring of generosity and concern. The care package from you and your co-workers was well received by both [redacted] and my fellow soldiers. There is an unwritten rule among us that any packages get shared, and this package was no exception... It means the world to us to know we have the support of people back home, and I am truly touched by your kindness. [redacted] is truly blessed to work with such caring people."

(U) [redacted] brother [redacted] JSMC wrote, "Thank you from the Marines of Task Force Tarawa, 2 MEB. The package

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from you and your co-workers brought great joy and comfort to the Marines. It is always good to know that people back home are thinking about us and that we have your support. The comfort items and snacks greatly improved our living conditions and gave us a taste of home. Once again, thank you."

"I can't thank the office enough," said [redacted] "It has meant so much to me."

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The Recon - June 06, 2003

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(S//FOUO) Who has the best website on the Byeway and why?

(U//FOUO) The previous Recon asked, "Who has the best website on the Byeway and why?"

(U) Here's what you told us:

- (U) Office of Space Launch (OSL) [OSL link here](#)
- (U) Advanced Systems and Technology (AS&T). They maintain a wealth of information on technical events like Technology Seminars in a very organized and easily retrievable format. [AS&T link here](#)
- (U) Office of Human Resources (OHR) - The new site is well organized, easy to use, and contains current information. It should be used as a model for other sites on the Byeway. [OHR link here](#)

- (U) The Recon - it has the most interesting and current information of any site out there. (Honestly, the Recon staff did not pay anyone to submit this comment!)

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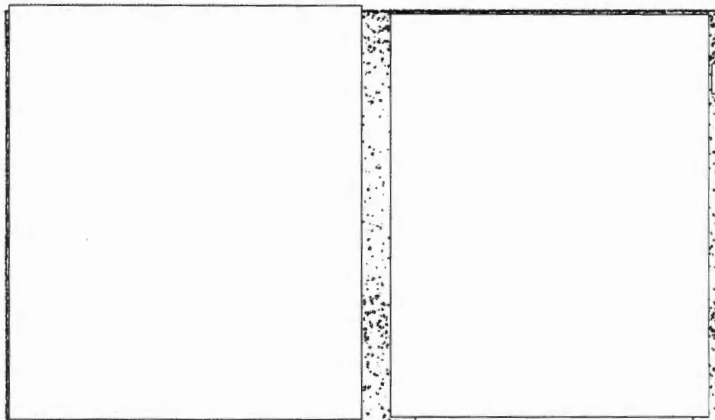
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The Recon - June 06, 2003

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(U) [redacted] nominated for Airman of the Year

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(U) The NRO congratulates Senior Non-Commissioned Officer (SNCO) [redacted] and [redacted] as the Air Force Element nominees for Outstanding Airmen of the Year (OAY) award. They will compete at the Air Force Wide Level competition and are authorized to wear the 12 OAY Ribbon for being selected as Major Command (MAJCOM) nominees to this prestigious award.

(U) SNC [redacted] is a Superintendent with the Operations Branch for the Communications Operations Headquarters Squadron (COMM/OPS/COQ) where she leads 23 Air Force NCOs and 82 contractors in COMM's largest squadron. She is responsible for the mission availability of 120 servers, 15 Local Area Networks and more than 6,000 workstations in the NRO Headquarters facility. In addition, she leads the Streamlined Service Center (SSC) serving over [redacted] with a 95% satisfaction rate for

(U) [redacted] over 11,500 phone calls and 1,500 e-mails monthly.

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(U) [redacted] is also from COMM and is assigned to the Northwest Communication Support Element at Onizuka Air Force Station (COMM/OPS/COI/COIS). He is a network control technician in a \$30M+ advanced regional technical control facility that provides network management, system installation and maintenance to 7000+ circuits and multiple 24-hour operation facilities. He also monitors the status of [redacted] providing secure communications to the NRO, NASA, and DoD.

[redacted] was chosen above 15 peers as technical lead for priority satellite command and telemetry systems activation. He led a 3-person team during the installation of 4 secure data terminals and 200 feet of fiber cabling, which supplied an avenue for intelligence data dissemination to war fighters supporting OPERATION ENDURING FREEDOM.

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The Recon - June 06, 2003**UNCLASSIFIED.****(U) [redacted] nominated for First Sergeant of the Year****(b)(3)**

(U) NRO's [redacted] has been selected as the Major Command nominee to represent HQ USAF for the First Sergeant of the Year Award. [redacted] will compete at the Air Force Personnel Command (AFPC) in the AF Wide Level competition.

(U) As NRO's First Sergeant, [redacted] provides guidance and support to over [redacted] personnel, including of over [redacted] enlisted members. He also advises Senior Air Force Officers along with [redacted] local and geographically separated commanders on matters pertaining to enlisted issues. Prior to his assignment to the NRO, [redacted] was First Sergeant for the world's largest forward deployed Expeditionary Civil Engineer Squadron where he mentored and lead over 400 assigned personnel during Air Expeditionary Force 10 (AEF), on Prince Sultan Air Base, Kingdom of Saudi Arabia in support of 5,300 American, British and French forces enforcing Southern Iraq "No Fly" Zone.

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The Recon - June 06, 2003

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(U) [Redacted]

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[Redacted]

(S//TK) [Redacted]

[Redacted]

**(U) The Recon is interested in featuring more stories
submit an article or story idea**

[Redacted]

Contact us today to

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The Recon - June 06, 2003

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(U) NRO announces medal recipients for May

May 2003 NRO Medal Recipients

<u>Meritorious Medal</u>	<u>Superior Medal</u>
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	<div style="border: 1px solid black; width: 100%; height: 1.2em; background-color: white;"></div>
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	<u>Distinguished Medal</u>
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The Recon - June 06, 2003

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(U) Air Force announces promotions

(U) Congratulations to the following individuals promoted effective on June 1, 2003:

<p>(U) Lieutenant Colonel</p> <div style="border: 1px solid black; width: 150px; height: 20px; margin-bottom: 5px;"></div> <p style="text-align: right;">(S//TK)</p> <div style="border: 1px solid black; width: 150px; height: 40px; margin-bottom: 5px;"></div> <p style="text-align: right;">(S//TK)</p> <p>(U) Major</p> <div style="border: 1px solid black; width: 200px; height: 60px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 150px; height: 20px; margin-bottom: 5px;"></div> <p style="text-align: right;">(S//TK)</p> <div style="border: 1px solid black; width: 200px; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 150px; height: 20px; margin-bottom: 5px;"></div> <p style="text-align: right;">(S//TK)</p>	 <small>U.S. AIR FORCE</small>	<p>(U) Captain</p> <div style="border: 1px solid black; width: 200px; height: 40px; margin-bottom: 20px;"></div> <p>(U) Chief Master Sergeant</p> <div style="border: 1px solid black; width: 200px; height: 20px; margin-bottom: 20px;"></div> <p>(U) Master Sergeant</p> <div style="border: 1px solid black; width: 200px; height: 40px; margin-bottom: 20px;"></div> <p>(U) Technical Sergeant</p> <div style="border: 1px solid black; width: 200px; height: 40px;"></div>
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The Recon - June 06, 2003**UNCLASSIFIED.****(U) U.S. Army celebrates 228 years**

(U) This year, the US Army will celebrate its 228th birthday. In honor of this event, all NRO personnel are invited to a party celebration on Tues., Jun. 10 at 11 a.m. at Westfields.

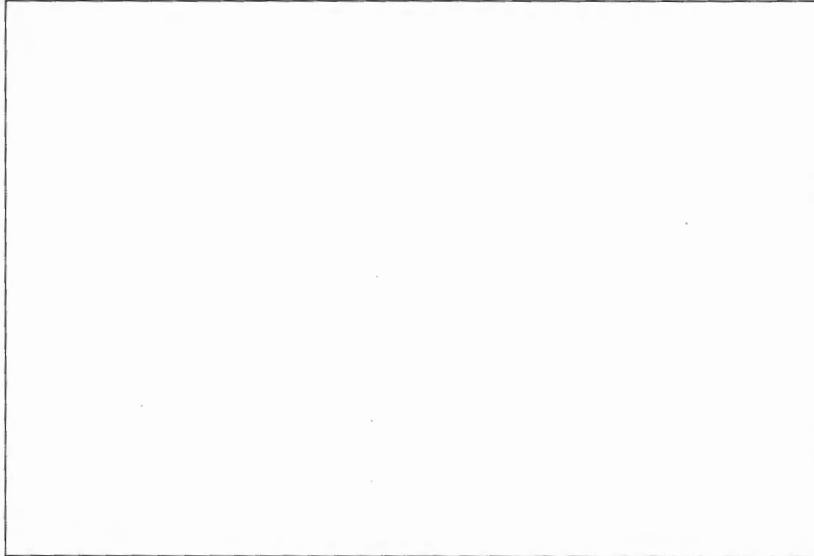
(U) At this event, the outgoing Army G-2, LTG Robert W. Noonan, Jr. will deliver his thoughts on the importance of space to the warfighter. There will also be a demonstration by an element of the Old Guard and a presentation by the Army's Senior Intelligence Officer. All of these events will take place in the J.D. Hill Auditorium and conclude with a traditional cake cutting ceremony. Please mark your calendars to attend.

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The Recon - June 06, 2003

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(U) Enlisted Top 3 hosts first picnic



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(U) The NRO Enlisted Top 3 hosted its first ever All Services Enlisted Call and Appreciation Picnic on May 14 at Burke Lake. Over 130 enlisted attended the event. The event allowed attendees to meet other enlisted personnel for the first time. All had a great time enjoying the BBQ lunch and playing ball games.

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The Recon - June 27, 2003~~SECRET~~**(U) DCI issues plan for IC support to law enforcement**

(U) Earlier this year, DCI George Tenet published the DCI's Strategic Mission Plan for Intelligence Community (IC) Support to Law Enforcement (LE). The purpose of this plan is for the IC to provide timely intelligence to law enforcement in order to give them a decisive edge in combating international terrorism and other criminal activities that threaten national security.

(U) "Intelligence sharing between the intelligence and law enforcement communities has never been more important," said Mr. Tenet in a signed letter that appears with the 16-page plan. "I expect each member of the IC to integrate these initiatives into [their] plans and budgets as appropriate."

(U) The DCI identified several key areas that require improvement. These areas include an expanded "culture of collaboration" between the IC and LE; a formalized mechanism to help LE coordinate and prioritize their intelligence collection requirements; a review of policies that limit IC and LE collaboration, and improved information management systems. To execute this plan, the

DCI has initiated an effort co-chaired by the FBI and his Community Management Staff to identify specific implementation tasks, and leverage current initiatives that are underway in order to improve information sharing between the IC and LE agencies.

~~(S)~~ The five goals the DCI proposes to bring about improvement in the key areas outlined above include:

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(U) The NRO has taken a lead in this planning effort and provided the co-chair for the expert working group that produced the plan. To learn more about the DCI's plan, contact [redacted] Chief, Homeland Security and Consequence Management Team, DDNS, at [redacted] for a copy of the DCI's Strategic Mission Plan.

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The Recon - June 27, 2003**UNCLASSIFIED.****(U) DNRO meets with media to discuss NRO programs**

(U) On Jun. 24, DNRO Peter B. Teets hosted a Media Roundtable at the Pentagon. At the meeting, Mr. Teets shared information about NRO programs such as Future Imagery Architecture (FIA), space-based radar, and transformational communications.

(U) "In the President's '04 budget we have put forth a plan to field a space-based radar system which can give us some persistent surveillance over any point on the surface of the earth, day and night, and in all weather," said the DNRO.

(U) According to Mr. Teets, current advancements in technology would allow a space-based radar system to operate as a synthetic aperture radar imaging satellite to get radar imagery of points on the earth. Advancements would also allow the system to operate in a mode that would give indications of moving targets in a given area. "This will bring a huge new capability to our warfighting forces," said Mr. Teets.

(U) On transformational communications, Mr. Teets spoke of the increased bandwidth the system would provide. "Our bandwidth capability in Operation Iraqi Freedom was up 800 percent from what it was in Desert Storm. Transformational communications, using some laser communications from space, will enable us to achieve at least another order of magnitude in bandwidth capability. Perhaps even more important, the transformational comm system that we envision fielding will use internet protocol. That is to say it will essentially be a big internet in the sky," said the DNRO.

(U) When asked about the status of FIA, Mr. Teets pointed to NRO efforts to ensure that FIA was structured in such a way that it would be executed successfully. "We have worked hard over the course of the last year to structure the [FIA] program in a way that we could successfully execute the program. It has required the use of some additional resources and we've done some replanning and restructuring of the program. I'm quite confident that we have a program in place now that will ultimately become successful," said the DNRO.

(U) The DNRO was also questioned about when the NRO would start work on programs that go beyond FIA. To that, the DNRO responded that NRO is looking for the "smart and proper approach." "We are looking past the time when the first FIA satellite will be launched right now. We're looking at alternatives and asking ourselves if it makes sense to buy more of the same or go to a new generation."

**UNCLASSIFIED.**

The Recon - June 27, 2003**UNCLASSIFIED.****(U) NRO pilots Telework Program for govies**

(U) The NRO is currently piloting a new initiative, the Telework Program, to provide a quality work environment at the NRO. Typically, telework or telecommute programs allow employees to work from their homes and/or at Telework Centers set up by the General Services Administration (GSA). However, the NRO Telework Pilot Program requires participants to work at approved secure facilities with GWAN connectivity such as the Naval Research Lab.

(U) Presently, several employees are participating in the pilot, which will run from June to December 2003. To take part in the program, participants must have the consent of their supervisor and sign a Telework Agreement. The agreement, which serves as a "contract" between the employee and manager, specifies work location, duties to be performed, and a telework schedule. An employee's office director is responsible for approving participation.

(U) "The Telework pilot program requires each participant to develop a work plan with his/her supervisor. Supervisors and employees must set realistic and achievable performance goals as well as discuss measures to determine if the desired performance is met," said [redacted] Telework Program Manager.

(U) Federal telework programs are supported by both the Bush Administration and Congress. Congress even passed a law that calls for government agencies to offer such programs. In addition to being used as a recruitment tool to attract younger employees, telework programs help employees balance work and family life.

(U) "One of our participants is saving over two hours a day in commuting time," said [redacted] "Morale is high among participant(b)(3) [redacted] have found the program to help them achieve more balance in their personal lives."

(U) MS&O is closely monitoring the effectiveness of the program. "We are also working with the site locations to ensure that the program isn't creating any undue hardship on them with respect to additional support requirements," said [redacted] At the end of the pilot, the Board of Directors (BoD) will decide if NRO will move the program beyond the pilot stage.

(U) For more information about the NRO pilot program, contact [redacted] at [redacted] or [redacted] at [redacted] Or, visit the joint Office of Personnel Management (OPM)/GSA Web site at <http://www.telework.gov>.

UNCLASSIFIED.

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UNCLASSIFIED.

(U) TAG Team helps DNRO chart NRO's technical future

by [redacted]

(U) TAG is short for the Technical Advisory Group, which is an independent senior advisory panel to the DNRO on "Strategic Direction." The group includes representatives from industry, academia, and the Intelligence Community (IC) with the AS&T as the executive secretariat.



(U) The former DNRO Keith Hall, chartered TAG in 1998 to advise him on technology and NRO's research and development programs. Today, TAG members meet four times a year, and Mr. Teets has asked them to examine the NRO as a whole by addressing NRO programs, business practices, technology competence, and direction. The group's findings are then given to Mr. Teets for consideration after each meeting. Currently, a TAG subcommittee is assessing NRO Systems Engineering and Program Management for a report due to Mr. Teets later this month.

(U) The TAG meets with senior NRO and IC leaders to address items of interest to them and Mr. Teets. To allow for free and open discussions, TAG meetings are by invitation only. While the TAG is not a formal process or an acquisition decision board, the group provides valuable independent observations and recommendations to Mr. Teets concerning high-level policy and strategic direction.

(U) TAG members of the team include Dr. Robert Hermann, Global Technology Partners (TAG Chairman and former DNRO); Dr. Robert Cooper, President of Titan Aerospace Electronics Division; Mr. Victor DeMarines, Consultant (former president of Mitre Corp); Mr. Brian Ferran, Co-Chairman of Applied Minds Inc.; ADM David Jeremiah (ret), President of Technology Strategies and Alliances; Dr. Paul Kaminski, Chairman and CEO of Technovation Inc.; Dr. Jack Hugus, Consultant (former Lockheed Martin executive); Mr. Robert Kohler, Consultant (former CIA program manager), and Dr. Edward Stone, Professor, California Institute of Technology.

(U) [redacted] AS&T Chief Technology Officer, and [redacted] work the daily actions of TAG planning and conduct the TAG sessions with the support of [redacted]. For more information about TAG or to submit items for discussion, contact [redacted]

[redacted] at [redacted] or [redacted] at [redacted]

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(U) Videos on Emergency Preparedness available on Byeway

(U) The Office of Security encourages all NRO personnel to know their roles and responsibilities in the unlikely event of an emergency in the workplace. To get up to speed about what to do in an emergency situation, personnel can view a series of Emergency Preparedness Videos available on the Byeway.

(U) The videos provide information on:

- * How to report an emergency
- * The notification process in an emergency
- * How to evacuate the building in an emergency
- * Where to relocate inside the building in an emergency
- * How to evacuate the compound
- * How to prepare for an emergency

Take a look at these videos today.



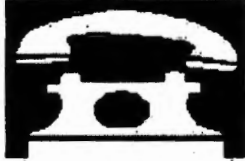
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UNCLASSIFIED.

(U) Beware of phone scams at home

If it's too good to be true...



(U) According to Verizon, there is a phone scam going on now that might cost you thousands of dollars. As a result, Verizon is telling everyone to avoid dialing any phone number that begins with an 809 area code.

(U) The scam call begins with a message that may be about receiving information about a family member who has been ill or to inform you that you've won a prize. The reasons for the call vary. Regardless of the reason, the caller instructs you to immediately call a number that begins with an 809 area code for more information. The number may connect you to a person or to a long recorded message - a ploy to keep you on the phone for a long time.

(U) Unbeknownst to callers calling from the U.S., the charge for these calls is **\$2,425 per-minute**. Callers who dialed such a number from the U.S. have been billed over \$24,100.00.

(U) The 809 area code is for the British Virgin Islands (the Bahamas) and can be used like a 900 number. Since this number is outside the U.S., it is not covered by U.S. regulations which require notification and warning of charges and rates for such numbers. There is also no opportunity in which callers can terminate the call without charge. Those with home devices to block 900 numbers are also susceptible to this scam as such devices are ineffective in preventing calls to the 809 area code.

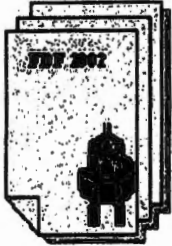
(U) Should a call to an 809 area code be made, callers will be responsible for the charge. Local and long distance phone companies are hesitant to get involved. So, fighting the bill with them may prove useless if a call to the 809 number was indeed made. The phone company's stance is that they only provide billing services.

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~~UNCLASSIFIED//AIUC~~

(U) Financial Disclosure Forms due July 31 for CIA personnel



(U//AIUC) CIA personnel with staff or staff-like access whose last names begin with the letters L-Z are required to submit a Financial Disclosure Form (FDF) no later than Thurs., July 31. Failure to comply with the requirements of the Agency's Financial Disclosure Program will result in appropriate administrative action and may include revocation of clearances for anyone not in compliance with this program. Should you have any questions regarding this requirement or need assistance in completing the form, please contact the Office of Security's

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UNCLASSIFIED.

(U) Strat Planning issues Climate Survey results



by [redacted] (b)(3)
 (U) The 2003 NRO Organizational Climate Survey is now complete with over 5,000 NRO personnel completing the survey- an increase of approximately 17% compared to last year (mainly due to increased site participation). The survey was administered from Apr. 15 - May 9, on both GWAN/ CWAN and in hardcopy to all NRO government and contractor employees across all locations. This year's survey also integrated the diversity survey previously conducted by OEE0/ME, which also extended participation to contractors. The survey participants represent a valid sample of the NRO workforce with all Directorates, Offices and sites participating.

(U) Positive changes occurred in many of the 18 categories identified in the survey, including Communication, Teamwork, Job Satisfaction, and the overall grand mean. The Physical Security category had the highest score, as it did in 2002; and although it posted an increase, the Awareness and Involvement In Strategic Direction category continues to receive the lowest score. Training and Diversity were two of the categories that experienced a decrease in scores. Survey participants were also asked to identify the categories they believe should be the focus of improvement in the coming year. The top five identified were Communication, Tools and Information Infrastructure, Performance Recognition, Training, and Employee Development.

(U) Over the last several years there has been an increase in the number of organizations such as the IG, OEE0/ME, MS&O, and OHR who are interested in using survey results to look at issues in more detail. In addition, positive changes have occurred throughout the NRO (e.g., facility upgrades, physical security) due to employee feedback contained in the Climate Survey. And finally, new Site Commanders are using survey results and employee feedback as a way of establishing a baseline for themselves as they take on their new site responsibilities.

(U) Outbriefs to the Ds and Os on survey results for their organizations have begun and will continue over the next few months. The Board of Directors will be developing an action plan based on employee feedback and priorities from the survey, and progress on addressing the issues will be communicated to the NRO population. Your participation in the 2003 NRO Organizational Climate Survey is appreciated... "What You Say Can Make A Difference!"

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(U) What America means to you

(U) The office of Equal Employment Opportunity and Military Employment Opportunity invites all permanent NRO personnel to spend a day reflecting on freedom by taking part in the 6th Annual All American Day Observance on Fri., Jul. 11 from noon to 3:00 PM on the Westfields Compound, outside Tower 4.

(U) There is a lot to do and see at All American Day:
• DNRO, Peter B. Teets will provide opening remarks

- Great food served by the Westfields cafeteria
- The NRO Universal Choir will perform patriotic musical selections
- Performances by Young & Rollins (sponsored by the NRO Hispanic Advisory Council)
- Additional performances by the Nen Daiko Drum Group (sponsored by the NRO Asian Pacific American Council)
- "Tour of Europe" Wine Tasting
- Chili Cook-Off Contest
- Car and Motorcycle Show



• Dunk Tank (sponsored by Management Services and Operations in partnership with the Community Service Activity). All proceeds will be donated to the Northern Virginia Training Center, which provides job skills to people with disabilities.

- Information booths on the Federal Women's Program, NRO's Native American Council, and NRO Toastmasters
- Award presentations for the volleyball tournament and the chili cook-off.

(U) Lunch tickets for this event are \$4.00 in advance and \$6.00 on the day of the event. Tickets will go on sale beginning Tues., Jul. 1 in Westfields cafeteria at the cashiers' station.

(U) On Tues., Jul. 1 at noon, the NRO's "Joyful Noise" will host "What Does America Mean to You" a musical tribute to all NRO employees. The performance will take place in the JD Hill Auditorium.

(U) The Deputy Director for Military Support will host a Yellow Ribbon Ceremony on Fri., Jul. 11 at 10:00 a.m. in the J.D. Hill Auditorium to honor NRO employees and family members deployed.

(U) There will be a display exhibit entitled "The Evolution of the American Uniform" for the month of July in the Cultural Diversity Exhibit area in the 2nd floor spline between Towers 3 & 4.

(U) For more information about the events surrounding All American Day, contact [redacted] at [redacted] or [redacted] at [redacted]

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~~SECRET//BYE//TK~~

~~(S)~~ Senator Warner visits

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~~(S//BYE)~~

~~(U//FOUO)~~ Senator Warner expressed an interest in the way ahead for special access programs and was briefed on future plans.

~~(S)~~

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(b)(3)

(U) This article first appeared in the latest edition of IMINT Insight.

~~SECRET//BYE//TK~~


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~~SECRET//TK~~

(U) Air Force announces promotions

(U) Congratulations to the following individuals promoted effective on July 01, 2003:

<p>(U) Major</p> <div style="border: 1px solid black; width: 150px; height: 50px; margin: 5px 0;"></div>	<p>(U) Technical Sergeant</p> <div style="border: 1px solid black; width: 150px; height: 30px; margin: 5px 0;"></div> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 5px 0;"></div>
<p>(U) Senior Master Sergeant</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 5px 0;"></div>	<p>(U) Staff Sergeant</p> <div style="border: 1px solid black; width: 150px; height: 20px; margin: 5px 0;"></div>
<p>(U) Master Sergeant</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 5px 0;"></div> <div style="border: 1px solid black; width: 150px; height: 50px; margin: 5px 0;"></div>	



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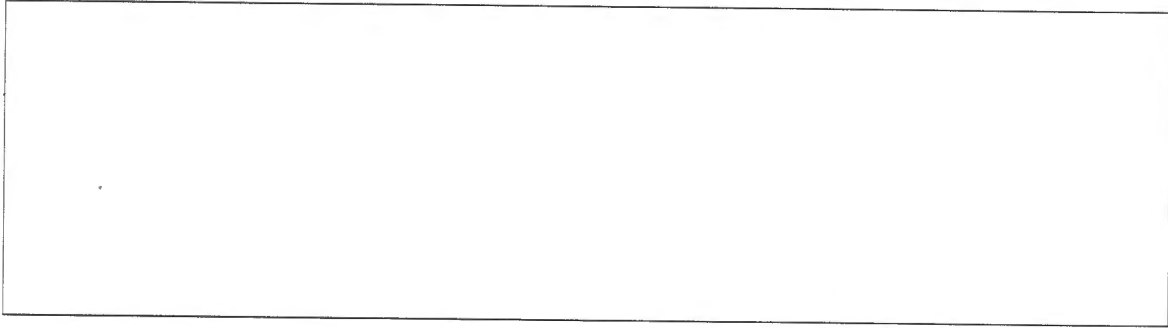
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(U) DNRO recognizes some of those who worked on the Regan case

Late this week, DNRO Peter Teets took time to recognize personnel from NRO, the United States Air Force (USAF), the United States Attorney's Office (USAO) and the Federal Bureau of Investigation (FBI) who successfully worked on the government's case against Brian Regan, the former NRO employee charged with espionage.

Those recognized were:



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(U) NRO bikers go on roll with Rolling Thunder

(U) Sunday, May 25, 2003 was the 16th annual running of Rolling Thunder. This is an event attended by thousands of bikers in remembrance of those who lost their lives during the Vietnam War and as an effort to remember those still missing in action.

(U) The event is named after the last bombing campaign in Vietnam. The large grouping of bombers sounded like thunder rolling across the sky. This sound is represented by the mass number of bikes all rolling through the streets of Washington, D.C. This year's event was attended by at least one group of six people from DDMS

[Redacted]

(U) The group met at a local Harley-Davidson dealership and rode from there to the Pentagon's north parking lot. At least 200,000 bikes staged there for the parade that would take them through Washington, D.C. and past the Vietnam War Memorial.

(U) Thousands of people lined the streets to view the event, many waving American flags. "May we never forget those that lost their lives and still fight everyday for the price of our freedom."

[Redacted]

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(U) Wanted: Space Sentinel story ideas



Got any story ideas for the Space Sentinel?

(U) The Space Sentinel is a new NRO quarterly magazine for all NRO personnel, mission partners, and select congressional staffs on Capitol Hill. Due out in mid-late July, the first edition will focus on NRO's support to Operation Iraqi Freedom. We are currently seeking stories and/or story ideas that:

- tell about NRO support to the war effort,
- have a long shelf life,
- are classified no higher than Secret//SI//TK, and
- will be of interest to broad and diverse audiences.

(U) Anyone interested in submitting a story idea for either the first issue or later ones should contact lead editor [redacted] at [redacted] or [redacted] (b)(3) [redacted] before drafting the story. We will give advice on story length, scope, and focus depending on the subject to be discussed.

(U) The Space Sentinel is a great marketing tool to get the word out about all of the incredible things we do at the NRO. This is an opportunity to tell mission partners and Congress what the NRO does, why it is important, and why it should receive more funding. So, if you have

any story or story idea, don't be shy. However, time is running out. The deadline to submit a written story for the premier issue is July 3. So, act fast!!

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DNRO Town Hall set for July 25



The DNRO Town Hall Meeting is Fri., July 25 at 11 am EST and 8 am PST in the Jimmie D. Hill Auditorium. All NRO personnel are invited to attend. Mr. Teets will discuss the organization of the NRO.

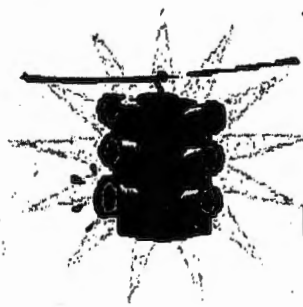
Personnel may submit questions for Mr. Teets in advance to WF-LIVE. The meeting will be available via video-conference. Contact your local video support team for assistance. For more information, contact [redacted] at [redacted] (b)(3)

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~~SECRET//TK~~

(U) NRO in final push for upcoming launch



~~(S//TK)~~ [Redacted] (b)(1)
(b)(3)

~~(S//TK)~~ [Redacted]

(U) Look for countdown posters at entrances to the Westfields building a week prior to launch. A display will also be placed in the Westfields lobby closer to the launch date.

~~(S//TK)~~ [Redacted] (b)(1)
(b)(3)

~~SECRET//TK~~

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~~—SECRET//BYE//TK—~~

(U) HPSCI releases NRO's FY04 budget remarks

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(b)(3)

(U) The House Permanent Select Committee on Intelligence (HPSCI) recently released the Intelligence Authorization Bill for Fiscal Year (FY) 2004. The remarks encompass allocated budgets for the Intelligence Community. Below are excerpts from the bill that pertain to the funding of some NRO programs.



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(b)(3)

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[Redacted] (b)(1)
(b)(3)

(U) For the full length Intelligence Authorization Bill for Fiscal Year (FY) 2004, both classified and unclassified, visit the Legislative Liaison website.

~~—SECRET//BYE//TK—~~

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~~SECRET//TK~~

(U) HPSCI favorites fare well in FY04 budget marks



[Redacted] (b)(1)
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(S//TK) [Redacted] (b)(1)
[Redacted] (b)(3)

[Redacted] (b)(1)

(S//TK) [Redacted] (b)(3)

[Redacted] (b)(1)
[Redacted] (b)(3)

[Redacted]

(U) For the full length Intelligence Authorization Bill for Fiscal Year (FY) 2004, both classified and unclassified, visit the Legislative Liaison website.

~~SECRET//TK~~

The Recon - July 18, 2003~~UNCLASSIFIED//FOUO~~**(U) IG: Family Members Convicted of Obstruction of Justice**

~~(U//FOUO)~~ Recently, two brothers, both former employees of a prime NRO contractor, pled guilty in federal court to obstruction of justice. The wife of the younger brother also pled guilty to obstruction of justice.

~~(U//FOUO)~~ Based on a lead from the NRO Office of Security, the NRO Office of Inspector General (OIG), the Federal Bureau of Investigation (FBI), and the Defense Criminal Investigation Service (DCIS) initiated an investigation into kickbacks from a sub-contractor to employees of an NRO prime contractor.

~~(U//FOUO)~~ Early in the investigation, the older brother was identified as receiving minimal kickbacks and agreed to assist the investigation by wearing a recording device and engaging in conversation with the subcontractor believed to have been making the kickback payments. In order to prevent the investigation team from gathering information about his younger brother (of whom the government had no knowledge) the older brother alerted the subcontractor to the recording device.

~~(U//FOUO)~~ The older brother also alerted his younger brother about the investigation. Upon learning of the investigation, the younger brother and his wife created bogus receipts purporting to show cash payments to the subcontractor for furniture and home improvements. When interviewed by investigators, the younger brother denied receipt of any kickbacks. Once he was confronted with documentation to the contrary, however, the younger brother acknowledged that the subcontractor had arranged to provide him with approximately \$26,000 in home improvements, but claimed that he paid the subcontractor in full.

~~(U//FOUO)~~ To support their defense, the younger brother and his wife directed their attorney to deliver the bogus receipts to the investigation team. During the wife's interview, she stated they paid the subcontractor for the work and attested to the accuracy of the receipts. She also agreed to a polygraph examination, after which the examiner reported she was not truthful in her responses to questions relating to the payments and the receipts.

~~(U//FOUO)~~ Investigative efforts developed sufficient evidence to expose the deception in the family members' statements and the false receipts. Subsequently, the older brother pled guilty to obstruction of justice and was sentenced to 12 months supervised probation and 6 months home detention. Shortly thereafter, the younger brother and his wife also pled guilty to obstruction and were each sentenced to 24 months supervised probation and 6 months home detention. The younger brother was also ordered to pay \$26,462 in restitution.

~~(U//FOUO)~~ This case demonstrates the commitment of the NRO OIG to aggressively investigate violations of procurement laws designed to protect the integrity of federal funding and procurements. If you know of or suspect any questionable activity involving fraud, waste, or mismanagement at the NRO or of NRO funds, please call the OIG Hotline at [redacted] use the OIG (b)(3) Anonymous Hotlink, or visit the OIG at Westfields in Room 12G06. The OIG can also be reached by fax at [redacted] (secure) or [redacted] (nonsecure).

(U) Click here for more information on the [NRO OIG](#)

~~UNCLASSIFIED//FOUO~~

The Recon - July 18, 2003**UNCLASSIFIED****(U) OHR schedules briefings on NRO Awards Program**

(U) In coming editions of the *Recon*, several key components of the NRO Awards Program will be featured in an effort to keep employees abreast of changes that will occur on Oct. 1.

(U) The *Director's Circle Award* (DCA) is the pinnacle of the NRO Awards Program. This annual award recognizes approximately 2% of the organization's civilian and military employees at all levels. The criteria for this award are exceptional achievements/contributions that have NRO-wide impact and outstanding performance reflective of the organization's values and goals. Nominations are due to the OHR Awards and Recognition Team (ART) Oct. 31. The NRO Recognition and Award Board (NRAB) will review all nominations and forward its recommendations to the DNRO for final approval. The names of award recipients will be released in November. In December, awardees will be presented with prestigious DCA statuette, a bronze eagle bust during a special luncheon hosted by the Director.

OHR
office of human resources

(U) For more information on other types of recognition in the NRO Awards Program, please attend one of the following briefings offered by the Office of Human Resources (OHR):

- July 22 2:30-3:30 C114 Q&T
- July 24 10:30-11:30 12B20
- July 30 10:30-11:30 12B20
- July 31 10:30-11:30 12B20
- July 31 2:30-3:30 12B20

(U) More information on the new NRO Awards Program may be found next month in the [OHR Website](#) on the Awards and Recognition page.

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UNCLASSIFIED

(U) Microsoft Windows XP comes to a GWAN desktop near you!



(U) The NRO COMM Directorate is currently migrating all GWAN workstations to Windows XP. The migration is expected to improve GWAN desktop capabilities and will continue over the coming months. Below a few frequently asked questions about the migration.

(U) Why migrate to a new program?

(U) Although the current Windows NT Workstation 4.0 has served the NRO well, the program's old age is leading to capability problems with new peripherals and handling new information technology requirements, especially multimedia capabilities. Windows XP is a better solution.

(U) What changes will users see on their new GWAN desktops?

(U) GWAN customers may be surprised to see very few changes to the new GWAN desktops. COMM went to great lengths to incorporate the new features of Windows XP without imposing big changes for users. The look and feel of the system and familiar applications will remain pretty much the same as most of the new changes are "under the hood." There may be some visible differences with some of the upgraded applications such as Corel Draw and Adobe Acrobat. For most applications such as Outlook and MS Office suite, however, the look will be the same. Users may also notice slight performance improvements and better memory management with Windows XP.

(U) Who will be affected by the migration?

(U) Westfields customers will be the first large user group to receive the new operating system. The migration process began the week of July 7th in Tower 3 and will continue throughout the month. Each site will upgrade over the summer. Watch the Byeway for migration dates and times.

(U) How will the migration affect e-mail and shared folders?

(U) GWAN customers should rest assured that shared folders, H: drive files, and e-mail will not be affected during this migration effort.

(U) For further information regarding the Windows XP migration, including a list of frequently asked questions, please visit the COMM/AEG/EED Website, and follow the link to Windows 2000/XP, or call the Streamlined Service Center.



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~~UNCLASSIFIED//FOUO~~

(U) NYT author, NRO Pioneers to speak on discussion panel

LEADERSHIP AND NATIONAL RECONNAISSANCE:
PERSPECTIVES FROM TWO RECENT BOOKS

SECRET EMPIRE
 PHILIP TAUBMAN

*Reconstruction of the Past and
 Leaders of National Reconnaissance*

Beyond Expectations: Building an American National Reconnaissance Capability
 Edited by Dr. Robert McDonald

A PANEL DISCUSSION FEATURING:
 Philip Taubman, *The New York Times*
 Peter Wilhelm, Pioneer of National Reconnaissance
 Roy Burks, Pioneer of National Reconnaissance
 Dr. Joseph Helman, Center for the Study of National Reconnaissance

**Wednesday
 August 13, 2003
 10:00 - 11:30 a.m.
 J.D. Hill Auditorium**

Contact [redacted] at 350-5982 for tickets

(U) There will be a panel discussion on leadership and national reconnaissance featuring *New York Times* reporter and author, Philip Taubman, and NRO National Reconnaissance Pioneers, Peter Wilhelm and Roy Burks on Wed., Aug. 13 from 10 am to 11:30 am in the Jimme D. Hill Auditorium. The panelists will discuss Mr. Taubman's book, *The Secret Empire: Eisenhower, the CIA and the Hidden Story of America's Space Espionage* and *Beyond Expectations: Building an American National Reconnaissance Capability*, edited by Dr. Robert McDonald, ed.

(U) Mr. Taubman, deputy editorial page editor of the *New York Times*, has covered national security and intelligence issues for more than two decades. He has received two Polk awards. He was the *Times'* Moscow Bureau chief in the late 1980s and directed the Washington Bureau's coverage of the Persian Gulf War in 1991. In his book, Taubman explores how a small group of intelligence innovators opened up the Soviet Union to surveillance and protected the U.S. from surprise nuclear attack by designing, building, and operating the US, SR-71, and the first reconnaissance satellites.

(U) Mr. Wilhelm is a former space systems engineer. He introduced new techniques and devices that improved the performance of low altitude SIGINT satellites. Mr. Burks is the former Technical Director of the NRO Program B, the CORONA Program.

~~(U//FOUO)~~ Tickets for this event will be available on July 30th. For more information or to obtain a ticket, contact [redacted] at [redacted] (b)(3)

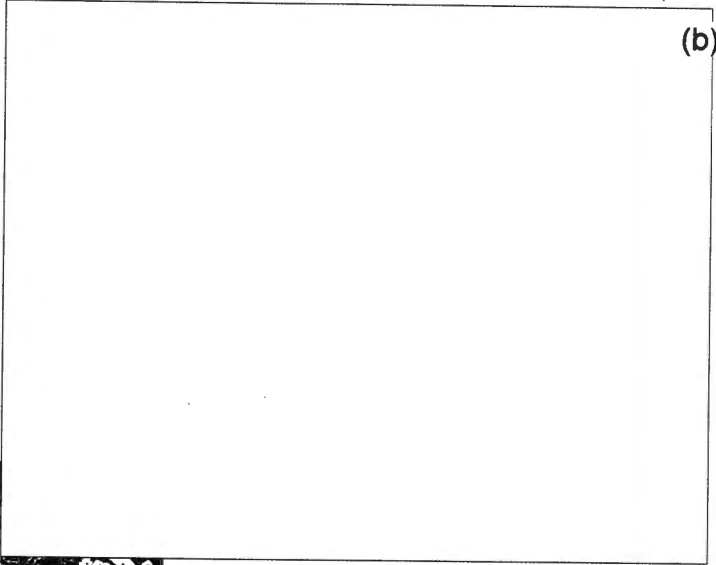
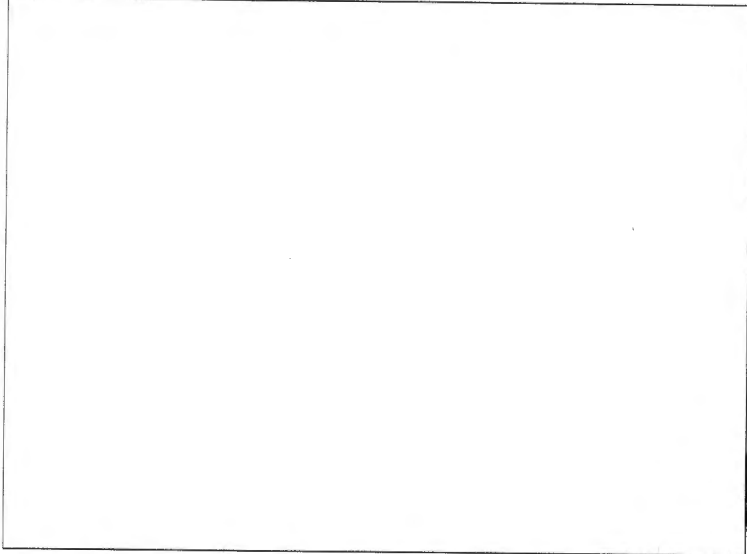
(U) This event is sponsored by the Center for the Study of National Reconnaissance and the Office of Corporate Communications.

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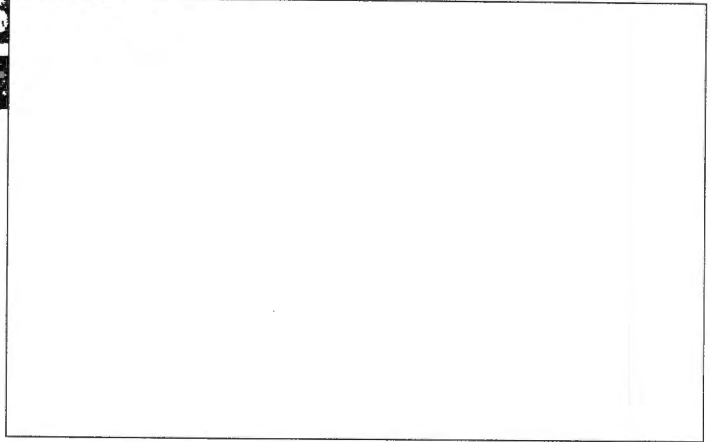
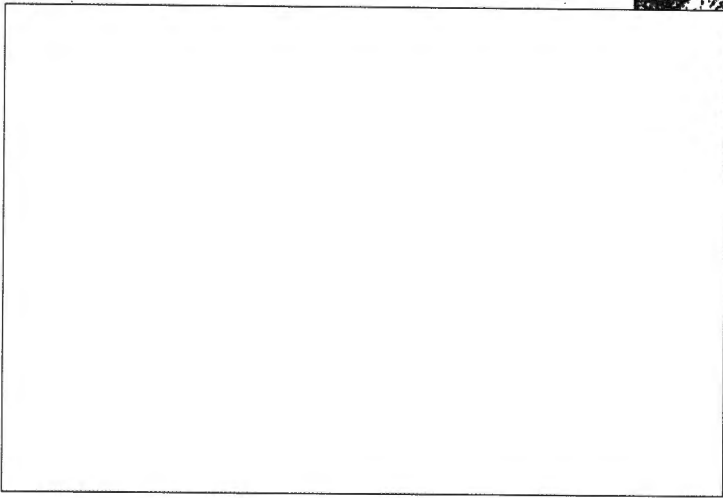
The Recon - July 18, 2003

UNCLASSIFIED

(U) All American Day Highlights



(b)(3)



(U) All American Day was a success again this year. There was lots of food and fun for everyone. To see pictures from this fun filled day, visit [pictures highlights](#).

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The Recon - July 18, 2003

~~UNCLASSIFIED//FOUO.~~

(U) Yellow Ribbon Campaign raises over \$1,000

~~(U//FOUO)~~ The Enlisted Advisory Council, (EAC), and Brig Gen Armor, the NRO Senior Air Force Officer, recently sponsored a Yellow Ribbon campaign at Westfields as a show of support for deployed troops in Operation Iraqi Freedom and Operation Enduring Freedom. Headed by [redacted] the campaign lasted distributed over 1,500 ribbons and raised over \$1,000 for the United Services Organization (USO) from June 14, Flag Day to July 4th.

~~(U//FOUO)~~ Although many perceive the war on Iraq as being over, the EAC wanted to encourage everyone to continue to hope for the safe return of the Nation's forward deployed forces. "They need our support now more than ever," said [redacted] speaking of (b)(3) 9,000 troops deployed in Afghanistan and 146,000 deployed to Iraq. "We can make the difference."

~~(U//FOUO)~~ The Yellow Campaign indeed make the difference to IMINT's [redacted] who along with other NRO personnel thanked the EAC for the effort. "Our son is in Iraq so it means more than you can imagine. (We) appreciate all your efforts," said [redacted]

(U) EAC thanks all who contributed to the campaign.

~~UNCLASSIFIED//FOUO.~~

The Recon - July 18, 2003

~~SECRET//BYE//TK~~

(U) NRO employees for the second quarter

The Directors of COMM, DDSE, DDMS, IMINT, MS&O, Office of Security, Office of Space Launch, and SIGINT are proud to announce the Employees of the Second Quarter from April - June 2003.

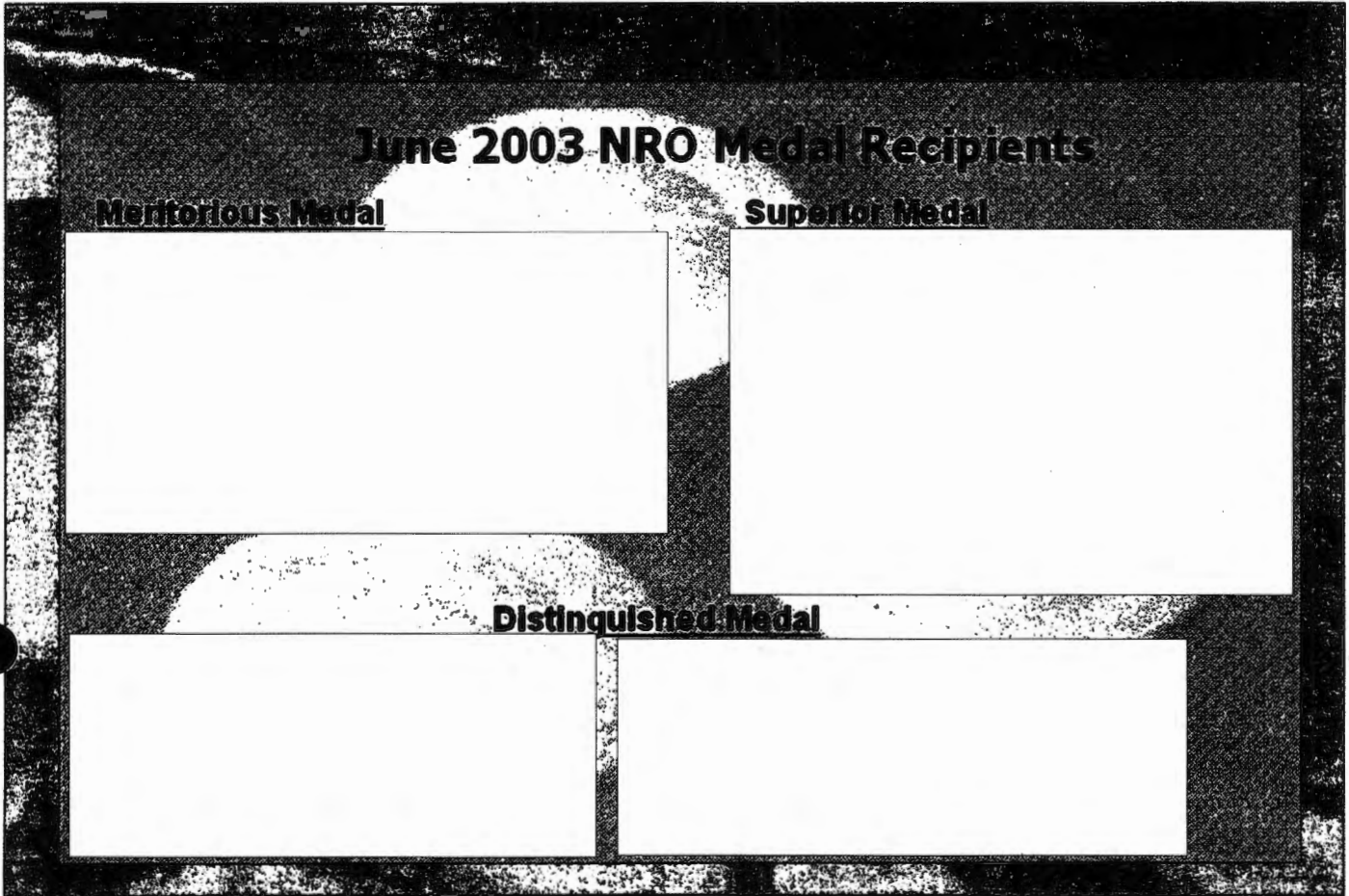
	COMM	DDSE	(b)(3)
			(b)(3)
		MS&O	(b)(3)
		OS	(b)(3)
	DDMS		(b)(3)
	IMINT		(b)(3)
	OSI	OSI	(b)(3)
	IMINT	SIGINT	(b)(3)
			(b)(3)

~~SECRET//BYE//TK~~

The Recon - July 18, 2003

~~SECRET//TK~~

(U) Medal recipients for June 2003



(b)(3)

(U) Congratulations to the following NRO employees!

~~SECRET//TK~~

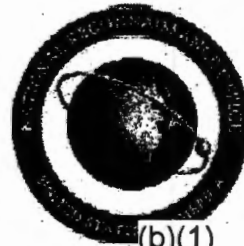
The Recon - August 05, 2003

~~SECRET//BYE~~

DDNRO responds to U.S. News & World Report article on NRO

The following text appeared in Deputy Director's Note Number 2003-06 dated Aug. 4, 2003.

~~(S//BYE)~~ The article in this week's issue of *U.S. News & World Report* is, I suspect, as frustrating to you as it is to me. What we would all like to do is to lay out for the American people just one day's worth of the intelligence we provide to this Nation's leaders, both civilian and military. Every day, NRO satellites provide actionable intelligence [redacted] and helps to provide humanitarian aid to people in crisis. But we can't—the intelligence we provide is too fragile, subject to denial if our enemies knew what we can do from space. So, we must continue to labor in silence, while some reporters make a living selling sensational headlines and stories based on partial truths with an emphasis on the negative to compensate for a lack of facts.



(b)(1)
(b)(3)

~~(S//BYE)~~ We do things every day at the NRO that most other nations don't believe are possible or wouldn't attempt even if they believed they were possible. The nature of our business is that the [redacted] We would not have survived the past 43 years if our Nation's leaders did not believe that the products each of you provide weren't worth the investment needed to bring these technological marvels to reality.

(U) Security requires us to suffer our critics in silence, however ill informed and misleading they may be. We have the satisfaction of knowing the truth.

[Click here to read the U.S. News & World Report article about the NRO.](#)

~~SECRET//BYE~~

The Recon - August 05, 2003

~~SECRET//TK~~

(U) Security reminder about discussing NRO programs

~~(S//TK)~~ An article appearing in *U.S. News & World Report* dated Aug. 11, 2003, entitled *Lack of Intelligence*, discusses several NRO satellite programs and some details purporting to be budget data [redacted]

(b)(1)
(b)(3)

~~(U//FOUO)~~ Personnel are cautioned against answering any inquiries regarding the above article. All media inquiries should be forwarded to the NRO Office of Corporate Communications. Please advise [redacted] or [redacted] of any such inquiries. Mention of NRO programs in open source publications, such as above, does not mean data is or has been DECLASSIFIED. Employees must continue to treat information disclosed in such a manner as classified and bring it to the attention of your local security officer.

(U) Questions may be addressed to the NRO Security Policy Branch at STU-II [redacted] or secure [redacted]

(b)(3)

~~SECRET//TK~~

The Recon - August 08, 2003

~~SECRET//TK~~

(U) Behind enemy lines: The first-hand story of two downed Naval aviators and how NRO systems helped bring them home (b)(6)

[Redacted] (S//TK) [Redacted] (b)(1) (b)(3)

(U) On Aug. 1, the crew from JUNKER-14 and the pilot who assisted in their rescue gathered at the NRO to meet for the first time. Before a full auditorium, each told his own story about what occurred on the night of Apr. 1, 2003.

(U) The two man crew of JUNKER-14, [Redacted] and [Redacted]

[Redacted] flew in an F-14 over southern Iraq to take out targets. While flying somewhere between Baghdad and Syria, the cockpit light flickered. "On a pitch-dark night over Iraq is not when you want to start having problems with your jet," said [Redacted]

(U) "As I checked the engine instruments, I saw the right engine's fuel supply going down," said [Redacted] who tried (b)(6) unsuccessfully to relight the left engine. Burning 100 pounds of gas per minute, [Redacted] noticed that the right engine had just minutes of fuel remaining. "I had a bad feeling," said [Redacted] who watched as the fuel level continued to approach zero. "It was the most uncomfortable feeling in my life watching the fuel go down."

(U) When the second engine finally died at 19,000 ft, [Redacted] said the jet was like "a rock floating downhill."

(U) "Is that it?" asked [Redacted], the aircraft's Radar Intercept Officer, or RIO.

(U) "Yep, that's it," responded [Redacted] who was still holding onto the throttle stick. At this point [Redacted] pulled the ejection handle. He ejected first, followed by [Redacted]

(U) "The last thing I remember before ejecting is watching green lights from the cockpit fade away," said [Redacted] who blacked out. When he came to consciousness [Redacted] found himself falling in the pitch black, freezing night air, still in his (b)(6) seat. "There was no moon, no horizon and no ground," said [Redacted] At 11,000 ft [Redacted] parachute deployed and he continued his descent toward the earth. During his descent, he saw [Redacted] parachute canopy in the distance and he also saw his TOMCAT explode as it crashed into the ground.

(U) Unlike [Redacted] did not lose consciousness. "I remember every excruciating detail," said [Redacted] who fell 8,000 ft before his parachute deployed. "It was awfully cold going down over Iraq. It was the coldest I'd ever been in my life."

(S) [Redacted] (b)(1) (b)(3) (b)(6)

(U) [Redacted] was the A-10 pilot who came to JUNKER-14's rescue. After a night of inciting enemy fire in (b)(6) or coalition forces to locate the enemy [Redacted] heard "bailout has occurred" over his radio, just before seeing the downed jet -- now a big fireball on the ground. According to [Redacted] he tried to get more information from the voices over the radio but they failed to give him the information he needed to locate and authenticate the downed crew.

(U) Despite not knowing the correct radio code or coordinates and lacking secure communications, [redacted] finally made contact with [redacted] who identified himself and tried to calm [redacted] down. "The first thing to do is to calm a survivor down. Usually when rescuing Army guys in combat, I don't have to calm them down because they are shooting at the enemy," joked [redacted] (b)(6)

(U) Since [redacted] did not have a visual signaling device, he was directed to use a flashlight with an IR cover to make the flashlight invisible to the naked eye. What happened next can only be attributed to one of the ironies of warfare. When [redacted] attempted to find [redacted] flashlight, he actually acquired [redacted] strobe light [redacted] was able to visually acquire [redacted] and mark him with an infrared marking laser, allowing the helicopters to fly straight to [redacted] and make a successful recovery. Amazingly enough, even though [redacted] had been recovered, everyone in the recovery task force believed that they had recovered [redacted]

(U) Next [redacted] set about attempting to recover the other crewman, who he believed was [redacted] even though [redacted] was sitting in the back of one of the rescue helicopters. According to [redacted] once a survivor is on board a helicopter, the A-10's primary role shifts from protecting the survivor to protecting the helicopters. Once the first survivor was recovered [redacted] began flying 'top-cover' for the helicopters, allowing them to conduct the search phase of the rescue. (b)(6)

[redacted] (b)(1)
(b)(3)
(b)(6)

[redacted]

(U) "I heard the helicopters and that was the sound of angels wings," said [redacted] "It has been said that jet noise is the sound of freedom. I disagree. The sound of a rescue helicopter, that is the sound of freedom," commented [redacted] (b)(6)

[redacted] (b)(1)
(b)(3)

(U) The crew of JUNKER-14 was recovered in less than 3 hours after ejecting.

(U) "Thank God that the NRO was out there. I was on the wrong radio frequency and only NRO systems heard me," said [redacted]

(U) "Lots of times you may not think what you are doing has a lot of importance," said [redacted] "But I am standing here to (b)(6) because of what you do."

(U) Above photo: Rescuing A-10 pilot [redacted] (left) stands with the rescued crew of JUNKER-14, [redacted] (center) and [redacted] (right). It was the first time [redacted] ever met [redacted] and [redacted]

~~SECRET//TK~~

The Recon - August 08, 2003

~~—SECRET—~~

(U) How the NRO learned about the JUNKER-14 story

(U) The JUNKER-14 presentation was just one of several Friday Briefings sponsored by the Operational Support Office/DDMS. The weekly briefing series provides a forum for rich and meaningful discussions about current issues involving the NRO and Intelligence Community and presents live examples of how NRO systems are being used throughout the IC and beyond.



(S) The next briefing will be on National Intelligence Priorities; it is scheduled for Aug. 15 at 9 a.m. in the J.D. Hill Auditorium. On Aug. 22, the briefing will be on (b)(1) Organizations. (b)(3)

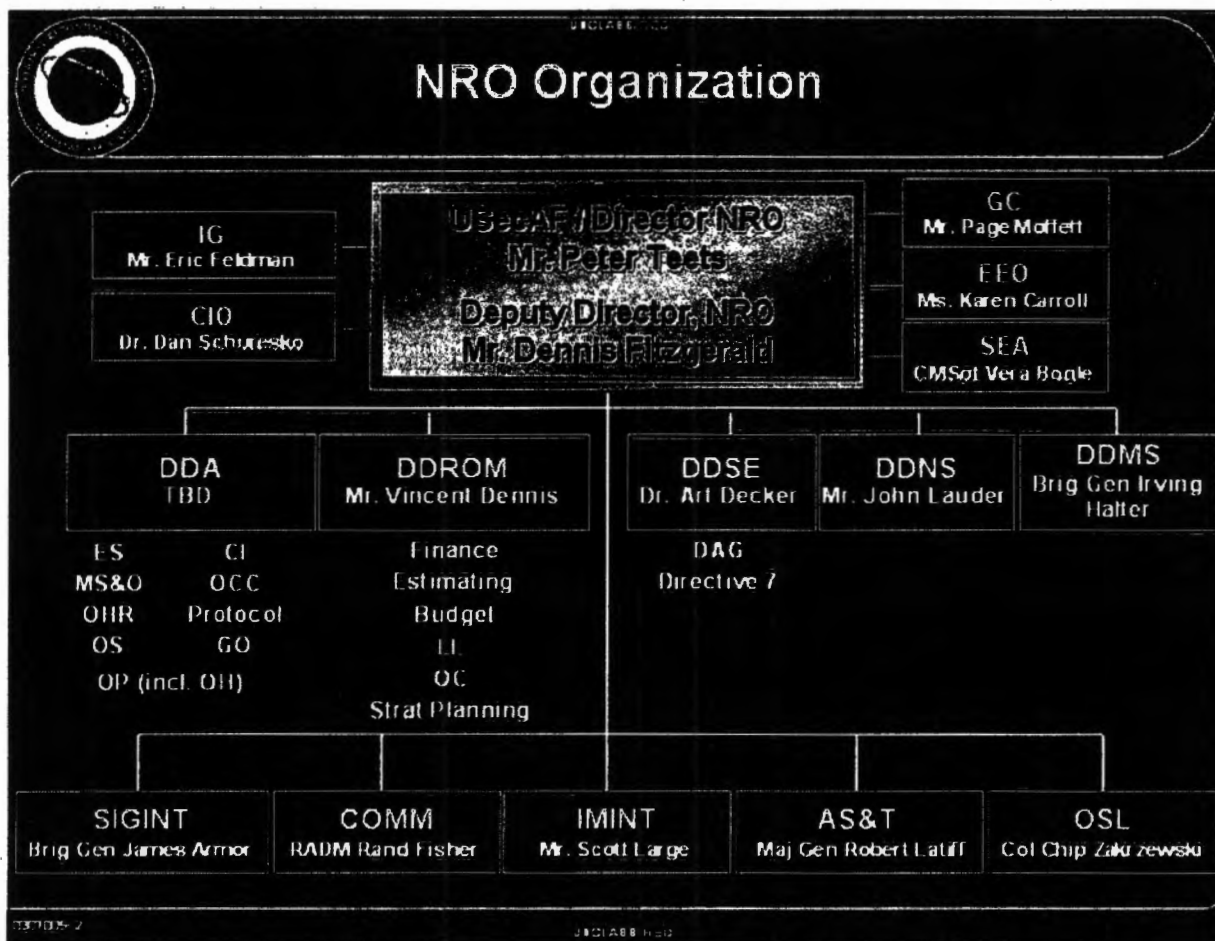
~~(U//FOUO)~~ Friday Briefings are open to all NRO personnel. Personnel at off-sites can tune in via video-teleconference. Personnel can also view the briefings on the NRO Channel on the following Monday at noon. For more information, contact [redacted] at [redacted] (b)(3)

~~—SECRET—~~

The Recon - August 08, 2003

~~—UNCLASSIFIED//FOUO—~~

(U) DNRO reorganizes parts of the NRO structure



(U) On Fri., Jul. 25, DNRO Peter B. Teets hosted a Town Hall meeting during which he revealed the new organizational structure for the NRO. The primary change in the NRO's organization is the new creation of the Deputy Director of Administration (DDA) position. The DDA will report directly to the DNRO and oversee the Executive Secretariat; Management Services and Operations Office; Counterintelligence Office; Offices of Security, Human Resources, Corporate Communications, Policy, History; Protocol and the Grievance Officer.

(U) "What I've done is place the administrative functions together that really are important—vitaly important—to the operation of the NRO, but which logically fit under a DDA," said Mr. Teets. "So the idea here is to strengthen the organization, to make it a more responsive, resilient organization."

(U) The DNRO has yet to name a DDA. The government-wide vacancy notice calls for a Senior Intelligence Service person to fill the position. "I see it as an SIS level five or something of that nature - a person who has a background in our kind of business, but not necessarily a technical background," said Mr. Teets. "I'm looking for a strong administrator type, someone who can make excellent decisions on a daily basis, and handle crises."

(U) Other organizational changes include the placement of the Directors Action Group and Directive 7 under the Deputy Director for System Engineering, and the Office of Strategic Planning under the Deputy Director for Resource, Oversight and Management.

(U) Under the restructured organization, the Inspector General, Chief Information Officer, General Counsel, Office of Equal Employment/Military Employment and the Senior Enlisted Advisor will report directly to the DNRO.

(U) The "INTs" will remain unchanged. "I am pleased to see the way we operate with SIGINT, COMM, IMINT, AS&T and the Office of Space Launch. I think those operations are working well and that remains unchanged," said Mr. Teets, who added that he is also pleased with the organization of the Deputy Director for National Support and Deputy Director for Military Support. "I think our

interfaces with the outside world, both military operations and other national agencies, State Department, Homeland Security and so on are excellent," said the DNRO.

(U) The changes to the organizational structure went into effect immediately at the time of the meeting.

~~(U//FOUO)~~ To view Town Hall Meeting slides and the new org chart, visit the Front Office Homepage on the Bveway. Click on Director/Town Hall Briefings/July 25. (Go to homepage now) For a videotaped copy of the meeting, contact a (b)(3)

~~UNCLASSIFIED//FOUO~~

The Recon - August 08, 2003~~UNCLASSIFIED//FOUO.~~**(U) OIG assesses NRO's corporate management structure**

(U) In requesting that the Office of the Inspector General (OIG) conduct a corporate management assessment of the NRO, the DNRO provided the OIG with an extraordinary opportunity to demonstrate its ability to be proactive. The DNRO sought a thorough, albeit expeditious, review of the current operating processes and organizational structure. Specifically, he looked to identify options to improve the NRO organizationally and enhance its efficiency.

(U) The OIG is ideally positioned to address the needs of the DNRO and communicate the desires of the organization. The OIG can objectively gather and review input from the NRO workforce and provide them the opportunity to voice their interests and concerns prior to a proposed action being implemented.

(U) To meet the objectives of the DNRO's tasking, the OIG confronted several challenges. The limited timeframe and breadth of the tasking necessitated an innovative action plan to modify the customary OIG review process. Therefore, to perform the review, the OIG established a team composed of auditors, inspectors, and investigators to capitalize on each team member's wide-ranging knowledge, skills, and talents. It was decided that while preserving key OIG principles and protocols to maintain objectivity and integrity, a one-on-one personal briefing to the DNRO would replace the usual narrative OIG report.

(U) The review began on Apr. 28 and included input from those within the organization as well as information and suggestions from those outside of the NRO. This provided the advantage of a 360-degree view of the NRO that is not normally afforded to others within the organization. To accomplish this, the OIG conducted over 80 interviews with personnel involved in various aspects of NRO activity and Congressional Staffers. It also analyzed the replies of 50 survey respondents, benchmarked industry and other Intelligence Community organizations, and assessed prior organizational reviews and studies. The information was then consolidated to ensure the confidentiality of sources was maintained.

~~(U//FOUO)~~ The review was briefed to the DNRO on Jun. 13. A common theme made evident during the review was the expressed frustration and concern for the insufficient integration of support functions and inadequate communication throughout the organization. The general consensus supported the need for organizational change with slight variations on implementation. Suggestions in the final brief included support for a Chief of Staff-type position to integrate support functions, as well as several realignment options, and administrative enhancements focused on improving communication and the efficiency and effectiveness of the Executive Secretariat and Front Office operations.

(U) Based on the information gathered and the feedback received, the review represented a successful and rewarding achievement for both the OIG and the NRO. In addition to generating suggestions on organizational modifications, the review validated that the NRO is comprised of good people dedicated to doing great things in fulfillment of their missions and that there is a genuine commitment to the success of the organization and a desire to continually improve.

(U) The OIG expresses its appreciation for the courtesies and cooperation extended to its staff during this highly sensitive review. As a stakeholder in the NRO's successful execution of its mission, the OIG consistently seeks opportunities to proactively assist in enhancing the overall effectiveness and efficiency of the NRO. Each member of the organization is urged to continue to provide suggestions in areas where the OIG could be of assistance in helping NRO managers accomplish their mission.

~~UNCLASSIFIED//FOUO.~~

The Recon - August 08, 2003**UNCLASSIFIED.****(U) SIGINT hosts Town Hall with Lt Gen Hayden, NSA Director**

(U) The SIGINT Directorate will host a **Town Hall Meeting** featuring Lt Gen Michael V. Hayden, Director of the National Security Agency, on Fri., Aug. 22 at 11:30 am EST and 8:30 am PST in the J. D. Hill Auditorium. All NRO personnel are invited to attend.

(U) At the meeting, Lt Gen Hayden will discuss NSA's mission, resources, SIGINT capabilities and successes, and future plans. This is an excellent opportunity to interact directly with Gen Hayden on collaborative efforts and operational issues, as there will be a question and answer session following his presentation.

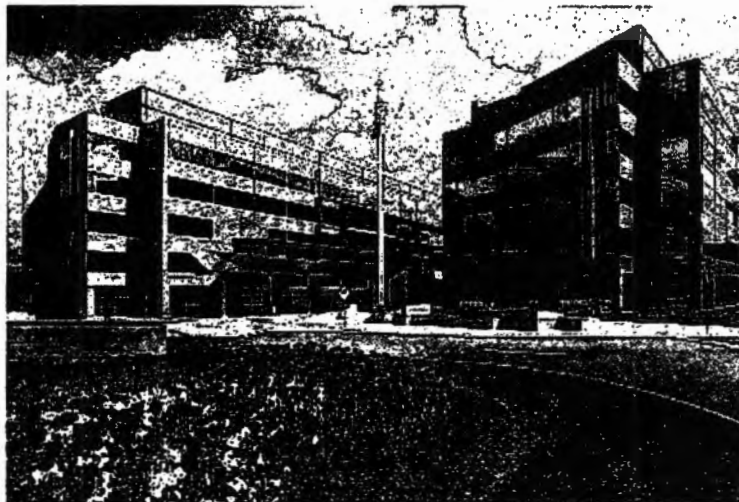
(U) The presentation will be of particular interest to officers working on terrorism, North Korea, China, other related regions, proliferation, and other WMD-related issues. Questions maybe submitted in advance to WF-LIVE.

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The Recon - August 08, 2003~~UNCLASSIFIED//FOUO~~**(U) Westfields' evacuation survey provides lessons learned**

(U) On Jul. 24, the Crisis Management Team (CMT) and the Office of Security conducted an evacuation exercise at Westfields. The exercise focused on protecting the NRO's most vital asset - its people. The drill tested alert systems, physical security procedures, and included a tabletop exercise for the CMT. A survey taken after the exercise gave NRO personnel an active role in assessing the drill. A review of the day's events and the early analysis of survey results indicate that the exercise was a success.

(U) Over 50 percent of the Westfields population participated in the survey and provided mostly positive comments. The primary concerns of survey respondents pertained to drill notification and communication with affected personnel. The feedback about the exercise's life saving procedures served as lessons learned for the CMT.



~~(U//FOUO)~~ During the exercise, the GWAN flash message capability was used for the first time, simply to announce that the exercise would take place that day. Survey results indicated that personnel were confused by this message and, as a result, began to evacuate when the message appeared on their computer.

The fire alarm and the Emergency Broadcast System are the primary evacuation alert methods.

The fire
(b)(3)

~~(U//FOUO)~~ Keeping affected personnel informed is a high priority for the CMT. This was addressed during the CMT exercise. Comments from the survey demonstrated the need to keep people at rendezvous points better informed.

(b)(3)

(U) Protection of people is the primary function of the emergency managers at the NRO, but everyone has the responsibility to be familiar with emergency procedures. This exercise set the stage for future exercises that will test various procedures, including employee accountability and evacuation procedures at outbuildings. To learn more about NRO evacuation procedures, [click here](#).

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The Recon - August 08, 2003

~~SECRET//TK~~

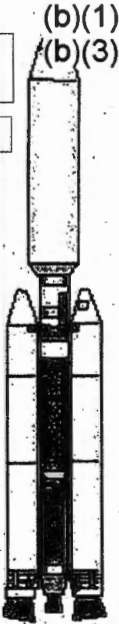
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(b)(1)
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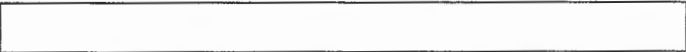
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The Recon - August 08, 2003

~~SECRET//TK~~

~~(S//TK)~~



(b)(1)
(b)(3)



(U) The NRO Channel will air a live feed of launch activities beginning Sun., Aug. 17. The NRO Channel will also report on the launch throughout the day on Mon., Aug. 18, beginning first thing in the morning. Coverage will include replays of the launch, along with various launch-related stories.

~~SECRET//TK~~

The Recon - August 08, 2003

~~UNCLASSIFIED//FOUO.~~

(U) Time is running out to get tickets for panel discussion

(U) Call now to get your tickets for the panel discussion on leadership and national reconnaissance featuring *New York Times* reporter and author, Philip Taubman; NRO National Reconnaissance Pioneers, Peter Wilhelm and Roy Burks; and the Center for the Study of National Reconnaissance's Dr. Joseph Helman on Wed., Aug. 13 from 10 am to 11:30 am in the Jimmie D. Hill Auditorium. The topic for discussion will be Mr. Taubman's book, *The Secret Empire: Eisenhower, the CIA and the Hidden Story of America's Space Espionage and Beyond Expectations: Building an American National Reconnaissance Capability*, edited by Dr. Robert McDonald.

(U) Mr. Taubman, deputy editorial page editor of the *New York Times*, has covered national security and intelligence issues for more than two decades. He has received two Polk awards. He was the Times' Moscow Bureau chief in the late 1980s and directed the Washington Bureau's coverage of the Persian Gulf War in 1991. In his book, Taubman explores how a small group of intelligence innovators opened up the Soviet Union to surveillance and protected the US from surprise nuclear attack by designing, building, and operating the U2, SR-71, and the first reconnaissance satellites.

~~(U//FOUO)~~ Mr. Wilhelm is a former space systems engineer. He introduced new techniques and devices that improved the performance of low altitude SIGINT satellites. Mr. Burks is the former Technical Director of the NRO Program B, the CORONA Program.

~~(U//FOUO)~~ For ticket information, contact [redacted] at [redacted]

(U) This event is sponsored by the Center for the Study of National Reconnaissance and the Office of Corporate Communications.

~~UNCLASSIFIED//FOUO.~~

LEADERSHIP AND NATIONAL RECONNAISSANCE: PERSPECTIVES FROM TWO RECENT BOOKS

SECRET EMPIRE
PHILIP TAUBMAN

A PANEL DISCUSSION FEATURING
 Philip Taubman, *N.Y. Times* Editor
 Peter Wilhelm, Director of National Reconnaissance
 Roy Burks, Director of National Reconnaissance
 [redacted] Center for the Study of National Reconnaissance

Wednesday
 August 13, 2003
 10:00 - 11:30 a.m.
 J.D. Hill Auditorium

Contact [redacted] 657-5482 for tickets

(b)(3)

(b)(3)

The Recon - August 08, 2003

~~UNCLASSIFIED//FOUO~~

(U) Coming soon: the *Space Sentinel*



(U) The premier issue of NRO's new corporate magazine, the *Space Sentinel*, will arrive soon in your directorate or office mailbox!

(U) Pick up a copy of the *Space Sentinel* and read compelling stories about how the NRO helped to save lives and win the war in Operation Iraqi Freedom. Gain insight into a myriad of NRO products, services, people and information that played a crucial role in the war.

~~(U//FOUO)~~ NRO, the *Space Sentinel* is YOUR magazine. We encourage you to contribute story ideas and/or write letters to the editor. E-mail correspondence to [redacted] Office of Corporate Communications, or call at [redacted] (b)(3)

~~UNCLASSIFIED//FOUO~~

The Recon - August 08, 2003

~~SECRET//TK~~

(U) Air Force announces promotional increments for August 2003

(U) Congratulations to the following individuals promoted effective on August 1, 2003:

(U) Colonel

(U) Captain

(U) Lieutenant Colonel



(U) Master Sergeant

(U) Major

(U) Technical Sergeant

(U) Staff Sergeant

(b)(3)

~~SECRET//TK~~

~~SECRET//TK~~

The Recon - August 08, 2003

~~UNCLASSIFIED//FOUO.~~

(U) Congratulations to NRO secretaries announced for promotion



(U) Please join the Executive Secretarial Panel and the senior management of the National Reconnaissance Office in congratulating the following Central Intelligence Agency secretaries recently approved for promotion (effective 10 August 2003):

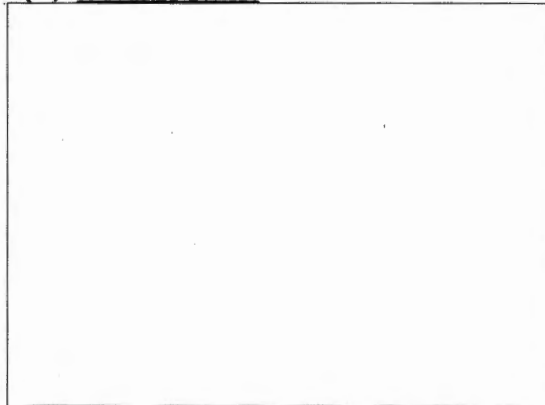
(U) IS-03 to IS-04



**DDA/OP
SIGINT/GSO
IG
SIGINT/SSPO
COMM/MIO**

(b)(3)

(U) IS-02 to IS-03



**SIGINT/LSP0
DDSE/ODIR
DDSE/SA
DDSE/IP
OSI/ODIR
DDA/SECURITY
IMINT/ODIR
IMINT/SBR
IMINT/ODIR
IMINT/SO
DDMS/EMERO
COMM/AG**

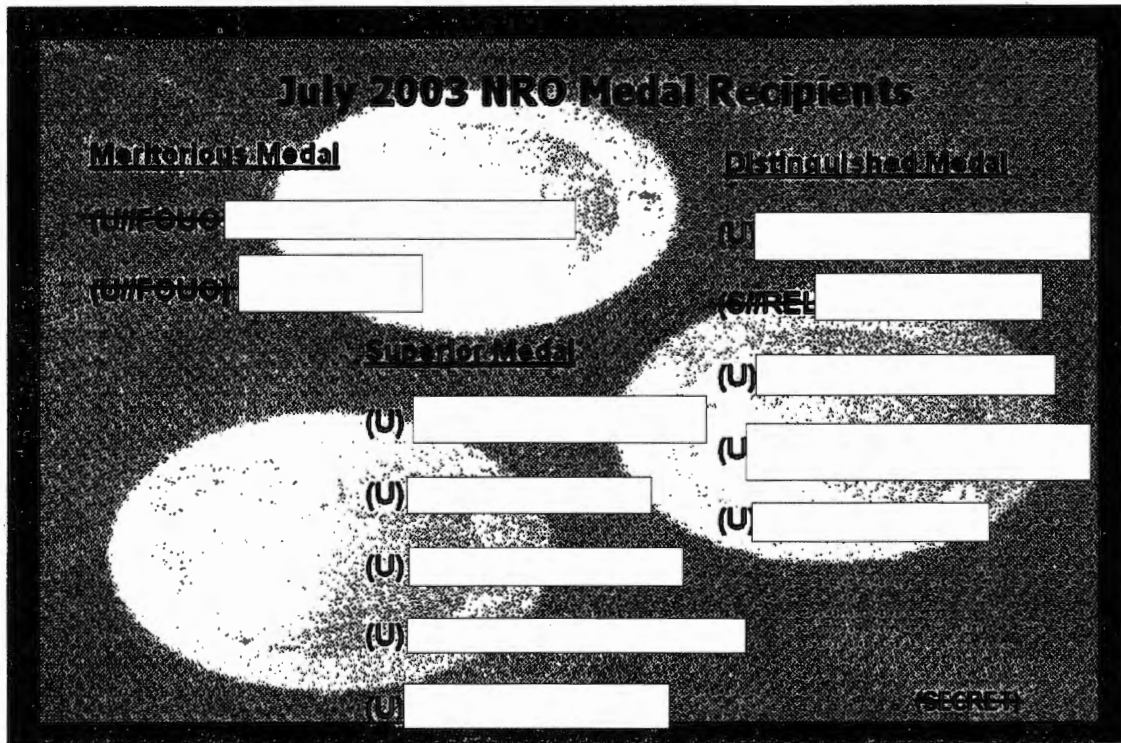
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~~UNCLASSIFIED//FOUO.~~

The Recon - August 08, 2003

~~SECRET//REL USA, AUS, CAN GBR & NZL.~~

(U) July Medal recipients



(b)(3)

(U) Congratulations to the above recipients.

~~SECRET//REL USA, AUS, CAN GBR & NZL.~~

The Recon - August 08, 2003

~~UNCLASSIFIED//FOUO.~~

(U) CSA sponsors winter wear collection drive



(U) CSA is sponsoring a Winter Wear Collection Drive on Oct. 6-10. The drive is to collect winter coats, hats, gloves, mittens, scarves, boots, and snow pants for adults and children. The drive will benefit NRO civilian and military families in need of assistance and several local charitable organizations.

~~(U//FOUO)~~-To help organize the collection or for more information, please contact [redacted] at [redacted] or [redacted] at [redacted]

(b)(3)

~~UNCLASSIFIED//FOUO.~~

The Recon - August 15, 2003**UNCLASSIFIED.****(U) DNRO Teets writes letter to US News and World Report**

To the Editor, US News and World Report:

Doug Pasternak's inflammatory article about the National Reconnaissance Office in your Aug. 11 edition was far below your usual standards. As director of the NRO, I'm extremely proud of our success in providing our Nation with critical, innovative, often unprecedented intelligence capabilities. And I'm extremely fortunate to work with some of the most talented and dedicated people - military and civilian - who have ever devoted themselves to public service.

Our people pursue previously unimaginable technological feats, in space and on earth, developing, utilizing and maintaining some of the world's most sophisticated reconnaissance systems. And, contrary to the article, these highly advanced systems have an outstanding record of achievement once in orbit. Most important, as elected representatives and professional staff on six Congressional oversight committees can attest, the nation's civilian leaders and military commanders have better intelligence information than ever before. That awareness helps win wars and save lives.

Sure, like any ambitious undertaking pushing technological boundaries, we've had our share of missteps, and we must be ever vigilant when spending taxpayer dollars. And yes, because of the need to protect information about breakthrough capabilities, we often must limit our public response to even the most irresponsible attacks. But in trivializing the good work the NRO does, Mr. Pasternak has done an injustice to our people and a disservice to your readers. I believe both groups deserve better from your magazine.

Peter B. Teets
Director, National Reconnaissance Office
Under Secretary of the Air Force

**UNCLASSIFIED.**

The Recon - August 15, 2003

UNCLASSIFIED.

(U) Former Senator and co-chair of SSCI Bob Kerrey expresses his support for the NRO

Senator Bob Kerrey, President, New School University, New York City, and former US Senator and co-chair of the Senate Select Committee on Intelligence, recently sent a letter to DNRO Mr. Teets expressing his support for the NRO in response to the Aug. 11, 2003 article in US News and World Report.

August 11, 2003

The Honorable Peter B. Teets
Director, National Reconnaissance Office
14675 Lee Road
Chantilly, Virginia 20151

Dear Mr. Teets:

Every person involved in collecting, analyzing, producing and disseminating national intelligence understands the great risk of discussing successes in public. Mistakes and failures, on the other hand, are subject to public discussion, debate, examination, criticism and investigation.

Sometimes the examination of error is done responsibly and leads to improvements in our capabilities. Too often the investigation is either sloppy, politically motivated, or both. These outbursts of outrage have destructive consequences not least being the lowering of the morale of those who give their best to keep the United States at the leading edge of technologies, methodologies and systems.

A recent news analysis of the National Reconnaissance Office entitled "Lack of Intelligence" was of the second category. Those who researched and wrote this story were guilty of inferior journalism. In my view, their use of the phrase "lack of intelligence" could more accurately be applied to the authors and editors of the story itself.

For the record I have been willing to criticize the National Reconnaissance Office when I believed it served the public to do so. To that end, and believing that organizational change was needed, I wrote the 1999 Congressional Act that authorized the creation of the National Commission for the Review of the National Reconnaissance Office. After President Clinton signed this into law, I asked Congressman Porter Goss to co-chair this effort with me.

He agreed, and from the first meeting on February 1, 2000, until the release of its report on November 15, 2000, the Commission examined in detail the NRO's roles and missions, organizational structure, technical skills, contractor relationships, use of commercial imagery, acquisition of launch vehicles and services, acquisition authorities, and relationships with other agencies and departments across the Government.

With regard to its findings, the Commission's unanimous report speaks for itself. The Commission's findings are captured in descriptions such as: "For 40 years the NRO has pioneered technical marvels in support of space reconnaissance" and "Over time, the NRO has gained a well-deserved reputation as the preeminent research, development, and acquisition organization in the Intelligence Community and DoD." The Commission noted the challenges confronting the NRO, but it did not find the type of organization described in the recent article.

On a more personal note, as a member and later as the Vice Chairman of the Senate Select Committee on Intelligence, I had frequent and in-depth interaction with the National Reconnaissance Office. In all cases, I found the NRO to be a community dedicated to excellence in space reconnaissance and dominance in intelligence collection. Their dedication, patriotism, and intelligence have created an organization envied by all foreign intelligence services and even envied by many in our own intelligence community. It is unfortunate that because the NRO must operate behind a curtain of secrecy, they will not be able to respond comprehensively to the charges made publicly against them.

Of particular concern to me, however, are the personal attacks contained in the news article. In my long experience with this organization, personal accountability has been fundamental to the NRO's success. It is unfortunate that through uninformed innuendo, the article's author makes charges that are unfounded. I want to make clear that I am certain the American people are well served by the NRO and that because of its ability to reach globally into areas otherwise denied to us, our adversaries are ultimately doomed.

Please extend my best wishes to your team as they continue to be the global leader in space reconnaissance.

Sincerely,

Bob Kerrey

http://www.cwan.npa.gov/s_recon/application/print.asp?issue_id=57

Approved for Release: 2018/08/21 C05111317

2/14/2007

UNCLASSIFIED.

The Recon - August 15, 2003**UNCLASSIFIED****(U) Links to more information on US News and World Report article**

To read the *US News and World Report* and related articles, click on the links below.

"DDNRO responds to *US News and World Report* article on NRO", *Recon Special Edition*, Aug. 5, 2003,

"Lack of Intelligence." by Douglas Pasternak, *US News and World Report*, Aug. 11, 2003,

"NRO Leadership Replies." by Dennis Fitzgerald, *Studies in Intelligence*, vol. 46, no. 4, 2002.

"The Decline of the National Reconnaissance Office," by Robert J. Kohler, *Studies in Intelligence*, vol. 46, no. 4, 2002.

UNCLASSIFIED

The Recon - August 26, 2003**UNCLASSIFIED.****Power outage at NRO Headquarters**

On Mon., Aug. 25 at approximately 7:30 am, the Westfields facility experienced a Dominion Virginia Power outage. About 36 seconds later, NRO emergency generators restored power to Westfields.

This outage was caused by a malfunction affecting the Westfields main switchgear. An investigation is currently underway to determine the extent of damage caused by the malfunction and the course of action needed to resolve the problem. In the interim, the facility will remain continuously on generator power. *See advisory below for the transition back to commercial power once the problem is resolved.*

A team from MS&O/FSG is working with Dominion Virginia Power to determine when corrective actions will be in place for the restoration of commercial power to the facility. There is currently no time line for when these actions will take place as the team is still gathering information.



The NRO populace will be kept apprised of this issue as events develop.

UNCLASSIFIED.

The Recon - August 26, 2003

~~UNCLASSIFIED//FOUO~~

Advisory asks employees to conserve energy



The Westfields facility remains on generator power due to the facility power outage that occurred, Mon., Aug. 25. NRO will continue to operate under this condition until further notice and will implement selective load shedding to reduce the load on the generators.

MS&O/FSG requests that all personnel in the Westfields building assist in the effort to conserve energy, by reducing lighting levels in office suites and inner suite corridors, closing window blinds, and turning off lights in any unoccupied areas, e.g., conference rooms. Your cooperation and assistance is appreciated.

Westfield personnel can anticipate three power outages of varying degrees and lengths in order to repair the damaged equipment and transfer the full energy load back to Dominion Virginia Power. At times, the outages will affect specific towers, the whole complex, and in particular, phone switches. The schedule for these blackouts will be determined following damage assessment with Dominion Virginia. These outages can result in lost audix messages and any computer work not saved continuously.

Questions or concerns pertaining to this advisory should be addressed to in or the Central Pl(b)(3)

~~UNCLASSIFIED//FOUO~~

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Page 1 of 2

The Recon - August 28, 2003

~~UNCLASSIFIED//FOUO~~

Power outage at NRO headquarters Solved

See new announcement posted later on the announcement page. Thank you.

~~UNCLASSIFIED//FOUO~~



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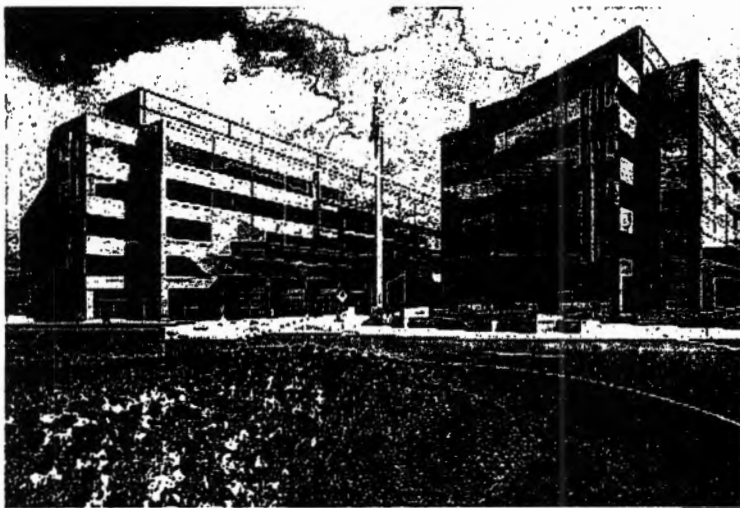
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Page 2 of 2

http://www.cwan.npa.gov/s_recon/application/print.asp?issue_id=60

6/10/2004

Unclassified

The Recon - August 29, 2003~~UNCLASSIFIED//FOUO~~**(U) Westfields returns to commercial power**

(U) MSO/FSG worked with Dominion Virginia Power to bring the Westfields complex back on commercial power early Friday morning.

(U//FOUO) "We want to thank everyone for their patience and energy conservation efforts during the power outage," said [redacted] (b)(3) chief of MSO's Facilities Support Group.

(U//FOUO) Westfields experienced a power interruption Aug. 25 at 7:34 a.m. Within 36 seconds, the generators were activated and power was restored to the facility. Dominion Virginia Power determined that a defective switch caused the outage and replaced it. However, when they attempted to reenergize Westfields at 12:35 p.m. Aug. 25, there was a minor explosion and fire in the main switchgear. Because of the damage this caused, the Westfields complex had to remain on generator power, prompting NRO officials to request energy conservation across the facility. "We were very pleased with the response of

the NRO population to our requests to conserve energy," said [redacted]

"Everyone pitched in and took this outage seriously."

(U) Restoring commercial power to the Westfields facility required MSO/FSG and Dominion Virginia Power to work through Wednesday and Thursday nights, requiring complete outages to replace surge suppressors and other parts. Now FSG Engineering will make final repairs over the Labor Day weekend and determine the lessons learned from the incident.

(U//FOUO) [redacted] noted that while energy conservation helped during the contingency, it is a smart practice every day. "We were (b)(3) delighted with the energy conservation efforts that people took during the contingency and hope that we continue conserving energy in the future. It just makes good sense and it saves resources."

(U) *Editor's note: There will be a previously scheduled run of the Westfields generators between 2-9 p.m. today, but it is not related to the power outage that occurred this week.*

~~UNCLASSIFIED//FOUO~~

The Recon - August 29, 2003

~~TOP SECRET//SI//TK//REL to USA, CAN, AUS, and GBR~~

(U) Director, National Security Agency Gen Hayden addresses NRO

(U) Gen Michael Hayden, the Director of the National Security Agency spoke to a packed auditorium at Westfields on Aug. 22. "You are a very important mission partner for us," said the General who gave the audience a broad overview of NSA and its products and services.



~~(S)~~ [Redacted]

~~(S//SI//TK)~~ [Redacted]

~~(S//SI//REL)~~ [Redacted]

~~(S//SI//REL)~~ [Redacted] (b)(1)
(b)(3)

~~(S//SI)~~ [Redacted]

~~(TS//SI)~~ [Redacted]

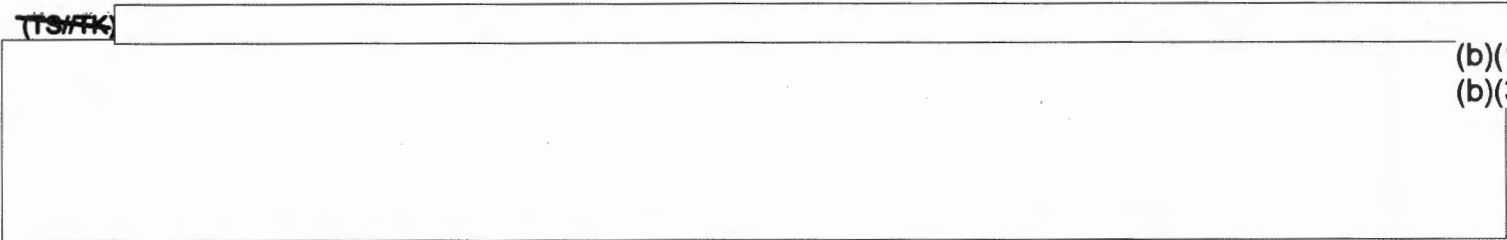
~~(S//SI)~~ [Redacted]

~~(S//SI)~~ [Redacted] (b)(1)
(b)(3)

~~(S//SI)~~ [Redacted]

~~(TS//SI)~~ [Redacted]

~~(TS//FK)~~



(b)(1)

(b)(3)

(U) The General stated his support for NRO's Integrated Overhead SIGINT Architecture (IOSA). "The architecture is a good solid architecture that gives good coverage. "We are strongly committed to this," said the DIRNSA.

~~TOP SECRET//SI//TK//REL to USA, CAN, AUS, and GBR~~

The Recon - August 29, 2003

~~SECRET//TK~~

~~(U//FOUO)~~

[Redacted]

(b)(1)
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[Redacted]

~~(S//TK)~~

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~~(S//TK)~~

[Redacted]

[Redacted]

~~SECRET//TK~~

The Recon - August 29, 2003

~~SECRET//REL TO USA, AUS and GBR~~(b)(1)
(b)(3)

(U) The following story first appeared in the June 2003 edition of AS&T's newsletter, the Trailblazer.

(S//REL)

(U) Several months previously, I received a letter from the office of the British Prime Minister, Mr. Tony Blair at Ten Downing Street, telling me that "he had it in mind to submit my name to the Queen with a recommendation to be made a Member of the Most Excellent Order of the British Empire (MBE)" and "would I mind confirming in writing to him that this would be agreeable." My first reaction was that this sounded "very British." My second reaction was that this was a practical joke of some kind.

(b)(1)
(b)(3)

(U) Despite receiving numerous high-level confirmations, I was still partially convinced this was really a practical joke. This was partially reinforced when my U.S. Government lead, U.S. Army [redacted] "double-dog-dared" me to steal some toilet paper from Buckingham Palace whilst collecting my award from the Queen. While I now realized the award was real, I was convinced the dreaded "double-dog-dare" could cost me my MBE if I accepted the dare. (b)(3)

(U) On April 29, 2003, I found myself standing in the Picture Gallery, which runs down the spine of Buckingham Palace, listening to the Lord Chamberlain explain how the morning's events would take place. My wife, Joanne, and both of our mothers were already waiting in the Grand Ballroom at one end of the Palace. 112 people waited with me separated into three pens in order of importance and rank. I was in pen three. The Lord Chamberlain explained that the first time you speak to the Queen you address her as "Your Majesty." After that, it is "ma'am" pronounced "mam" as in "jam." He also explained that after a brief conversation, the Queen would shake your hand firmly, which is your cue to take two steps backwards, bow, turn to the right and walk off the stage. After the Lord Chamberlain finished, I decided to speak to some of the others to try to calm my nerves. A quick look around the room and I estimated that I was the youngest person by several years.

(U) Of the 112 people receiving honors, around 14 were for operational support. The other awards were for a variety of activities from charity work to tax inspectors. I ended up speaking to a major from the Royal Marines who was receiving a bravery medal for clawing through a brick wall of a Taliban stronghold with his hands and killing the six inhabitants who were raining fire on his colleagues. Once again, I felt like a fraud and consoled myself with the thought that "I bet he can't type."

(U) As things settled down, I became a bit more relaxed - it didn't look too difficult: bow to the Queen; two steps forward; "Your Majesty;" "ma'am;" hand shake; two steps back; right turn and exit stage right. I decided to go to the bathroom and see if I could fulfill my "double-dog-dare obligations."

(U) I can never understand the fascination with royal bathrooms. Whenever I have announced that I've been to the Palace, people always ask what the bathroom is like. So here is the official description: Lav-ish. The floor has a thick, deep red velvet carpet, and there are more oil paintings on the walls. Unfortunately, the toilet paper has no royal seal on it and is from Andrex, a standard British supplier. I took a few sheets and returned to the pen.

(U) The first two pens are now empty and the third has considerably reduced. My initial fear was that they called out my name and I wasn't around to hear it. As I watched the monitor, I was cursing [redacted] and wondering if at any moment, the master of ceremonies was going to read out my name and I wouldn't be there (I later found out that there was nothing to fear, as they would have found me). (b)(3)

(U) As the last person to see the Queen, I was able to speak to her for considerably longer than most others. I stood waiting at the side of an usher who told me to start walking onto the stage when I heard my last name called. As I was walking on, the Master of Ceremonies read a citation but at this point all I heard was my heart pounding. I walked forward to the Queen, turned left, bowed, and approached. The Queen hung the medal onto a clasp on my suit lapel that was waiting to receive it. Unfortunately, the clasp was rather tight and so after a couple of attempts she said, "Hmnn, you'd think I'd know how to do this by now!" The medal went into the clasp and the Queen patted it gently saying, "There. Very smart. So you work with satellites?"

(U) This took me completely by surprise. I had rehearsed in my mind what I was going to say but this was instantly forgotten and all I could do was say "Yes ma'am," forgetting the obligatory "Your Majesty." Bad start.

(U) The Queen didn't blink. She said, "For the Intelligence Community I understand?" Again, another surprise. All I could think of was asking what classification we were currently at, but all that came out was, "Yes ma'am."

(U) "So do you build them or fly them?"

(U) "Neither, I'm a scientist."

(U) "Oh, that's interesting. What do you do?"

(U) "I try and think of ways to make sure that the best intelligence possible can be extracted from the data from the satellite."

(U) "Well I understand you are really pushing the boundaries of what's achievable and would like to offer you my thanks."

(U) "Thank you."

(U) "Now I understand that you are posted to a team in the United States of America?"

(U) "Yes that's right - in fact it was the U.S. team that did all the work - I'm sure I received the award as I was the only Brit on the team."

(U) Then she looked at me and smiled, "Yes, that's often the way!" At this point, her 5'2" height seemed to increase and she became very stern. "I'd like you to do something for me. When you return I'd like you to pass my personal thanks back to all your team for their efforts in the Afghanistan Conflict."

(U) "I will."

(U) And with that she firmly grabbed my hand and shook it hard twice. I backed away two steps, looked the Queen in the eye and bowed, turned right, and left. Outside we stood to attention whilst the national anthem was played once more, then the audience, and the recipients filed outside the Palace for photographs in the Inner Quadrangle.

~~(S//REL)~~

(b)(1)
(b)(3)

~~SECRET//REL TO USA, AUS and GBR~~

The Recon - August 29, 2003**UNCLASSIFIED.****(U) New monetary award created for government civilians**

(U) The Sentinel Award is the newest addition to the NRO Award Program. This annual award essentially replaces the Annual Performance Award (APA) and is designed to recognize approximately 35 percent of the NRO government civilian workforce. To be eligible, personnel must be assigned to the NRO at least for six months and be in good standing in their most recent performance evaluation. Personnel are also required to have made a significant contribution to the mission and goals of a D/O, and perform in such a way that reflects and supports NRO values. The monetary value of this award is in increments of \$1,000, \$2,000 and \$5,000.

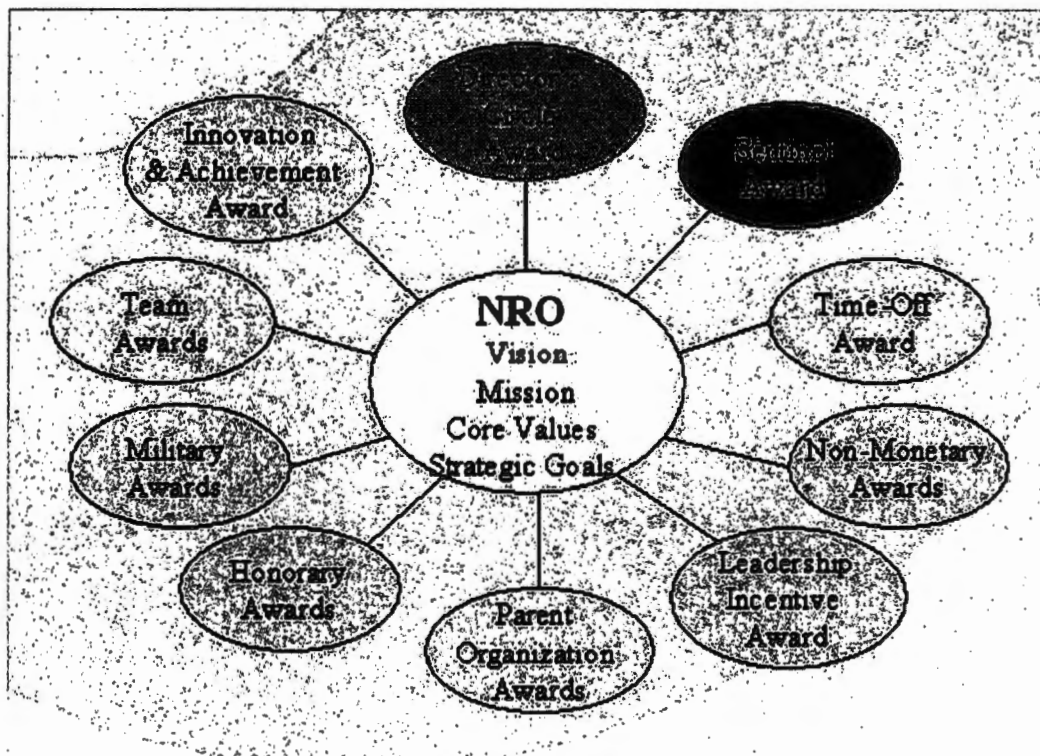
(U) To ensure even distribution across the organization, each D/O will be allocated a set number of Sentinel Awards it can present. This number is based on approximately 35% of each D/O's assigned government civilian positions. Thus, by award amount within each D/O, three percent of its government civilian personnel will receive \$5,000, 15 percent will receive \$2,000, and 20 percent will receive \$1,000.

(U) Recognizing approximately 35 percent of the government civilian workforce represents a significant change from the almost 90 percent recognized last year by the APA. Best practices suggest that recognizing 35 percent provides for a significant level of recognition while maintaining a high degree of selectivity.

(U) D/Os may submit nominations for the Sentinel Award beginning Oct. 1. The submission deadline is Oct. 31. Following nomination and selection by D/Os and final approval by the DNRO, the Office of Human Resources will publish the names of the awardees. D/Os will present the award to their employees in Dec. 2003. Payment of awards will occur in between Jan. and Feb. 2004.

(U) For more information, contact your immediate supervisor, the OHR/Awards & Recognition Team at or visit the OHR (b)(3) website.

(U) Award chart below: This chart shows all of the awards at the NRO. More information about each award will be available in upcoming Recon editions.

**UNCLASSIFIED****UNCLASSIFIED.**

The Recon - August 29, 2003

~~SECRET//BYE//TK~~

(U) NIMA Support Team works to ensure "no surprises" between agencies



(U) A busy team of six people is working hard to make sure that there are no surprises between mission partners NRO and NIMA. Open communication between these two agencies is vital for meeting the intelligence needs of US national security. To ensure open communication—keep all players "in the loop" on what's going on—a NIMA Support Team (NST) recently was formed at the NRO.

(U) What is a NST?

(U) The formation of a NST is new for the NRO, but not for NIMA. In addition to the first NST formed at DIA at least two years ago, NIMA has other national agency NSTs in various stages of development at CIA, NSA, and NRO, and a small contingent at the State Department.

(U) Because each agency is different in function and focus, each NST is also different. At CIA and DIA, the NSTs consist of geospatial and imagery analysts embedded to support all-source intelligence production. At NSA, the NST integrates imagery into NSA's signals intelligence mission. At the State Department, the team primarily serves as a liaison with the Bureau of Intelligence and Research (INR). At the NRO, however, the NST has an entirely different look and feel. Unlike at CIA and DIA, there are no analytic resources involved in the NRO NST, which primarily deals with acquisition-related issues.

(U) What does the NRO NST do?

(U) The team facilitates thorough communication between various NRO and NIMA entities and ensures that no one is left out of the loop or surprised by what the other agency is doing. If a NST member notices that communication is lacking, he/she will take action to help bring about effective communication, bridging the communication gap between agencies and helping the different parties to "speak the same language."

~~(U//FOUO)~~ The NRO NST focuses on making sure that all parts of the imagery business function seamlessly as an enterprise, from start to finish. Consider, for example, the development of future imagery collectors. The NST works to make sure that the imaging system under development is an end-to-end system, integrating NRO's satellite design and construction, data collection, processing, and delivery with NIMA's tasking, dissemination, analysis, and intelligence production. "The planning, structure, and interfaces necessary to make sure the enterprise works—from an idea all the way to execution—take a lot of people talking to a lot of people. It's got to be seamless, well-coordinated, well-planned for, and well-executed," said Terry Vernier, Director of the NRO NST.

(U) The NST's focus runs the gamut from:

- (U) "Now" activities—current operations in which both NIMA and NRO have a stake, for instance ground station operations, to _____ (b)(1)
 - ~~(S)~~ "Next" activities—imagery collectors that are almost ready to be launched, such as _____ (b)(1)
 - ~~(S//BYE)~~ "After Next" activities—future collectors that are _____ such as Space Based Radar (SBR), the _____ (b)(3)
- Future Imagery Architecture (FIA) follow on, and Jedhi. (Note that FIA sits somewhere between "next" and "after next.")

~~(S//TK)~~

(U) Who is the NST?

~~(U//FOUO)~~ Although the NST is composed of only six members, it spans the NRO. The primary interface is with the IMINT Directorate, with Deputy Director of IMINT Mr. Terry Vernier serving as the Director of the NIMA Support Team, NRO. NST members are physically embedded with NRO components, for instance in IMINT, DDNS, DDMS, and DDSE. Members and their primary focus are:

- Terry Vernier, DD/IMINT, D/NST _____ (b)(3)

(U) Although the team members have a variety of backgrounds, they are all NIMA employees who have worked in the imagery field at some point in their careers and who all know the imagery business. These people "facilitate the seamless nature of the imagery enterprise," said Mr. Vernier, "so that the right people are talking to the right people at the right time about the right things." Mr. Vernier acknowledged that communication does break down occasionally, and the NST's job is to identify areas where that happens and help to fix the problems.

~~(U//FOUO)~~ Mr. Vernier praises his hard-working team members, light-heartedly characterizing them as "ducks on a June bug," saying, "they go after stuff."

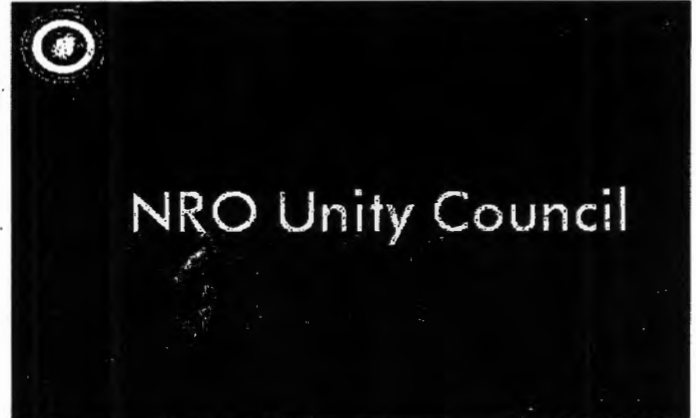
(U) For more information on the NIMA Support Team at the NRO, contact one of the team members listed above.

~~SECRET//BYE//TK~~

The Recon - August 29, 2003~~UNCLASSIFIED//FOUO.~~**(U) NRO Unity Council discusses succession planning, directed assignments with DNRO**

(U) Earlier this year, the NRO Unity Council met with the DNRO to discuss its evaluation of NRO demographic data, succession planning, directed assignments and the role diversity plays within NRO senior leadership. At that time, the DNRO tasked the Council to research these matters and provide him with a recommended course of action.

(U) The NRO Unity Council is comprised of representatives from NRO D/Os, Special Emphasis Programs (SEP), and the Office of Equal Employment Opportunity/Military Equal Opportunity (OEEO/ME). It is responsible, among other things, for ensuring that SEP constituents take on more substantive/critical business issues and incorporating NRO's Strategic Plan for Diversity into individual group activities.



(U) At a brown bag lunch on August 15th, the Council updated the DNRO. Regarding NRO demographic data, the Council is interested in collecting and analyzing data pertaining to diversity within NRO's management, technical positions and directed assignments. Since complete information could not be readily obtained, the Council is currently working with the Office of Human Resources, (OHR) to collect some of this information through OHR's upcoming NRO census. Thus, it is critical for all NRO employees to complete the census when it's deployed later this Fall.

(U) On the subject of succession planning, the Council noted the perception among some in the workforce that senior assignments within the organization are dependent upon who one knows and that there is a lack of knowledge about the succession process. After researching NRO's new succession planning process, the Council reported to the DNRO that it was encouraged by an employee's ability to nominate oneself for the succession process.

(U) As for directed assignments, the Council expressed concern that qualified employees, including women, minorities, and people with disabilities, are not being given the opportunity to compete for certain assignments, particularly at the higher grade levels. To address this issue, the Council reported that OHR working with the Human Resources Steering Team (HRST) to draft guidelines that will address competing assignments across multiple parent elements. To this end, the Council recommended that:

- NRO guidance on assignments "cast the widest net possible";
- DNRO encourage and support senior leaders to identify and recruit qualified diverse candidates for all NRO positions;
- Managers adhere to diversity criteria for the NRO Director's Circle and Sentinel Awards and weigh diversity elements heavily when awarding NRO Leadership Incentive Awards.

(U) At the end of the August meeting, Mr. Teets reiterated that he is "a believer of the competitive process" and that he intends to "cast the widest net possible" for all senior assignments. The DNRO plans to hold senior managers accountable for having qualified diverse candidates in their selection pools.

(U//FOUO) For more information about the NRO Unity Council and its initiatives, contact Co-Chairs [redacted] at (b)(3) and/or [redacted] at [redacted] or visit the [redacted] Unity Council's website. (b)(3)

~~UNCLASSIFIED//FOUO.~~

The Recon - August 29, 2003**UNCLASSIFIED.****(U) Names of NRO Pioneers for 2003 to be released soon**

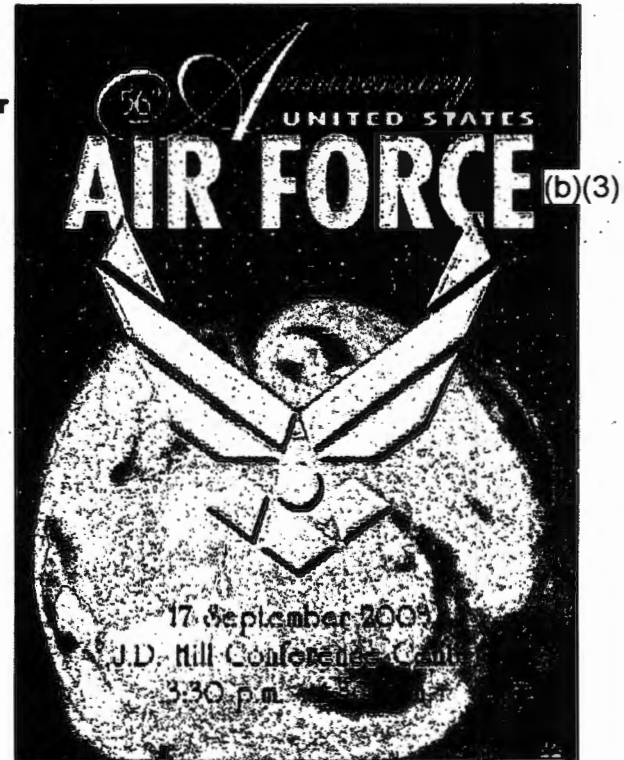
(U) The NRO will recognize four individuals for their contributions to the NRO and national reconnaissance in a Pioneer Recognition Ceremony on Sept. 23 in the J.D. Hill Auditorium. The Pioneer Recognition Program honors those who have made significant and lasting contributions to national reconnaissance. The ceremony, to be hosted by DNRO Peter Teets, will honor the inductees for 2003, the names of which will be released next month. All NRO personnel are invited to attend.

(U) The Pioneer Recognition Program is sponsored by the Center for the Study of National Reconnaissance.

UNCLASSIFIED.

The Recon - August 29, 2003~~UNCLASSIFIED//FOUO.~~**(U) NRO celebrates Air Force's 56th Anniversary**


~~(U//FOUO)~~ For the first time ever, NRO will celebrate the Air Force's 56th anniversary on Wed., Sept. 17 from 3:30 p.m. to 4:30 p.m. in the J.D. Hill Auditorium. At this time, there will be a ceremony featuring a presentation on the elements of the Air Force flag and the showing of an original MSC Air Force historical music video. What does MSC stand for? DNRO Peter B. Teets will deliver the opening remarks. There will be a ceremonial cake cutting with Mr. Teets, BGen Armor and [redacted] who respectively represent an Air Force civilian, senior ranking member and junior ranking member. A reception will follow with cake and punch. All NRO personnel are welcome to attend.

~~UNCLASSIFIED//FOUO.~~

The Recon - August 29, 2003


~~S//TK~~

(U) NRO employees of the quarter

 Please join Mr. Teets in congratulating the
NRO Employees of the Quarter
April - June 2003

Middle Enlisted
Senior Enlisted
Company Grade Officer
Field Grade Officer
Civilian (Non-Technical)
Civilian (Technical)
Senior Civilian

CONGRATULATIONS!

(Secret//TK) 

(b)(3)

~~S//TK~~

The Recon - August 29, 2003**UNCLASSIFIED****(U) Workforce Excellence Lecturer to discuss the value of diversity and why white males are indispensable**

(U) The Office of Equal Employment Opportunity/ Military Employment and NRO's Hispanic Heritage Month Planning Committee is pleased to present Dr. Samuel Betances who will speak at Westfields as a part of NRO's Workforce Excellence Lecture Series on Tues., Sept. 16 at 10:30 am in the Jimmie D. Hill Conference Center. The title of Dr. Betances' presentation will be *The Value of Diversity and Why White Males are Indispensable in the Quest*. All NRO personnel are invited to attend.

(U) Dr. Betances is a lecturer, professor, consultant and author who is interested in making sense of differences and helping others learn the importance of pulling cultures together as a way of bringing America back to the top in education, business, and society in general. "Our mission is to make America stronger, healthier and freer than when we found her," says Dr. Betances.

(U) Dr. Betances has worked in all fifty states, all six U.S. territories and in various countries including Japan, Korea, Germany and Mexico. He has challenged and motivated clients and audiences in Fortune 500 companies, governmental agencies, community groups, community colleges, and universities. Dr. Betances is the author of *Ten Steps to the Head of the Class*. He

earned his doctorate from Harvard University.

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The Recon - August 29, 2003

~~UNCLASSIFIED//FOUO~~

(U) DDT Visualization Team wins IC Award



(U) The Director's Demonstration Tool (DDT) Visualization Team will be presented with the National Intelligence Community Seal Medallion at the Intelligence Community Awards Ceremony on Sept. 8, at CIA Headquarters.

(U) The team is being recognized for creating a high-fidelity, physically accurate, three-dimensional, interactive, multimedia presentation on NRO systems in space using state-of-the-art satellite orbit software combined with current [redacted] This (b)(3) presentation is used in briefings to illustrate the advantages and limitations of space-borne reconnaissance collection over the past two years delivered.

~~(U//FOUO)~~ The DDT Visualization Team consists of [redacted]
[redacted]

~~UNCLASSIFIED//FOUO~~

The Recon - September 23, 2003**UNCLASSIFIED.****(U) NRO weathers Hurricane Isabel with little damage**

(U) The NRO weathered Hurricane Isabel Sept. 18-19 with little damage.

(U) The NRO's Westfield's Headquarters only sustained minor fence damage and a few small water leaks from the winds and rain of Hurricane Isabel. The fence and leaks were quickly repaired and the complex resumed normal operations when employees arrived for work Monday morning.

(U) "I would like to thank the Security, NROC and Facilities teams which did their usual stellar job during the crisis," said Brian Malone, director of MS&O.

(U) Questions about the NRO's weather policy have arisen as a result of this weather emergency. First, following our value of 'integrity', each leader's concern is for the safety and welfare of NRO people.

(U) Unfortunately, confusion existed about the status of the NRO. A decision was made based on current NRO guidelines and calls with other agencies.

Employees may want to review the policy that applies to all federal government employees assigned to NRO offices. Closures and delays announced by the Office of Personnel Management (OPM) will not apply to NRO employees assigned to Washington area NRO facilities located outside the National Capital Beltway; but, will apply to NRO personnel assigned to locations inside the Beltway. (NROI 120-3a)

(U) Through this NROI, the Director of the NRO has delegated authority to the Director Management, Services and Operations to close the NRO in facility and weather emergencies. When early dismissal is authorized, the Office of Human Resources (OHR) will notify employees through appropriate means. During non-official work hours, local (D.C. Metropolitan area) television and radio stations will announce any NRO closure due to inclement weather. Employees may also consult the NRO Weather Announcement Line at or ext.

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(U) Senior parent element representatives at the NRO have on some occasions the authority to authorize special situations for their employees, based on guidance from their respective organizations.

(U) Last week, consistent with NRO's policy, the NRO did not follow OPM's closure on Thursday morning. The Air Force, Navy and Army military and AF civilians did, however, issue specific guidance to their personnel. No similar guidance was issued for the remaining civilians (CIA, NSA, NIMA). As such, these employees were expected to report to the NRO. The NRO Weather Announcement Line indicated that the NRO was operating under an unscheduled leave policy. In other words, the NRO was open on time, but non-emergency employees could take annual leave or leave without pay without prior approval of their supervisors. Emergency employees were expected to report for work on time. Subsequently, when the DNRO made the decision on Thursday morning to close NRO facilities at noon on Thursday and all day on Friday, all employees were excused from work during that time.

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(U) Col. Chip Zakrzewski, director of the NRO Office of Space Launch and mission director for the launch, was gratified to successfully complete his first launch since assuming his position nearly two years ago even though he has been assigned to OSL for over seven years. In his words, "the bridesmaid became the bride."

(U) Col. Zakrzewski explained that the success of this launch his was one of the greatest triumphs for the NRO in all of his years with the organization.

(U) "I've seen some of the bad press about the NRO recently, but no one outside the organization will ever know all of the work and challenges that we faced and overcame to make this launch a success," said Col. Zakrzewski. "This mission and the challenges we faced were unprecedented in all of my years working launch and the tremendous success we achieved is a real tribute to the team that worked this launch."

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~~(S//BYE//TK)~~ [Redacted]

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The Recon - September 23, 2003

~~UNCLASSIFIED//FOUO.~~

(U) Attend Brown Bag with DDNRO on Oct. 7th



~~(U//FOUO)~~ Find out what is going on in and around the organization by attending the next DDNRO Brown Bag on Tues., Oct. 7th from 11:00 a.m. to noon in 15B22. All NRO personnel are invited to attend. Attendees are encouraged to come with lunch and questions. Seating is limited. To RSVP, contact at (b)(3)

~~UNCLASSIFIED//FOUO.~~

The Recon - September 23, 2003

~~SECRET//TK~~

(U) FIA restructure places program on path to success

~~(S//TK)~~

the Future Imagery Architecture (FIA) Program

The FIA program was awarded to Boeing 1999 at a development cost of \$4.8 billion

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(U) "The reality is that FIA is costing about what it was originally anticipated to cost at the outset," said [redacted] But, according to [redacted] and others, the original contract award presumed savings would result from the application of new business processes and the use of acquisition reform techniques aimed at decreasing oversight and increasing contractor efficiency. As many programs awarded in the last decade have recognized, those savings never materialized.

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(U) Focusing on the content of the individual building blocks, and not total cost or fee, allowed all sides to reach clear agreement at the lowest element of every task. Four FSS/contractor teams, each focused separately on optical [redacted] ground or engineering [redacted] issues, identified additional scope and risk reduction efforts that needed to be included in the program's proposal. After three rounds, [redacted] lasting about a month, they were able to achieve nearly 100% agreement on each of those tasks. Coincident with those meetings, the FSS management team kept careful watch over what was being added and removed to assure that, when the teams were done, risk was balanced throughout the effort and the total cost would not be out of line with their known budget.

(U) "This method afforded the NRO significant insight into the contractor's basis of cost estimate and allowed us to understand and

agree to all additional scope changes prior to finalizing the ECP," said [redacted] Deputy Director FSS. By eliminating cost or fee, the S2S process allowed both sides to concentrate on what was most important – the mission. "We were worried about content and wanted both sides to forget fee, so we never looked at anything from the monetary perspective during the S2S process. The award fee amount wasn't even discussed until the very end," said [redacted]. "We had not done this in the past for this program."

(U) At settlement, the government found itself in a prime negotiation position. "We thoroughly understood the contractor's costs, and risks, as did the contractor. Both parties knew the added scope, the pieces that represented growth, and just as importantly, what was already included in the existing baseline," said [redacted]. As a result, formal negotiations for FIA were completed in record time in (b)(3) one letter and a 90 minute face-to-face discussion over the course of two business days because of the work completed up front.

(U) Boeing didn't escape unscathed as they lost a significant level of existing fee, and only received minimal new fee for the added scope. "However, by eliminating some of the future negative cost penalties, increasing the importance of the traditional award fee, and placing clear goals on schedule incentive, the contractor still retains a good opportunity to make a fair profit," said [redacted]. "Our job is to make the contractor successful. And, unlike the past, we'll exercise whatever level of control we need to make sure that happens."

(U) The restructure will be reviewed by Congress and the Deputy Director for Systems Engineering, (DDSE). Congress recently requested a new independent cost estimate for FIA and the DDSE is expected to conduct a test thoroughness analysis and independent review for the program. "The team is ready," said [redacted]. "We, as much as everyone else, want to make sure that we've got it right. We cannot afford the consequences of getting it wrong."

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~~(S//TK)~~ The FIA program to date has implemented

[Redacted]

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[Redacted]

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[Redacted]

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[Redacted]

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More photos from the flight test are below.

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~~SECRET/TK/NOFORN~~

(U) FIA flight tests (con't)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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Figure3:

[Redacted]

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NOTE:

[Redacted]

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UNCLASSIFIED.

(U) Young Panel issues report on acquisition of national systems, FIA, EELV

(b)(3)



(U) Recently, the Young Panel released a report outlining its findings and recommendations on the acquisition of national security space programs. The panel, better known outside of the NRO as the Defense Science Board/Air Force Scientific Advisory Board Joint task Force, was chartered by the USecAF/DNRO along with the SecAF, and the USecDef to review, identify and characterize systemic problems within the acquisition of national security space programs and to make recommendations to improve the process from initiation to deployment. The panel was also chartered to review the status of three programs: Space Based Infrared System (SBIRS) High, the Future Imaging Architecture (FIA) and the Evolved Expendable Launch Vehicle (EELV).

(U) Although the 74-page report details the panel's full set of findings and recommendations, in summary the report underscore the following key points:

1. (U) **Cost has replaced mission success as the primary driver in managing acquisition processes, resulting in excessive technical and schedule risk.** According to the report, "the change of emphasis from mission success to cost has resulted in excessive technical and schedule risk as we; as a failure to make responsible investments to enhance quality and ensure mission success." Therefore, the panel recommended that leaders within the space acquisition process adopt mission success as a core value.

2. (U) **The space acquisition system is strongly biased to produce unrealistically low cost estimates throughout the acquisition process.** These estimates lead to unrealistic budgets and unexecutable programs. "Proposals from competing contractors typically reflect the minimum program content and a 'price to win.' Analysis of recent space competitions found that the incumbent contractor loses more than 90 percent of the time. An incoming competitor is not 'burdened' by the actual cost of an ongoing program, and thus can be far more optimistic. In many cases, program budgets are then reduced to match the winning proposal's unrealistically low estimate," stated the report. As a result, the panel advised that the government budget space acquisition programs to a most probable (80/20) cost, with a 20-25 percent management reserve for development programs included within this cost.

3. (U) **Government capabilities to lead and manage the acquisition process have seriously eroded.** According to the report, acquisition reform in the 1990s is, in part, to blame for marginalizing and eroding the government's role in program management. Since program managers (along with their staff) are the only ones who can make a challenging space program succeed, strong authority and accountability must be vested in the manager. The panel also observed erosion in the experience of program managers. "Widespread shortfalls exist in the experience level of government acquisition managers, with too many inexperienced personnel and too few seasoned professionals. . . The lack of dedicated career field management for space and acquisition personnel has exacerbated this situation." To this end, the panel advises that government must pay immediate attention to its acquisition staffing, reporting integrity, systems engineering capabilities, and program manager authority.

4. (U) **While the space industrial base is adequate to support current programs, long-term concerns exist.** The panel found that while prime contractors have adequate workforce with low turn over to handle planned space programs, that second- and third-tier contractors are having problems with low demand for the components that they produce. In some cases, this places support to national security at risk. Thus, the panel recommended proactive government involvement for a small number of selected cases. The panel also noted that the government recognize and plan for the fact that commercial space activity has not developed to the degree anticipated and that the expected national security benefits have not materialized. Last, it noted the coming challenging of replacing the soon to retire aging workforce of engineers and managers within the aerospace industry.

(U) Based upon these findings, the report details several items for the immediate action of the USecAF/DNRO, SecDef, SecAF, and DCI. For the USecAF/DNRO specifically, the panel advises, among other things, he establish mission success as the guiding principle in all space systems acquisition; compete space system acquisitions only when *clearly* in the best interest of the government; authorize program managers to control requirements within an approved baseline and require at least four year tours for key program management.

(U) Regarding specific programs, the report referenced the positive corrective actions taken to restructure SBIRS High. The panel noted that this restructuring should continue and that there be a review of past engineering and test activities to assure acceptable quality of the product. While impressed with the current program management, the panel advised that additional experienced managers were required to execute the program successfully.

(U) On FIA, the report stated that funding for the program be augmented to reflect a most probable (80 percent) cost and that there be significant program and schedule changes to maximize mission success. It also recommended that there be a review of past

engineering and test activities to assure acceptable quality of the product. Fortunately, many of these recommendations have already been accomplished through FIA's recent [redacted] restructure. (See article above entitled, "FIA restructure places program on pat(b)(3) success").

(U) On EELV, the panel stated that assured access to space requires at a minimum sustaining both contractors for the program until mature performance has been demonstrated. It found that EELV business plans for both contractors were not financially viable. Thus, the panel recommended that the SecDef initiate actions to incorporate assured access to space into national security policy and that the USecAF/DNRO establish a long-term plan for the EELV program.

(U) To read the complete report, visit www.acq.osd.mil/dsb on the internet. The report is posted under the heading 2003 Space Acquisition.

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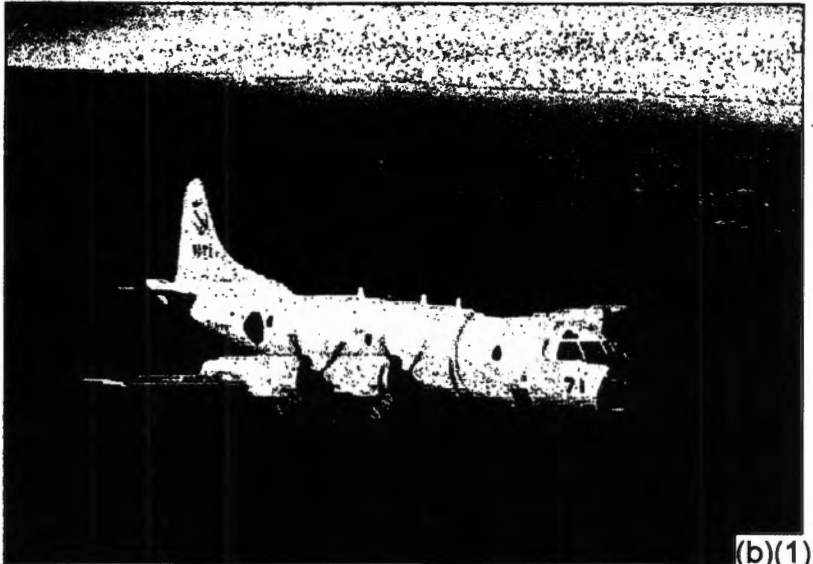
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(U) An insider's look at the collision of the Chinese F-8 and U.S. Naval SIGINT EP-3

(U) On Apr. 1, 2001, a U.S. Naval EP-3 SIGINT aircraft collided mid-air with a Chinese fighter aircraft. The EP-3 was forced to make an emergency landing on a Chinese island, giving the Chinese unlimited access to the aircraft until it was flown off the island two months later. A team of experts from the National Security Agency, the Naval Criminal Investigative Service and other elements inspected the aircraft afterwards for evidence of tampering and reverse engineering. Recently [redacted] a NSA inspection team member spoke at Westfield's about the team's findings at a Friday Briefing sponsored by DDMS/OSO.



(U) The collision occurred when a Chinese F-8 collided into the EP-3's propeller, ripping the propeller off, causing both planes to descent. A photo taken by the EP-3 prior to the crash shows the F-8 flying at an attack angle. Another photo shows the Chinese pilot in the cockpit holding up his e-mail address on a placard.

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(U) Upon their first visit to the plane, Lockheed observed that the plane was free of debris despite the debris generated by the plane's crash and tumble. As they began to disassemble the plane, taking it apart by chainsaw, each Lockheed representative was carefully monitored by two Chinese chaperones who watched and videotaped their movements. "The Chinese saw the disassembly of the plane as a victory for them," said Mr. Krieg.

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(S) [redacted]

(U) To date, the EP-3 has been rebuilt, its equipment removed, and is being re-used. China sent the U.S. a bill for \$1 million for

storing the plane for two months. The U.S. issued them a check for \$34,000 which has yet to be cashed.

(U//FOUO) To see the entire briefing on videotape, contact at

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The Recon - September 23, 2003**UNCLASSIFIED.****(U) NRO honors 2003 National Reconnaissance Pioneers today**

(U) The NRO proudly announces the following names of the NRO Pioneers for 2003 for their significant contributions to the national reconnaissance program. DNRO Peter B. Teets and DCI George Tenet will congratulate these individuals for playing a critical role in the early years of national reconnaissance at an induction ceremony today, Tues., 23 Sept. at 1:30 pm in the Jimmie D. Hill auditorium. All NRO personnel are invited to attend. The ceremony will be available via video-teleconferencing. Please contact your local video support office for assistance. For further details contact [redacted]

(U) The NRO Pioneers for 2003 are as follows:

Carl L. Ferdensi, Jr.

Career in National Reconnaissance: 1976 - present

(U) Mr. Ferdensi devised algorithms and computer processing techniques in the late 1970's for foreign instrumentation signals intelligence (FISINT) data. His pioneering work led to dramatic improvements in telemetry collection. The accuracy of the data enabled national and military decisionmakers to analyze and make informed decisions about Soviet military capabilities.

David Raspel, Colonel, USAF (Ret)

Career in National Reconnaissance: 1966 - present

(U) Colonel David Raspel pioneered advanced methods of integrating spacecraft into launch vehicles, and he provided crucial leadership in the management of national reconnaissance systems. His innovative approaches to spacecraft design and integration during the 1970s ensured the sustained operation of reconnaissance satellites and the continuous flow of technical intelligence to national and military decisionmakers.

Dr. James W. Stoner

Career in National Reconnaissance: 1970-present

(U) Dr. Stoner pioneered techniques for near-real-time processing of electronic intelligence (ELINT) signals in the 1970s. He developed essential algorithms, supervised software engineering, and implemented ground station procedures to process large volumes of data in support of global military operations. His work made possible rapid digital processing and dissemination of data that continues to meet critical requirements of military users.

Charles C. Tevis

Career in National Reconnaissance: 1954-1994

(U) Mr. Charles C. Tevis, in the late 1950s, was a pioneering advocate at the NSA for space-based signals intelligence (SIGINT) collection. His advocacy for using satellites to collect telemetry from foreign strategic weapons systems resulted in the deployment of several novel space-based SIGINT collection systems. In the late 1960s, Mr. Tevis also was instrumental in founding the Defense Special Missile & Astronautics Center (DEFSMAC) that analyzed signals intelligence at a single location. This made integrated intelligence available to senior national and military policymakers.

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The Recon - September 23, 2003**UNCLASSIFIED.****(U) Revisions to NRO non-monetary awards to impact contractors**

(U) Contractors are no longer eligible to receive non-monetary awards but can be recognized for their contributions. NRO non-monetary awards were originally available to all NRO employees, but based on recent guidance from the Office of General Counsel (see NRO Director's Note 2003-32), these awards are no longer available to contractors, with the exception of Directorate/Office coins. Managers are instead strongly encouraged to recognize contractors through letters of appreciation to their parent company. Many parent companies have similar non-monetary award programs used to recognize their employees.



(U) The Non-Monetary Award, commonly referred to as the "Tier" Award, is available year-round. Tier I, II, and III awards are designed for managers and peers to recognize and reward individual or team contributions of short duration with high impact. The award "tiers" correspond with established, not to exceed, award levels of \$25, \$50, and \$75. The NRO Awards Program establishes criteria, nomination procedures, and approval authority for the Non-Monetary Award. The criteria can be found in the NRO Awards Program handbook on the OHR website.

(U) Although Directorates/Offices must follow the same criteria and award levels, they are permitted to tailor the awarded items to develop unique programs best suited for their employees. Some examples of non-monetary awards presented include beach towels, mugs, tool sets, golf accessories and even gift certificates.

(U) If you have questions about this award or other ways to recognize great performance, contact your immediate supervisor or visit the OHR website, or call the OHR/Awards & Recognition Team at (b)(3)

(U) The briefing slides used to brief NRO managers and supervisors on the updates to the NRO Awards Program are also now available on the OHR website. Visit this site today to determine if you may be eligible for any upcoming monetary awards!

UNCLASSIFIED.


The Recon - September 23, 2003~~UNCLASSIFIED//FOUO~~**(U) NRO Hispanic Advisory Council offers educational opportunities**

(U) The NRO Hispanic Heritage Month Planning Committee, in coordination with the Office of Equal Employment Opportunity and Military Equal Opportunity (OEEO/ME), has developed several educational activities to address the NRO's core value of Respect and Diversity.

(U) A variety of activities are planned from Sept. 15 to Oct. 15, including an exhibit in the second floor spline entitled "Hispanics Defending Our Freedom," Spanish classes, and cultural dance presentations at NRO headquarters and [redacted]

(U) On Sep. 16, as part of the Hispanic Heritage Month activities, Dr. Samuel Betances presented a well-attended and provocative Work Force Excellence Lecture entitled "The Values of Diversity and Why White Males are Indispensable in the Quest."

~~(U//FOUO)~~ To learn more about Hispanic Heritage Month events, visit the OEEO/MEQ website or contact the Chairperson of the NRO Hispanic Advisory Council [redacted] at [redacted] (b)(3)

~~UNCLASSIFIED//FOUO~~


HISPANICS
Defending
Our Freedom

September 15 - October 15	Diversity Display "Hispanic Medal of Honor Recipients" 2 nd floor in Cultural Exhibit area
Sept. 16	Workforce Excellence Lecture Series, Keynote Speaker, Dr. Samuel Betances Topic: "The Value of Diversity and Why White Men are Indispensable in the Quest" 10:30-11:30, J.D. Hill Auditorium
Sept. 17, 24 & Oct. 1, 8, 15	Hispanic Lunch Menu Specials Westfields Cafeteria
Sept. 22	Latin Dance Lessons & Refreshments NRO Latin Dance Group 3:00-4:00, NRO Cafeteria no registration required, all welcome to attend
Sept. 25 & Oct. 2, 9, 16	Basic Conversational Spanish Lessons 11:30-12:30, Room 14A04 No registration required First-come, first-served

Hispanic Heritage Month
September 15 - October 15, 2003

The Recon - September 23, 2003

~~UNCLASSIFIED//FOUO~~

(U) New NRO magazine "hits stands," solicits story ideas



(U) The premiere issue of NRO's new corporate quarterly magazine, the *Space Sentinel*, is finally here! Its available in hard copy and via a PDF file at file:\\S:\Organizations\Staff\PAS\Space Sentinel Magazine. This first edition focuses on NRO's contributions to Operation Iraqi Freedom and gives readers insight into the myriad of NRO products, services, people and information that played a crucial role in the war.

(U//FOUO) Copies of the magazine are available in 14B00U. To receive a copy via inter-office mail or courier delivery, please contact

[redacted] at [redacted] or [redacted] at [redacted]

(b)(3)

(U) The *Space Sentinel* is YOUR magazine. The Office of Corporate Communications encourages personnel to submit story ideas, contribute articles and send letters to the editor if you have a comment or opinion.

~~UNCLASSIFIED//FOUO~~

The Recon - September 23, 2003

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(U) NRO Enlisted Top 3 helps Junior enlisted make the grade

(U) The NRO Enlisted Top 3 recently awarded several grants to junior enlisted personnel within all the services in pursuit of a higher education in personal and professional development. Overall, the Top 3 awarded 12 \$100 book grants and six \$500 scholarship grants. Scholarship grant applicants were required to write a 250-word essay explaining how an off-duty education would affect their ability to meet current responsibilities, support short-term military career goals and long-term personal goals. A panel of senior NCOs selected the awardees.

(U) The grants were made possible by the White House Christmas Ornament sale hosted annually by the Enlisted Top 3. High sales from last year were due largely to the kind generosity of NRO community. The Enlisted Top 3 thanks the NRO, supervisors and senior NCOs who took the time to support and recognize their troops.

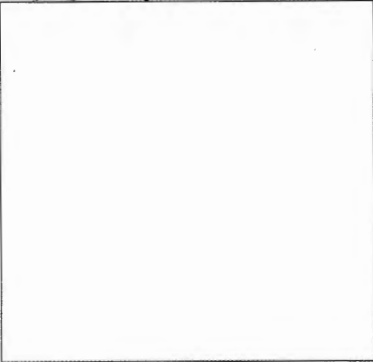


~~(U//FOUO)~~ 2003 Scholarship Winners



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~~(U//FOUO)~~ 2003 Book Grant Winners



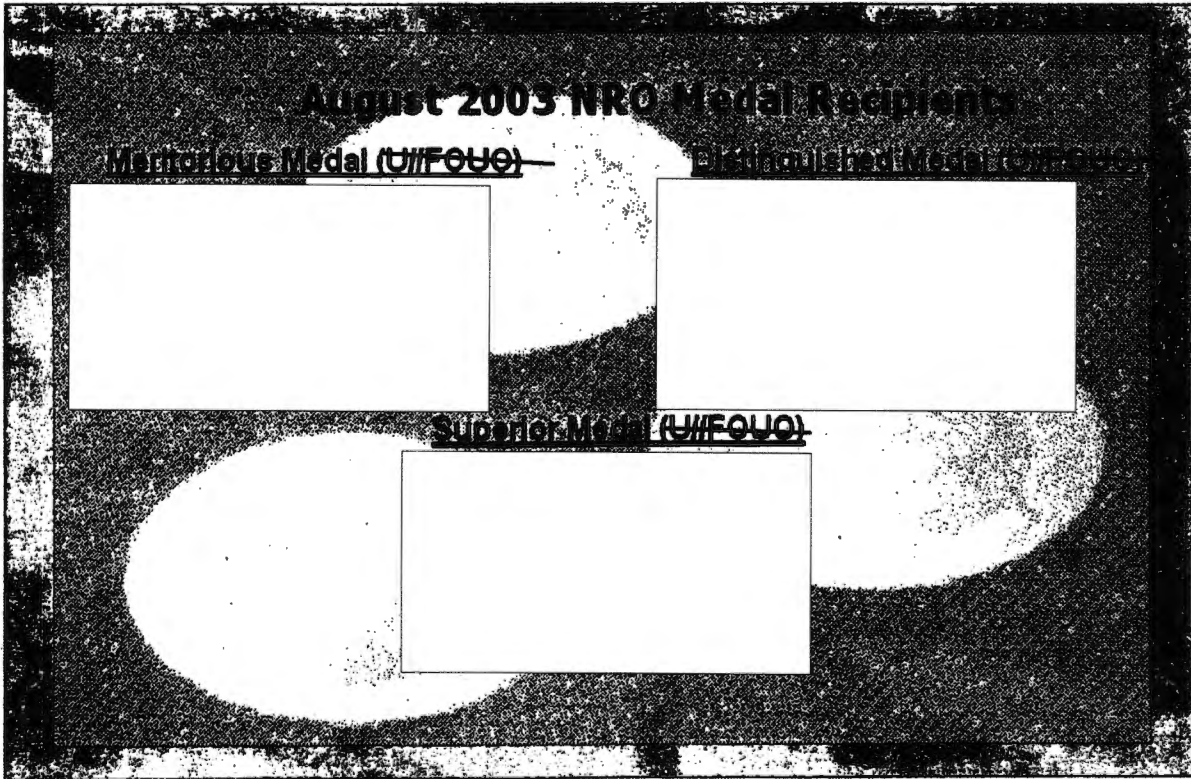
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~~SECRET//REL TO USA, AUS & GBR~~

(U) August Medal Recipients



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The Recon - September 23, 2003

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(U) DDNRO congratulates GS-15 promotees



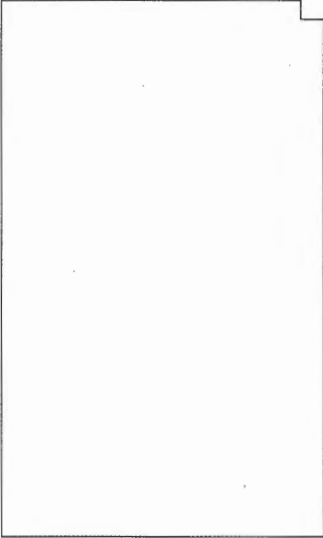
(U) On Sept. 11, before a packed conference room filled with supervisors, family members, friends and well-wishers, DDNRO Dennis Fitzgerald congratulated the following recent promotees to GS-15. Before handing out the certificates, he delivered heart-felt words about the meaning of leadership, the importance of integrity and the characteristics needed to proceed to the Senior Intelligence Service.

~~(U//FOUO)~~ The NRO congratulates the following GS-15 promotees from ODE and NCS career fields:

GS-15



(b)(3)



~~SECRET//TK~~

The Recon - October 10, 2003

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(U) NRO looks back on lessons learned in OIF

(U) The NRO has improved in its support to the warfighter in every discernable area since Dessert Storm and war fighters have become dependent on our data. That was the headline of a briefing on NRO's preliminary lessons learned from Operation Iraqi Freedom (OIF) given by Brig Gen Irving Halter, the Deputy Director for Military Support at Westfields on Oct. 3. The briefing was based on 61-page report researched and written by the NRO Iraqi Freedom Working Group entitled Operation Iraqi Freedom Lessons Learned Report. The group was headed by DDMS and staffed by NRO directorates, offices, mission ground stations, Liaison Officers, Technical Support Representatives, NIMA and NSA. They were tasked by the DNRO to solicit information on OIF from across the organization in order to draft a lessons learned report.

(U) The report is a living document that states the facts surrounding OIF as NRO currently understands them to be. "What I say here has not been taken to the senior mission partner level," said BGen Halter. "We don't know if the lessons are the gospel truth because we do not have feedback from the mission partners yet."

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~~(S)~~ BGen Halter ended the briefing by outlining several conclusions on the lessons identified. [redacted]

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(U) BGen Halter expects to deliver a similar briefing to mission partners, the military services and combat commands later this year to solicit their comments and suggestions for inclusion in the final lesson learned report. The final report is due out no later than Mar. 2004.

~~(U//FOUO)~~ To receive a videotaped copy of BGen Halter's entire briefing, please contact [redacted] at [redacted]. For more information about the Lessons Learned Report, contact [redacted] the Iraqi Working Group (IZWG) Chair [redacted].

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The Recon - October 10, 2003

UNCLASSIFIED.

(U) DCI addresses NRO Pioneers at Pioneer Ceremony



Mr. Teets and Mr. Tenet



Mr. Tenet provides keynote at Pioneer Ceremony



Mr. Teets, Mr. Tenet, Pioneer Carl Ferdensi and Mr. Fitzgerald



Pioneer Class 2003 (l-r); Mrs. Charles Tevis, Col David Raspot, Mr. Teets, Mr. Carl Ferdensi and Dr. James Stoner

(U) At an induction ceremony on Sept. 23, USecAF Peter B. Teets and DCI George J. Tenet welcomed the 2003 National Reconnaissance Pioneers Carl Ferdensi, Jr., Col David Raspot (USAF), Dr. James Stoner and Charles C. Tevis (deceased) into NRO's Pioneer Hall.

(U) "The four men we honor, have made our country stronger, smarter and safer. They faced challenges and overcame them. They saw limits of our capabilities and advance them. When your task is to give America eyes and ears in space, a hostile, unforgiving environment, you are no stranger to daring or risk. Each system, each launch, is a major undertaking, not only in cost but in promise," said the DCI in his keynote address to the Pioneers.

(U) Mr. Tenet continued to state that, "As a nation, we are doing the difficult things that our strength, our position of leadership, and most of all our values demand. For the security of our own people, and in hopes of bringing security to others. Our Pioneers stand for all Americans who do great and noble work in space - scientists, engineers and mathematicians. The leaders who innovate, always asking more of technology and of themselves. Showing in ways great and small what free men and women will do to save their liberty. You are the best of the best."

(U) Reaction from one Pioneer to these any many other such comments regarding the Pioneers' great achievements was one of humility. "I am but a symbol of the hundreds of outstanding people that I have worked with over the years at the NRO," said Dr. Stoner.

(U) The citations for the honorees can be viewed in the [Sept. 23, 2003 edition of the Recon](#).

(U) To see additional photos of the Pioneer Recognition Ceremony, visit the [RECON Photo Album](#).

UNCLASSIFIED.

The Recon - October 10, 2003

~~CONFIDENTIAL//X1~~

(U) DNRO names Pamela Tennyson as new DDA

(b)(1)
(b)(3)

(U) Earlier this week, DNRO Peter Teets announced that Pamela S. Tennyson will be the new Deputy Director for Administration, (DDA). Ms. Tennyson

She has served in a variety of leadership and management roles at both CIA Headquarters and abroad. In previous agency assignments, she worked as a Contracting Officer, Planning Officer on the Executive Director's staff, and Chief of Staff to the Agency Procurement Executive.

(U) "Coming into this position and standing up the new DDA and its blended functions is a wonderful and exciting challenge for me," said the 20-year CIA career veteran. "NRO is a fabled organization. Its people are a little larger than life. I have an enormous amount of respect for those doing the work. The NRO has such a critical mission now more than ever. In the role of the DDA, supporting that effort becomes very important."

(U) The DDA is a newly created directorate that resulted from the most recent reorganization of the NRO. The directorate encompasses the Executive Secretariat, the offices of Management Support, Human Resources, Security, Counterintelligence, Policy, Corporate Communications, Protocol and the Grievance Officer.

(U) Ms. Tennyson is scheduled to take office on Oct. 27.

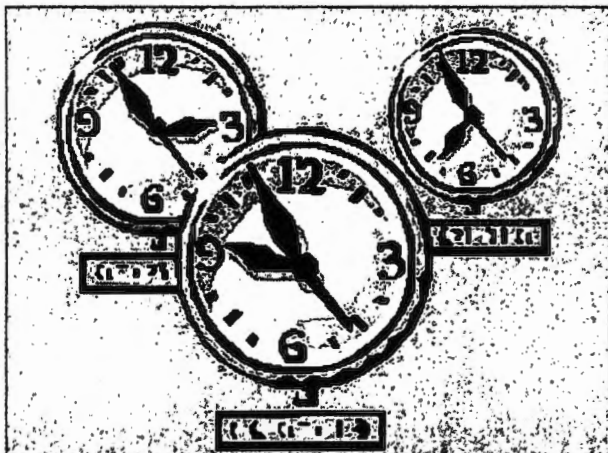
Deputy Director Administration
Ms. Tennyson
Executive Secretariat MS&O
Office of Human Resources
Office of Security Counterintelligence
Office of Corporate Communications
Protocol
Grievance Officer
Office of Policy (incl. Office of History)

~~CONFIDENTIAL//X1~~

The Recon - October 10, 2003

UNCLASSIFIED.

(U) Clock is starting to run on Director's Circle & Sentinel Award nominations



(U) On Oct. 1 the NRO began its annual nomination exercise for the Director's Circle and Sentinel Awards. Nominations are due to OHR/Awards and Recognition Team by **COB Oct. 31**. The NRO Awards Program Handbook and nomination form, NP Form 12-30, have been revised and are available on the OHR website. Some key points on the nomination process for these awards:

- (U) The Director's Circle Award will be presented to approximately 2% of the military and civilian workforce. Allocations have been distributed to each Directorate and Office. Additional nominations, often referred to as wild cards, may be submitted and will be considered pending unutilized allocations.

- (U) The Sentinel Award will be presented to approximately 35% of the civilian (non-SIS/SES) workforce. Recognizing approximately 35% of the government civilian workforce represents a significant change from the almost 90% recognized last year by the Annual Performance Award (APA). Best

practices suggest that recognizing about 35% provides a significant level of recognition while maintaining a high degree of selectivity.

- (U) Allocations for Sentinel Awards have been distributed to each Directorate and Office, which reflect the following distribution:

- o 3% of the civilian workforce will receive \$5,000 awards;
- o 15% of the civilian workforce will receive \$2,000 awards;
- o 20% of the civilian workforce will receive \$1,000 awards.

Ds & Os have also received information regarding their award budgets for Innovation & Achievement Awards and Non-monetary awards.

- (U) Managers are no longer required to complete nomination forms for all eligible employees; managers should only complete a NP Form 12-30 for those employees recommended to receive a Sentinel Award or Director's Circle Award.

- (U) Ds & Os will not receive a list of eligible employees. Award budgets and allocations were previously based on the number of employees within each Directorate/Office, requiring the development and review of lists of eligible employees. In an effort to facilitate and streamline this process, awards budgets and allocations are now based on authorized positions. Information on eligibility is included in the NRO Awards handbook.

- (U) The NRO Awards Program Handbook has been redesigned and is available on the OHR's web page. Users are advised not to print out the handbook as changes and updates are expected and will be listed on the cover. The handbook now includes a table of contents with links to the page selected. Each award is presented in the same format including information on the purpose of the award, who is eligible, the award criteria, what is awarded, the nomination processes, who has approval authority and any special notes.

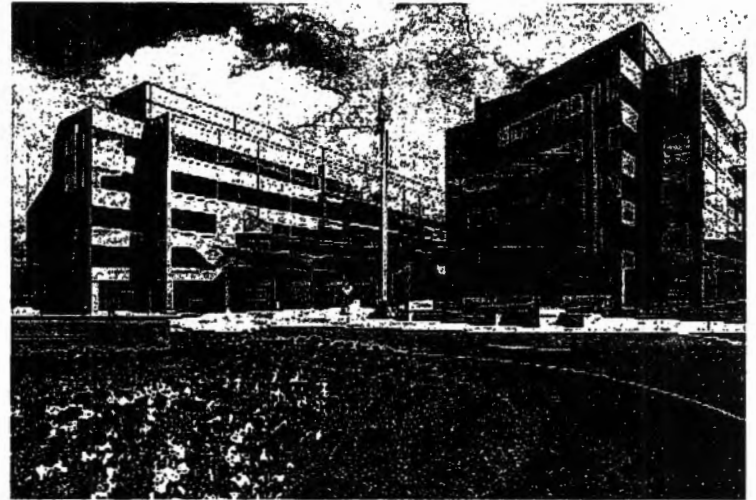
- (U) NP Form 12-30 has also been revised and is available on the OHR web page and in FormFlow. Managers are asked to use this form to nominate employees for all awards with the exception of military employees for Joint Decorations and suggestion awards and all Intelligence Community Awards.

(U) If you have questions about the NRO Awards Program policies and procedures, contact your immediate supervisor, visit the OHR website, or call the OHR/Awards & Recognition Team at (b)(3)

UNCLASSIFIED.

The Recon - October 10, 2003**~~UNCLASSIFIED//FOUO~~****(U) Westfields Emergency Exercise set for week of Oct. 20-24**

(U) An Emergency Preparedness exercise is scheduled for the week of Oct. 20-24 at Westfields. This exercise is being performed in conjunction with the NRO Contingency Advisory Panel (NCAP) exercise and will include participation of the Crisis Management Team (CMT) and the Crisis Board of Directors (CBoD). The duration of the exercise's impact on the workforce will be approximately 20 minutes. The specific time and date of the exercise will not be announced in advance.



(U) The Emergency Broadcast System (EBS) and/or the GWAN Flash message system will alert all personnel to start of the exercise at Westfields. When the alert is given, personnel should Stop what they are doing, Listen to the EBS instructions, and/or Read the flash message, and Follow instructions. At the end of the exercise, as with an actual emergency, the "All Clear" signal will be given and normal duties can be resumed.

(U) In some situations it may be safer for personnel to stay inside the building instead of evacuating. Emergency managers have additional protective actions that are precursors or alternatives to evacuation: sheltering-in-place and internal relocation. During the exercise, particular groups of personnel will be instructed to do one or the other. Therefore it is vital to pay close attention to the alert systems.

(U) An internal relocation can be used to quickly move all personnel or specific groups within a facility to a safer part of the building. If the part of the facility you are in is instructed to relocate and if time permits, you should take the following steps:

- Lock your workstation(s).
- Collect your personal belongings such as keys, medications and seasonal clothing.
- Relocate to the safe location as instructed.
- Do not set the suite alarms when you depart your work area.

(U) Sheltering-in-place can be used when restricting or stopping all foot traffic in the vicinity of an incident can protect people. An incident where this may be used might include a tornado, a hostage situation or suspicious vehicles in or near the facility. If the part of the facility that you are in is instructed to shelter-in-place, you should:

- Close your window blinds,
- Stay away from windows,
- Prepare to evacuate, and
- Wait for further instruction.

(U) Emergency response actions may change as the situation changes. Therefore it's very important to pay close attention to emergency announcements and heed the instructions. You should always be prepared to evacuate the building and even the compound as soon as you are alerted.

(U) Previous exercises have provided valuable lessons learned that have been worked into NRO emergency management planning to include the upcoming exercise. Based on the feedback provided by NRO personnel, the interruption of the business day will be kept to a minimum and personnel should hear and see more communications from emergency personnel.

~~(U//FOUO)~~ Preparedness at work includes reviewing your personal emergency preparedness plans. This includes knowing how you will contact your loved ones during and after an incident, updating your emergency contact list, and ensuring your personal disaster kit is ready for your immediate use at home. If you need additional information about emergency preparedness at work or at home, please go to the Security Status/Emergency Preparedness link on the front page of the Byeway.

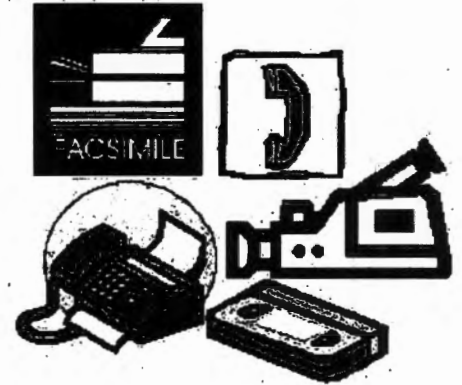
(U) Emergency preparedness exercises were important long before Sep. 11, 2001, the recent power outage, and Hurricane Isabel. These real-life incidents and emergencies reinforce the value that exercises have in ensuring that emergency managers at the NRO can deliver on their primary function to protect all personnel. If you have any questions, please contact MS&O Security at extension

(b)(3)

~~UNCLASSIFIED//FOUO~~

The Recon - October 10, 2003**UNCLASSIFIED.****(U) Take COMM survey to improve NRO communication tools**

(U) What do phones, pager, STUs, video-conferencing, streaming video, Information Work Space and IPTV all have in common? They are all communication tools at NRO. To voice your opinion about the value of these tools and how they can be improved, take the online MultiMedia Customer Survey, sponsored by COMM's MultiMedia Program Office. Participation by all is very important. The information provided will help COMM determine the organization's use and satisfaction with these tools as it seeks to implement many upgrades to these systems. So, voice your opinion today! The five question survey will run from Oct. 14 - 23.

UNCLASSIFIED.

The Recon - October 10, 2003**UNCLASSIFIED.****(U) Ex- CIA Master of Disguise speaks at Westfields Oct. 23**

(U) In honor of National Disabilities Awareness Month, the Office of Equal Employment Opportunities/Military Affairs has invited former CIA master of disguise turned anaplastologist Mr. Robert R. Barron to speak at NRO Westfields on Thurs., Oct. 23 at 11 am in the Jimmie D. Hill Auditorium. As an anaplastologist, Mr. Barron creates state of the art prosthetic ears, eyes, noses and even whole faces for people suffering from birth defects, accidents and illnesses.

(U) After an honorable discharge from the military, Mr. Barron worked as a civilian for the Pentagon as an illustrator and art director for two Navy publications. While he enjoyed his work, he did not enjoy the daily long walks from the Pentagon's parking lot to the building. As a result, he forged a parking permit that allowed him to park closer. After a disgruntled employee turned him in, he appeared in court to pay a fine for the forged permit. The judge was so impressed with the forgery that he sent it to a friend with ties to the CIA. The CIA eventually contacted and recruited Mr. Barron to work for the agency.

(U) During his tenure with the CIA, Mr. Barron recreated a range of documents. As the Senior Disguise Specialist, [REDACTED]

[REDACTED] oversaw CIA's disguise work throughout the world. In 1993, after 24 years of service with the agency, Mr. Barron retired from the CIA and was awarded by then director James Woosley awarded with the Career Intelligence Medal. (b)(3)

(U) Mr. Barron is a graduate of Southern Illinois University and ex-Marine who served during the Viet Nam War. He has been featured on ABC's *Primetime* and in the *Reader's Digest*.

UNCLASSIFIED.

The Recon - October 10, 2003

UNCLASSIFIED.

(U) Space is the Place for NRO's Family Day Oct 18

(U) All permanent badged NRO employees and their families are invited to attend NRO's annual Family Day on **Sat., Oct. 18** from 9 a.m. to 1 p.m. Family Day is a unique opportunity for employees to bring their families onto the Westfields compound and familiarize them with their work and the role of the NRO.

(U) There are several fun and exciting events scheduled throughout the day. There will be a welcome address given by Mr. Fitzgerald in the auditorium. During this time the NRO Honor Guard will present the colors and the National Anthem will be sung by 9-year-old Chiara Enriquez. There will also be a Director's Demonstration Tool presentation.

(U) In the Children's Room there will be - arts/crafts - an Astronaut Picture Session (10-12:00) - balloon animals - ID buttons - face painting - a Harry Potter Wheel - an Inspector Gadget puzzle - and NROjr.com coloring contest.

(U) For the adults, there is the must-see AS&T Futures Lab and a K-9 demonstration. There will also be a performance by the NRO Universal Choir in cafeteria.

(U) Guests can also enjoy lunch in the cafeteria. On the menu will be pizza, hot dogs, chicken fingers, tater tots, pasta salad, and ice cream. Tickets for lunch are will be on sale in cafeteria from Oct. 10-16. Adult ticket prices are \$5 in advance and \$7 at the door. Children ages 4-7 are \$3 in advance and \$5 at the door. Children 3 & under eat free!

(U) There will also be door prizes given away. This year's door prizes are a \$100 gift certificate to the Cheesecake Factory; a flag flown over the Capitol; a week at the 2004 Federation of Galaxy Explorer's Space Day Camp and a children's *Big Book World Atlas*.

(U) Read Guidelines and ensure NRO suites are sanitized prior to uncleared families entering.

(U) For more information, contact at or at

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Family Day 2003



SATURDAY, OCTOBER 18
9:00 AM-1:00 PM

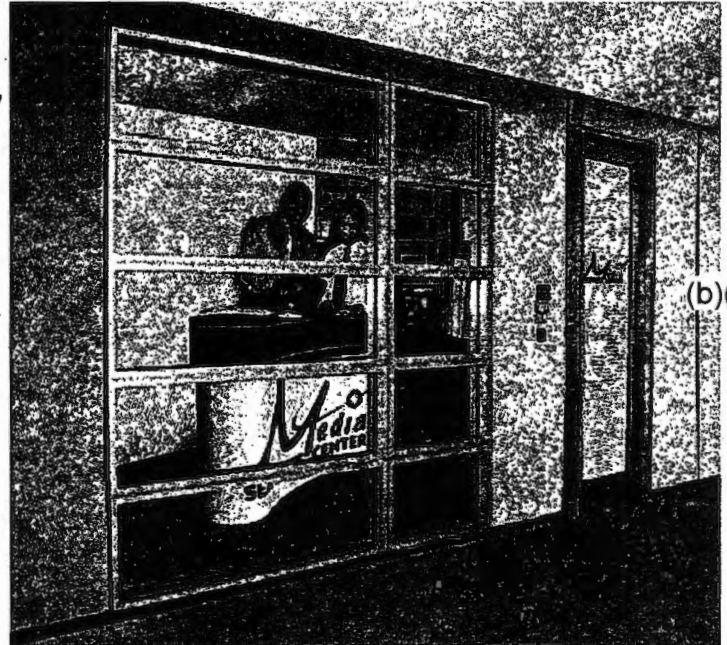
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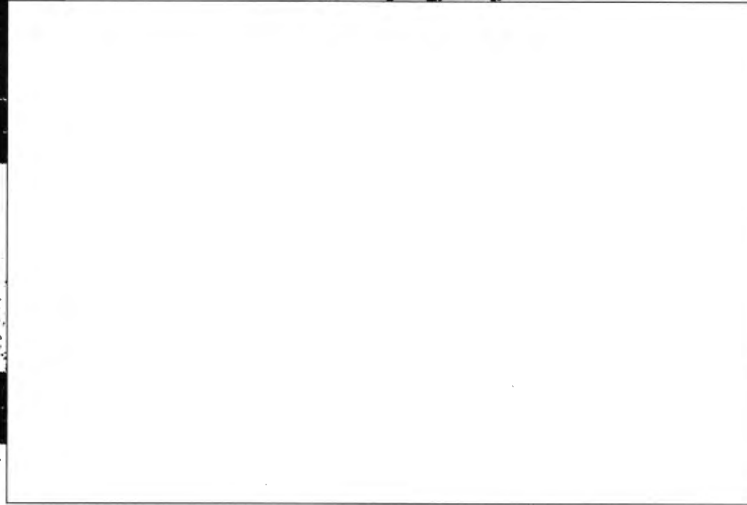
The Recon - October 10, 2003**UNCLASSIFIED****(U) Media Service Center provides more than just videos**

(U) In case you haven't heard, the Visual Design Center and the Digital Production Center have recently merged to become the **Media Services Center (MSC)**. This was done to enhance and streamline media production support for the entire NRO with primary focus on the customer. MSC is confident that customers will find the new support approach to be responsive to NRO's needs. MSC pledges to deliver timely products of excellent quality.

(U) "Our mission is to provide the highest quality media product to the NRO at large in a timely manner," said MSC Chief, [REDACTED].
[REDACTED] By creating a one-stop shopping environment, MSC hopes to provide easier access to NRO Westfields media customer.

(U) For any type of media support - brochures, posters, video production, replication, pamphlets, photography, presentations, exhibits, engraving, multimedia and more - please contact a MSC Customer Service Representative located at Westfields in the former Visual Design Center in 3GD21 or call [REDACTED]. MSC can also be reached via e-mail. Its e-mail address is Media Services Center.

UNCLASSIFIED

The Recon - October 10, 2003**UNCLASSIFIED.****(U) DNRO defies Isabel to attend OIG Offsite**

(b)(3)

(U) Neither rain, nor wind, nor flood, nor Hurricane Isabel could thwart DNRO Peter Teets from speaking at the Office of Inspector General's (OIG) annual two-day offsite at [redacted] on Sept. 17-18. Having received word late the day before (b)(3) the Federal government would shut down in Isabel's advance, the DNRO's visit remained uncertain. Despite the Federal government closure, the DNRO still planned to make the trek. At promptly 8 a.m. on Thursday morning, just as Isabel began her ominous trek north, the DNRO arrived poised and steadfast and did not disappoint.

(U) "The mission and goals of the OIG need to be aligned with the values of the organization," he told the assemblage. "The OIG is a valued, important part of the organization-and that organization has a noble purpose!" The DNRO adamantly supported the maintenance of a strong ethical posture. "A strong ethics program needs to emanate from the top. When we have a violation, we need to show that we will not tolerate that sort of behavior. Similarly, we need to reward those who have good programs in place," said the DNRO.

(U) The DNRO shared with the OIG some of his most recent challenges while serving as Director. Most notably, he remains frustrated with the interface among bureaucratic entities, which albeit are critical, can move at a dauntingly slow pace. He also expressed concern about maintaining adequate management reserve within NRO programs. "We must have discretionary resources that are directly tailored to perceived risks in programs," said Mr. Teets.

(U) The DNRO expressed his belief that the NRO is "a very responsive, responsible, and creative organization" that should be "reaching out to companies that are on the leading edge of break-through technologies."

(U) Specifically addressing the OIG, the DNRO noted that he is looking to the OIG for assistance with the following issues:

- *The adequacy of NRO's Information Assurance: The NRO's Chief Information Officer (CIO) needs the full attention of all the Directorates. Through horizontal integration, the DNRO wants the NRO to be better connected. He would like to know what role the OIG can have in assisting the CIO in protecting our information and making our networks more secure.*

- *NRO Value Sets: The DNRO believes that the NRO has an excellent set of values-and that we have a good mission statement. However, he wonders if people really think about these value sets. He would like to know if the NRO is successfully promoting these values within the organization and if the organization is rewarding people who do this. He will look to the OIG to assist him in assessing the extent to which NRO core values are integrated in mission execution.*

(U) Following his presentation, the IG presented the Director with an IG coin and thanked him for coming out despite Hurricane Isabel's impending wrath. The DNRO remarked that he was heading back to Westfields for just another day at the office; however, he admitted that he planned to remain "tie-less" in honor of the stormy event.

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The Recon - October 10, 2003

UNCLASSIFIED.

(U) NRO speaks out loud & clear on the . . .

Plan of the Day

(U) In the last edition of the *Recon* we asked, **Should the NRO keep the Plan of the Day? Why or why not? Of the 66 people who responded, 47 voted to keep it while just 19 people said that the NRO should get rid of it.**

(U) Those who voted to keep it described the Plan of the Day (POD) being fun and a great way to start the day off right. **"I enjoy it very much. It is inspirational to me . . . Life here would be considerably drier without it,"** wrote a respondent. Another respondent wrote, **"Its a great source of information [and it provides] some fun stuff to read."**

(U) Many also said that the POD helped them to keep up with the happenings around the organization through its calendar feature. **"Its a good central place to find out what is happening the current day as well as weeks ahead,"** wrote one respondent. **"The most useful feature of the POD in my opinion is the calendar feature. Its nice to see what going on in the HQs area,"** wrote another respondent. Several other respondents even suggested that the calendar feature be upgraded. **"I think it needs to be enhanced even further. The POD has the ability to communicate information to the NRO in a much more structured format than what is currently available in the NRO Announcements. POD should be adopted as a standard,"** said one respondent.

(U) Unsurprisingly, the biggest part of the POD's appeal is its trivia feature. **"It always brighten my day to see the answers to the trivia question,"** said one respondent. Another respondent wrote, **"I greatly enjoy getting the Plan of the Day. I have often found out about NRO events the day of the occasion. I also enjoy the fun trivia questions and historical notes. Please keep it!"** Yet another wrote, **b>"Its nice to have a little bit of NRO-related information, as well as date trivia and a provoking quote every morning."**

(U) The relative few who voted against the POD did so because they opined that the POD is duplicative of the information posted on the announcements page. **"NO, do not keep [the POD]! The parts I enjoy are the Quote of the Day and the Early Bird. The rest of it is useless. The Daily Announcements are much more all inclusive. Please KEEP the Daily Announcements. Thanks for asking!,"** wrote one respondent. Another wrote, **"[The POD] repeats the Announcements sent out. The trivia gets silly."** Someone else wrote, **"Its wasted space on mission critical computers. Its TOO MUCH INFO/GARBAGE, unnecessary to complete our mission."**

(U) All of the comments were very insightful and helpful. The *Recon* greatly appreciates the participation of all who took part in this informal questionnaire. These comments and suggestions will be taken under consideration by the organization as it seeks to upgrade and modify NRO online tools.

UNCLASSIFIED.

The Recon - October 10, 2003

~~UNCLASSIFIED//FOUO.~~

(U) Tickets now available for NRO Fall Ball

(U) Bring in the fall season by dancing the night away at the NRO Fall Ball on Fri., Nov. 14 at the Sheraton Premier Hotel in Tyson's Corner, Virginia. All NRO personnel and guests are invited to attend.

(U) Tickets are priced on a graduated scale dependent upon the base pay of hosting NRO personnel. Ticket prices are as follows:

- \$40K & below \$ 35.00
- \$41 - 55K \$ 50.00
- \$56-75K \$ 60.00
- \$76K & above \$ 70.00

~~(U//FOUO)~~ To purchase a ticket, please contact a directorate level point of contact. The directorate point of contacts are as follows:

- SIGINT [redacted] (Tower 4) [redacted]
[redacted] (Tower 4) [redacted]
- DDS [redacted]
- DDA [redacted]
- ASST [redacted] (Tower 1) [redacted]
- DDMS [redacted] (Tower 4) [redacted]
[redacted] (Tower 3) [redacted]
[redacted] (MW-1) [redacted]
- IMINT [redacted] (Tower 2) [redacted]
[redacted] Tower 2 [redacted]
- COMM [redacted] (Tower 3) [redacted]

~~UNCLASSIFIED//FOUO.~~

NATIONAL RECONNAISSANCE OFFICE

FALL BALL

FRIDAY, 14 NOVEMBER 2003
SHERATON PREMIER HOTEL / TYSONS CORNER, VIRGINIA

1900 COCKTAILS
2000 DINNER
Filet Mignon and Chicken
Vegetables/Potato
Coffee/Tea/Dessert

Cash bar during cocktails and dancing

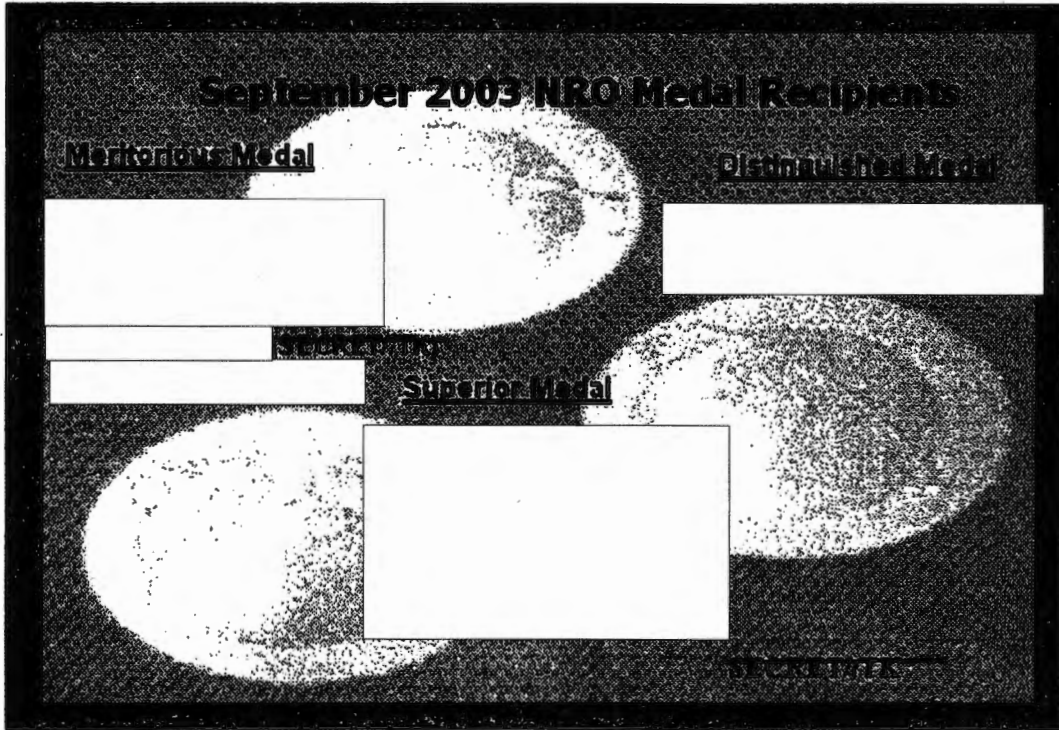
ATTIRE
CIVILIANS
Black Tie
OFFICERS
Formal Military Attire
ENLISTED
Formal or Semi-Formal Military Attire

(b)(3)

The Recon - October 10, 2003

~~SECRET//BYEMAN~~

(U) September Medal Recipients



(b)(3)

~~SECRET//BYEMAN~~

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~~SECRET//TK~~

(U) Congratulations to Lieutenant Colonel Selectees



(b)(3)

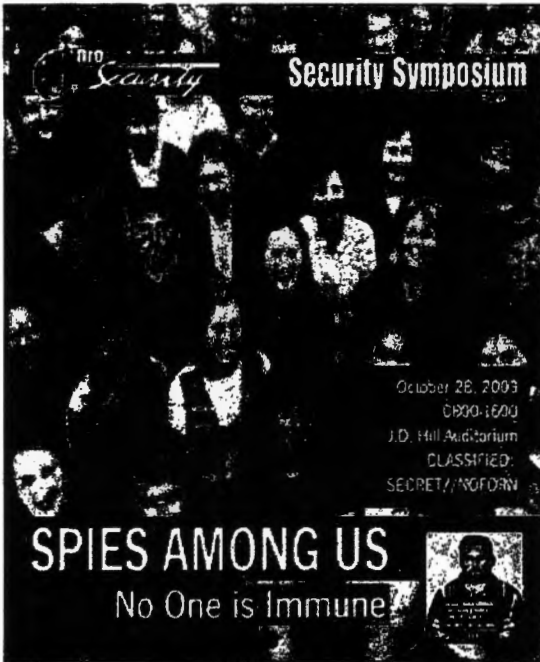
(U) Mr. Teets is pleased to announce the above individuals as selectees for promotion to the rank of Lieutenant Colonel.

~~SECRET//TK~~

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~~UNCLASSIFIED//FOUO~~

(U) Security presents *Spies Among Us: No One is Immune*



(U) The NRO Security Office will present a Security Awareness Symposium on Tues., Oct. 28 from 8 a.m. to 4 p.m. in Jimmie D. Hill Auditorium entitled *Spies Among Us: No One is Immune*. All NRO personnel are invited to attend.

(U) Several speakers will deliver presentations throughout the day. A detailed agenda will be forthcoming. Watch the Byeway for details. A

(U) The presentations are open to NRO personnel and the briefing classification is SECRET//NOFORN

(U//FOUO) For more information, please contact at (b)(3)

~~UNCLASSIFIED//FOUO~~

The Recon - October 10, 2003

UNCLASSIFIED

(U) NRO Census coming soon



(U) The Office of Human Resources (OHR) will be conducting a worldwide census of the NRO population. The purpose of the census is to get accurate personnel data for multipurposes. A Director's Note and instructions to take the census will be provided in the near future.

UNCLASSIFIED

The Recon - October 10, 2003~~UNCLASSIFIED//FOUO~~**(U) NRO IG Investigator receives medal from US Attorney**

~~(U//FOUO)~~ [redacted] received a Distinguished Medal (see listing in September Medal Recipients pg.3) for serving as the lead NRO-OIG investigator on the TRW subcontractor kick-back investigation. In a letter from Mr. Paul J. McNulty, the United States Attorney for the Eastern District of Virginia, this case was the largest fraud case ever pursued by the NRO Office of Inspector General, both in terms of the amount of loss incurred (\$1.3 million) and the number of convictions (eight). Mr. McNulty attributed this success in large part to the outstanding efforts of [redacted] (b)(3)

~~(U//FOUO)~~ It is indeed rare for the U.S. Attorney himself to sign out such a letter. This underscores the importance of this case and the high value placed on [redacted] contribution to its success.

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The Recon - October 10, 2003

~~UNCLASSIFIED//FOUO~~

(U) Navy promotions

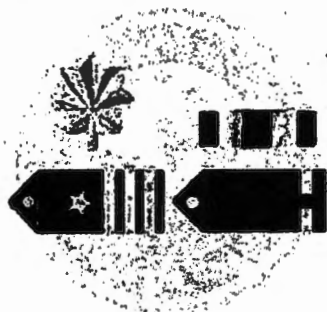
(U) The following Navy Officers have been promoted effective October 1, 2003.

~~(U//FOUO)~~ Lieutenant Commander (LCDR) [redacted] COMM/OG/CON, was promoted to (b)(3) Commander.

~~(U//FOUO)~~ Chief Warrant Officer 3 (CWO3) [redacted] DDMS/OSO/ENGR/LI, was promoted to Chief Warrant Officer 4.

(U) Congratulations!

~~UNCLASSIFIED//FOUO~~



The Recon - October 27, 2003**UNCLASSIFIED.****(U) DNRO names Gen. Latiff DDSE, Dr. Rustan D/AS&T**

(U) DNRO Peter Teets named Maj Gen Robert Latiff (*right*) as the new NRO Deputy Director for Systems Engineering (D/DDSE) and Dr. Pedro Rustan as the new Deputy Director for Advanced Systems and Technology (D/AS&T) effective Nov. 3.

(U) Gen Latiff is the current D/AS&T. Prior to becoming D/AS&T, Gen Latiff was the vice commander, Electronic Systems Center at Hanscom Air Force Base, Massachusetts where he was the second in command of the Air Force's center of excellence for command and control systems with more than 150 service and joint programs and over 10,000 personnel. Before that, he commanded the Cheyenne Mountain Operations Center in Colorado, and was responsible for the execution of the North American Aerospace Defense Command's integrated tactical warning and attack assessment mission and U.S. Space Command's space and missile warning support to NORAD and other warfighting commanders in chief.

(U) "I feel his expertise and dedication will be key to leading our corporate systems engineering effort," said Mr. Teets.

(U) "The role of DDSE in ensuring engineering and acquisition excellence is crucial to the success of the NRO and is a high priority for the DNRO. I look forward to working with the great DDSE staff. I have thoroughly enjoyed my time with AS&T and am very proud of the people and all they have accomplished. I look forward to a continued strong relationship," said Gen Latiff.

(U) Dr. Rustan was the program manager for the Department of Defense's Clementine mission in 1992. The Clementine spacecraft mapped the surface of the moon. Under Dr. Rustan's leadership, the Clementine spacecraft was built in under two years for a total cost of \$80 million using efficient management practices. After the success of Clementine in 1994, Dr. Rustan served as the director for NRO's Small Satellite Development Office. While at the NRO, Dr. Rustan helped the organization streamline its processes, introduced more advanced technologies in NRO spacecrafts, and accelerated schedules for a larger return on the organization's investments. Since retiring from the Air Force in 1997, Dr. Rustan has worked as a consultant for several companies, including Boeing on the Future Imagery Architecture program.

(U) "His strong technical background and enthusiasm will be key to the successful development of our future technologies and programs," said Mr. Teets.

(No photo of Dr. Rustan was available.)

**UNCLASSIFIED.**

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(b)(1)

(b)(3)

~~SECRET//BYE-OSB//TK~~

~~(S//TK)~~

~~(S//TK)~~

~~(S//TK)~~

(b)(1)
(b)(3)

~~(S//BYE-OSB)~~

(b)(1)
(b)(3)

~~(S//BYE-OSB)~~

(b)(1)
(b)(3)

~~SECRET//BYE-OSB//TK~~

The Recon - October 31, 2003

~~SECRET//BYE//TK.~~

(U) JEDHI makes major milestone

~~(S//BYE)~~

[Redacted]

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(U) GWAN users can learn more about the JEDHI program, by reading Return of the JEDHI: Ground-breaking project resumes in the May 31, 2002 edition of the Recon.

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~~(S)~~ [Redacted]

~~(S)~~ The House and Senate Appropriations Committees recently passed legislation that provides additional funding to the Department of Defense and the Intelligence Community in support of Iraq and Afghanistan security and reconstruction initiatives. [Redacted] thoroughly debated across the government and discussed extensively in the news media, is awaiting that coordination between House and Senate negotiators and must then be signed by the President. The package passed by both the House and the Senate [Redacted] These funds are in addition to Fiscal Year (FY) 2004 f(b)(1) already appropriated to support core NRO requirements during this current fiscal year. (b)(3)



~~(S)~~ [Redacted]

On Oct. 1, 2003, NRO Director Peter Teets supported Director of Central Intelligence George Tenet during a hearing before the Senate Appropriations Committee where the IC's request was discussed. There are minor Congressional adjustments to where some of the IC funds will be allocated, but none of the NRO funds were affected. We fully anticipate the arrival of these funds shortly after the President signs this Supplemental Appropriations Bill. The Resource Management office within Business Plans and Operations will work directly with the comptrollers when the funds become available.

~~(S//TK)~~ The NRO portion of the supplemental appropriation consists of funding for [Redacted]

A significant portion of the money will be used to continue initiatives started under previous FY supplemental budgets and to maintain the NRO's operations tempo in support of intelligence activities worldwide.

(U) Congressional action to provide these additional funds caps an outstanding effort across all elements of the NRO to conceive and prioritize projects and capabilities that the NRO can bring to the fight. Innovative thinking, unrelenting effort to protect those in harm's way, and leveraging existing capabilities in ways not imaginable when the systems were designed are attributes inherent to decades worth of successes here in the NRO. This year's supplemental provides funds to put these attributes to work in solving the nation's most pressing problems and in protecting those on the front lines. Well done!

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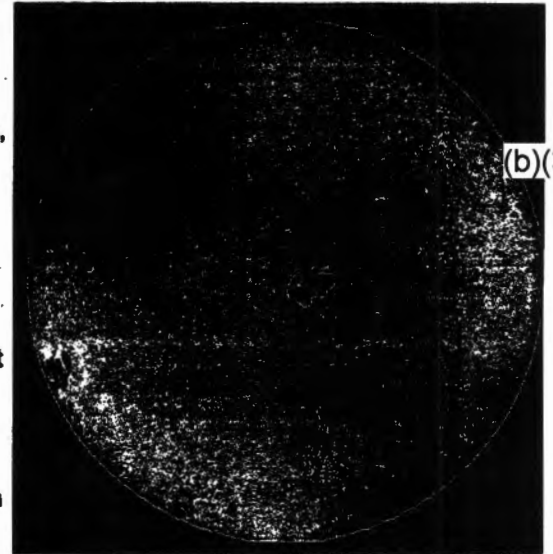
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The Recon - October 31, 2003~~SECRET//TK~~**(U) NROC takes preventive measures against solar storm**

(U) Space weather refers to conditions caused by the sun and the solar wind in the Earth's magnetosphere, ionosphere, and thermosphere. National security and commercial space systems rely on space and ground systems that can be susceptible to failure or degraded performance due to extreme space weather conditions. Space weather can adversely affect satellite operations, communications, ground-based radar, navigation, high altitude manned flight, and electrical power distribution grids. Such conditions can disrupt National Security operations and cause economic losses in both systems and services.

(U) One type of space weather condition caused by the sun is a solar flare. A solar flare is an explosive release of stored energy and particles from the complex magnetic field regions on the surface of the sun. Energy released by the flare (e.g., X-rays, photons) travels toward the earth at the speed of light, arriving at Earth about eight minutes after the flare's explosion and typically lasting for a couple of hours. Solar wind energetic particles (protons, electrons) arrive in 15 minutes. Solar wind (charged particles) arrives in two to three days.

~~(C)~~ Over the past seven days the Air Force Weather Agency has advised NROC of a Solar Flare Geophysical event that is far above normal levels. Events of this magnitude may degrade HF/UHF communication and can cause single event upset on space vehicles and affect vehicle command and control. It can also cause spacecraft charging, sensor contamination, radio frequency interference and/or affect intercept capability.



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(U) Up-to-date Space Environment information is available on the Internet at www.adf.npa.gov/weather/space.html. Additional information can also be found on the [Joint Air Force & Army Weather Information Network](#).

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The Recon - October 31, 2003

~~UNCLASSIFIED//FOUO~~

(U) Emergency preparedness test conducted at Westfields

(U) The Office of Security (OS) and Management Service and Operations (MS&O) successfully conducted two emergency management exercises in Jul. and Oct. Both tested various emergency protective measures and alert methods to validate and improve Westfields emergency procedures. While the workforce normally participates only with their feet, that only scratches the surface of these multifaceted events.

(U) The exercises, part of the Comprehensive Emergency Management Program (CEMP), used different scenarios and exercised the capabilities of OS, the Crisis Management Team (CMT), force protection, logistical support, and senior leadership decision-making. The scenarios called for tests of procedures, systems, and job aids including alert and notification methods; securing the compound; and other response mechanisms.

(U) The Jul. 24 exercise ordered Westfields personnel to evacuate and assemble at designated Rendezvous Points in response to a simulated electrical fire in Tower 1. As part of the exercise, the CMT met in their back-up location to manage the consequences of the incident, making decisions regarding fire verification, damage assessment, support for fire-rescue personnel, and communication with evacuated personnel.

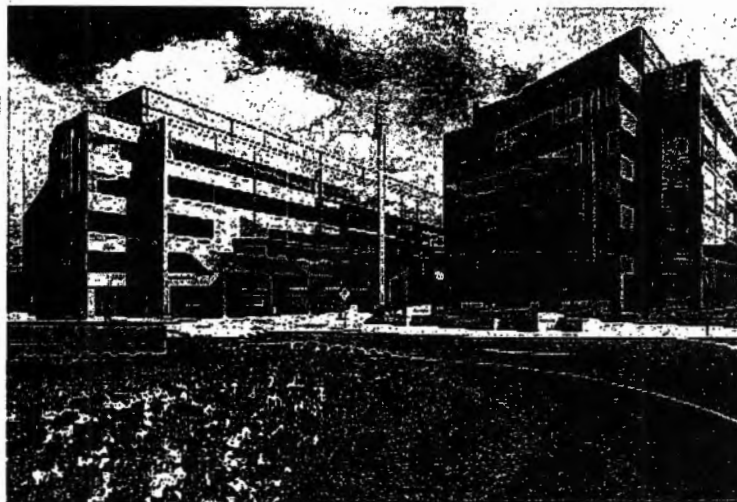
(U) Comments received from an on-line survey of Westfields personnel after the Jul. exercise had a positive impact on the planning for the most recent and future exercises.

(U) The Oct. 24 exercise scenario involved a delivery van containing an explosive device entering the employee entrance gate. After a canine officer detected the simulated bomb, OS and MS&O were notified, and the CMT was immediately activated and ordered protective measures.

(U) Because it is sometimes safer to keep employees inside a facility, the Oct. exercise used a scenario involving internal relocation and sheltering-in-place. Towers 1 and 2 were internally relocated and Towers 3 and 4 sheltered-in-place, based on a quick analysis of blast zones and risk to personnel.

(U) Although the workforce's portion of the exercise was intentionally kept short—16 minutes—because of survey feedback, security and emergency management elements continued with the remainder of the exercise.

(U//FOUO) Preparedness at work should also include a review of personal emergency preparedness plans, including an up-to-date emergency contact list and personal disaster kit at home. For additional information about emergency preparedness at work or at home, please visit the [Security Status/Emergency Preparedness link](#) on the Byeway homepage.

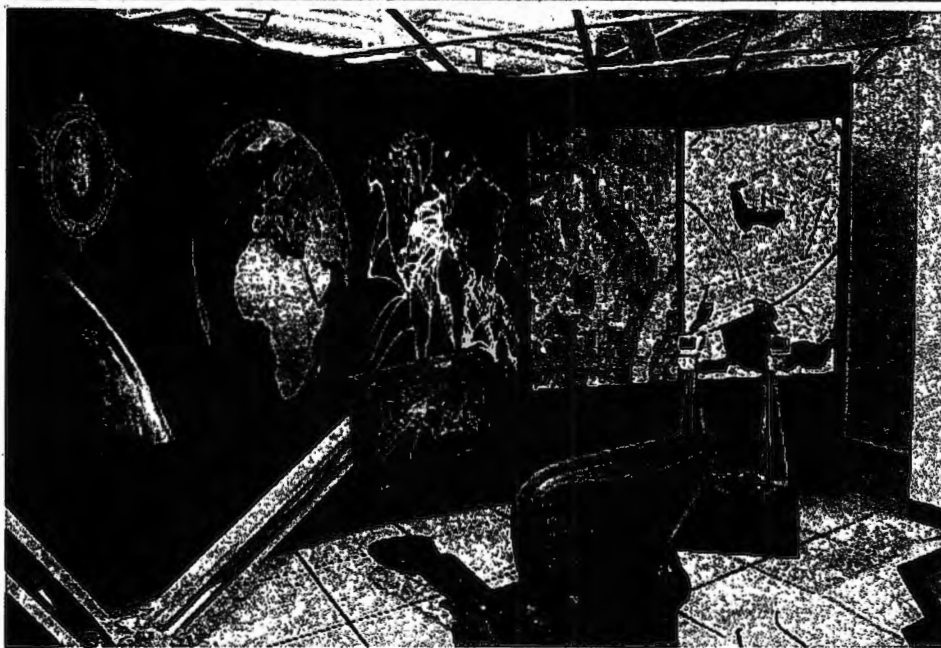
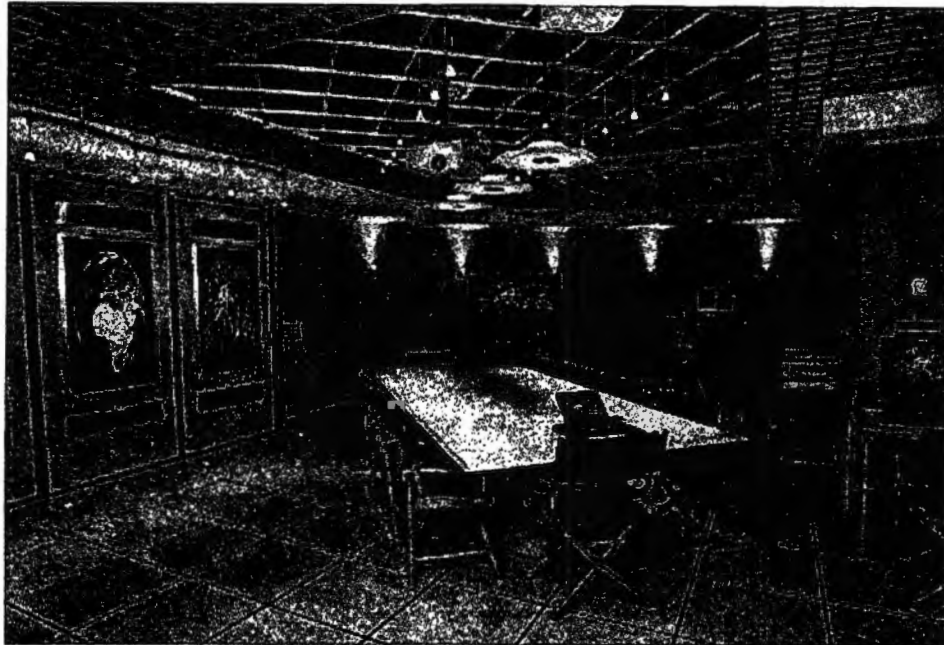


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The Recon - October 31, 2003

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(U) AS&T Futures Lab: *The place to challenge technological limits*



(U) Secreted away in the dark bowels of NRO is a laboratory where experiments are taking place. In this place there are no white lab coats, smoking beakers, or body parts floating in glass jars. Here, in the Advanced Systems and Technology Directorate's Futures Lab, a place of mad scientists and hunched-backed assistants are usual-looking scientists and engineers pushing the limits to accomplish unusual and innovative feats in technology.

(U) The Futures Lab was created by AS&T as a venue in which to perform innovative research and provide cutting edge multi-media presentations for senior decision-makers in support of NRO transformation. It is an environment in which the NRO and others can explore new and revolutionary paradigms to develop faster and significantly lower cost assessments of innovative collection and

http://www.cwan.npa.gov/s_recon/application/print.asp?issue_id=63

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processing concepts, design new space-based sensors, and create new capabilities to ensure information superiority in support of national security objectives.

(U) The Futures Lab provides a risk-tolerant environment where research teams can leave the paradigms of today behind and experiment with innovative concepts that pursue NRO transformational goals," said [redacted] Director, Systems Engineering, (b)(3) AS&T.

(U) Inside this unique laboratory is a multi-level classified environment that houses state-of-the-art hardware and software, high-end visualization capabilities and data access to support research and development. The Futures Lab offers connectivity to nodes throughout the AS&T Tech Enterprise and the IC Research and Development (R&D) community via Wideband Area Networks (WANs). These WANs enable the lab to be a part of a nationwide virtual laboratory that has wideband access to live, streaming operational data including unprocessed, partially processed, and/or reported data from national collectors.

(U) The laboratory allows researchers to experiment with operational data sets without disturbing operational data distribution systems and without necessitating travel to the various NRO Mission Ground Stations (MGSs). This reduces the cost of experimentation for the researcher and reduces support costs (for personnel and equipment) at the MGSs. For example, one current research program is testing its algorithms within the Futures Lab and scoping the size of the processor and data feeds required before ever setting foot at the MGS where the final system will reside.

(U) Given its high tech environment, the Futures Lab equips users to perform a range of activities including but not limited to (1) exploration/demonstration of advanced concepts to solve customer problems, (2) integration of advanced concepts into operations via spiral development and rapid prototyping, (3) supporting operations research and analysis efforts, and (4) providing high-end multi-media presentations of new system concept studies to senior decision-makers.

(U) Although the Futures Lab is available to the NRO, its mission partners, and the Intelligence Community at large, experiments and demonstrations to be conducted within the lab must meet certain key requirements. Activities must, for example, meet NRO strategic goals and objectives, foster technical innovation and require the unique computational, visualization and collaborative capabilities of the lab. Projects must potentially benefit the IC, NRO, and/or AS&T's Tech Enterprise. Most importantly, research within the Futures Lab must potentially transform the future of the NRO.

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(U) Futures Lab tours are conducted monthly. To learn more about the Futures Lab and its capabilities or to register for a tour of the facility, contact [redacted] Futures Lab Program Manager, via GWAN or call [redacted]. To submit a research proposal, contact [redacted] Futures Lab Research Coordinator, via GWAN or call [redacted]. (b)(3)

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(U) FBI speaker to discuss role of technology in war against terrorism

(U) [redacted] from the Federal Bureau of Investigation will speak at Westfields about a new FBI program to modernize and integrate 177 counter-terrorism and counter-intelligence databases on Fri., Nov. 14 at 9 a.m. in the Jimmie D. Hill Auditorium. All NRO personnel are invited to attend. The Secure Collaboration Operational Prototype Environment (SCOPE) Program focuses on collaboration, sharing information and knowledge management in support of counter-terrorism and counter-intelligence organizations. This presentation is sure to be of interest to many NRO personnel, as the NRO is currently in the process of implementing many of the same initiatives.

(U) [redacted] is a retired USAF colonel who is now leading the SCOPE program. [redacted] is also the former project manager for the Joint Intelligence Virtual Architecture Program (JIVA). JIVA reviews and selects collaborative, analytical, and production tools to ensure accurate, relevant, and timely access to intelligence data across multiple layers and domains. The JIVA Office selected and supports NRO's Information Work Station.

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The Recon - October 31, 2003**UNCLASSIFIED.****(U) BGen Halter to AFCEA: Military ops benefit from reconnaissance**

(U) Brigadier General Irving Halter, Deputy Director for Military Support, spoke at the Armed Forces Communications & Electronics Association Fall Intelligence Symposium on Oct. 22. He addressed the question of whether national reconnaissance affects military operations. Drawing upon examples from the most recent operations in Iraq, BGen Halter argued that support to the warfighter improved significantly between Operation DESERT STORM and Operation IRAQI FREEDOM. He also noted that because of the significant impact that NRO resources have had on military operations, the NRO, its Mission Partners, the Services, and the Combatant Commands must continue to cultivate cooperative relationships.

(U) Four other senior officials from the Intelligence Community participated in the second symposium session. Former Major General Dean Cash of the United States Army spoke about the demands that effects-based operations place on intelligence. Dr. Lawrence Gershwin, the National Intelligence Officer for Science & Technology, examined the war between intelligence collection and deception, denial and concealment. Finally, Ambassador Hugh Montgomery, who is the Special Assistant to the DCI on Foreign Intelligence Relationships, discussed the feasibility of the United States sharing its intelligence with coalition military operations, while continuing to protect its sources and methods. Mr. Edward Stephens, Chief, Directorate of External Relations in the Foreign Exchanges & Disclosures Office at the Defense Intelligence Agency, joined the speakers on a Question & Answer panel.

(U) Dr. Robert McDonald, Chief of the Center for the Study of National Reconnaissance at the NRO and a member of the AFCEA Intelligence Committee, moderated the second session.

(U) The mission of the Armed Forces Communications & Electronics Association (AFCEA) is to facilitate discussions and encourage cooperative relationships among civil government agencies, the military and industry. The association strives to fully represent the top government, industry, and military professionals in communications, electronics, intelligence, information systems, imaging, and multi-media.

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(U) Security's Wheel of Fortune course is now available



~~(U//FOUO)~~ The 2003 Security Refresher *Security Wheel of Fortune* is now available for the taking until Dec. 31. This annual refresher course is mandatory for all blue and green badge holders at ACE Avion and the Pentagon Suite.

~~(U//FOUO)~~ The *Security Wheel of Fortune* is a computer-based course available on the GWAN. Security will post the highest scores daily in the daily announcements on the Byeway.

(U) For more information, call Security at or

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(U) Define career success at Lunch & Learn Workshop

(U) NRO's Asian Pacific American and Native American Councils will sponsor a Lunch & Learn Workshop entitled, **Defining Your Own Career Success** on **Mon., Nov. 10th**, from 11:30 a.m. - 1:00 p.m. in C114A. The workshop is apart of the CIA's Employee Excellence Program. Lunch & Learn Workshops offer employees the opportunity to take time out for an informative seminar at lunch time, thereby avoiding an interruption to the work day. The sessions are interactive with straight talk that focuses on the Agency mission.

(U) The objectives of the Defining Your Own Career Success workshop include acquiring and capitalizing on the key successes that make or break careers. Attendees will learn about having a written strategy to take advantage of the many in-house opportunities available to help obtain their career objectives. Upon completion of this course, active participants will be able to:

- Define the appropriate appearance and style for the workplace,
- Identify ways to be more visible within the organization,
- Describe the unwritten rules of success in the workplace,
- Describe how leadership works at different levels of the organization,
- Develop a personal success action plan, and
- Explain the proper use of influence.



~~(U//FOUO)~~ Although this workshop focuses on the particular needs of CIA employees, it is open to all interested NRO personnel. Participants are encouraged to bring lunch. Seating is limited. To register, please call at

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The Recon - October 31, 2003

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(U) Open Season Health Insurance Fair is Nov. 12th



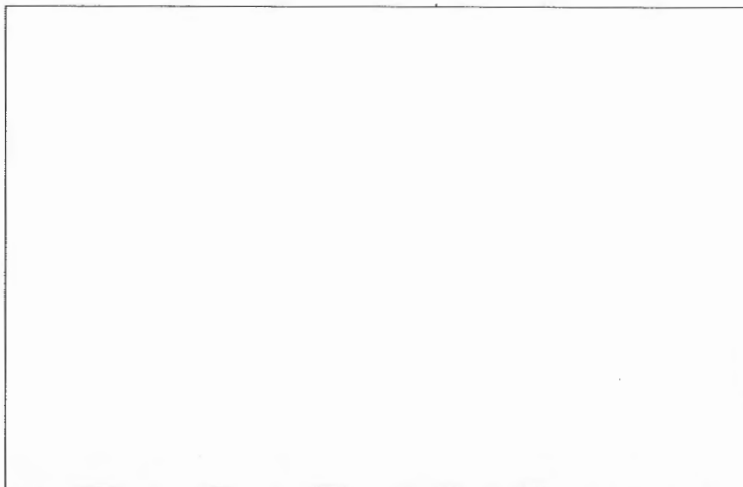
(U) There will be an **Open Season Health Insurance Fair** at Westfields for all government employees on **Nov. 12** in the Jimmie D. Hill Auditorium from 10 a.m. to noon. Materials from various health plans will be available at that time. The health fair is in anticipation of **open season**, **Nov. 10 through Dec. 8**, when employees will have the opportunity to change or select their health insurance plans.

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(U) NRO Family Day deemed a success!



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(U) With 3,000 people in attendance, it was another great year for Family Day 2003. This year, the theme was Space is the Place. To see photos of those who attended and the fun they had, take a look at photos in the *Recon Photo Album*.

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(U) Donations sought for hospitalized service personnel

(U) Many soldiers injured in support of recent Operations in Afghanistan and Iraq are being treated at the Walter Reed Army Medical Center in DC. In order to make their stay at the hospital a more pleasant experience, the NRO's Enlisted Advisory Council (EAC) is sponsoring a collection drive from Nov. 3rd to Nov. 7th for the following items:

- Pre-paid telephone cards
- Comfortable clothes, i.e.) new packs of tee-shirts, shorts, socks, sweat pants, shower shoes, etc.)
- Luggage on wheels
- Stationary or note cards with stamps
- No food items please



(U) Collection bins will be located with Westfields at the Main Entrance, Tower 4 (first floor entrance) and Towers 1 & 2 (first and second floor entrances). All donated items will be delivered directly to the Walter Reed Army Medical Center.

(U) EAC thanks donors in advance for helping NRO say "thank you" to their fellow servicemen. For more information, please contact

at at or at

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(U) Third quarter employees for 2003

(U)The Directors of DDMS, DDSE, IMINT, OSL, MSO and SIGINT are proud to announce the Employees of the Third Quarter, July-September 2003, congratulations!

DDMS

[Redacted box for DDMS]

OSL

[Redacted box for OSL]

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MS&O

[Redacted box for MS&O]

SIGINT

[Redacted box for SIGINT]

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IMINT

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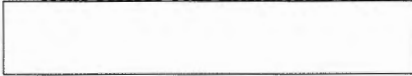
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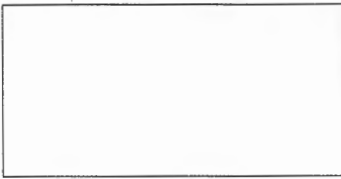
(U) Vigilant Eagle AFSC selectees

(U) Air Force Space Command (AFSC) is pleased to announce the Vigilant Eagle (VE04) Operations Squadron Commander Selection List. The VE04 selects Air Force Lieutenant Colonels and Lieutenant Colonel (selects) for vacant squadron commander positions with-in the NRO and AF Space Command. Selection to a squadron commander position is highly competitive and is only offered to the Air Forces best and brightest.

~~///FOUO~~ The employee SQ/CC Selects are:



~~(U//FOUO)~~ The Alumni SQ/CC Selects are:



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The Recon - October 31, 2003**UNCLASSIFIED.****(U) OHR to pilot NRO Census****OHR**

office of human resources

(U) The Office of Human Resources is developing a "Census" for NRO government employees. A pilot program is currently being conducted. This census will capture important biographic data, as well as educational background and emergency contact information. The Census will improve data integrity for our NRO corporate database and assist senior NRO managers with workforce planning. Current plans call for a phased deployment to each Directorate and Office during the months of December and January.

(U) Please stay tuned for further information. Instructions will be provided to each government employee via GWAN email.

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(U) SecNav to speak at NRO Fall Ball

(U) This year's guest speaker for the NRO Fall Ball on Fri., Nov. 14 at the Sheraton Premier Hotel in Tyson's Corner, Virginia is Gordon England, Secretary of the Navy. All NRO personnel and their guests are invited to attend.

(U) Tickets prices are as follows:

- \$40K & below \$ 35.00 (b)(3)
- \$41 - 55K \$ 50.00
- \$56-75K \$ 60.00
- \$76K & above \$ 70.00

(U//FOUO) To purchase a ticket, please contact a directorate level point of contact, listed as follows:

SIGINT [redacted] at [redacted] and [redacted]

DDSE: [redacted] at [redacted]

DDA [redacted] at [redacted]

AS&T: [redacted] a [redacted]

D [redacted] at [redacted]

IMINT: [redacted] at [redacted] and [redacted]

COMM [redacted] at [redacted]

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NATIONAL RECONNAISSANCE OFFICE

FALL BALL

FRIDAY, 14 NOVEMBER 2003
SHERATON PREMIER HOTEL TYSONS CORNER VIRGINIA

1900 COCKTAILS
2000 DINNER
Filet Mignon and Chicken
Vegetables/Potato
Coffee/Tea/Dessert
Cash bar during cocktails and dancing

ATTIRE
CIVILIANS
Black Tie
OFFICERS
Formal Military Attire
ENLISTED
Formal or Semi-Formal Military Attire

The Recon - October 31, 2003**UNCLASSIFIED.****(U) NRO Awards Program narrows monetary awards criteria**

(U) Fall marks the beginning of award season at the NRO for civilian and military personnel. NRO managers are currently in the process of issuing annual monetary awards. This year under the guise of the revised NRO Awards Program however, only a few select employees will receive such awards. Revisions to the program narrowed the selection criteria for monetary awards so that only the highest performers will be recognized. The Sentinel Award for example, will recognize only 35 percent of civilian employees. The allocation for this tier-award is based upon authorized positions instead of the number of employees assigned. As a result, 3, 15 and 20 percent of recognized employees will receive \$5,000, \$3,000 and \$1,000 awards respectively. This criteria does not apply to non-monetary awards such as the Director's Circle Award. The Director's Circle Award will maintain its historic award levels a two percent or rather 65 recipients.



(U) For more information about the NRO Awards Program, please see the NRO Awards Handbook on the Office of Human Resources website.

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(U) CIA personnel promotions

~~(S//TK)~~ The following is a list of recently promoted CIA personnel from the Office of Human Resources.

GS-07 to GS-08

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GS-08 to GS-09

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GS-13 to GS-14

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(U) DCI calls for cross-cutting IC collaboration

~~(S)~~ DCI George Tenet met with the directors of NRO, DIA, NSA, NIMA, and other senior leaders to discuss ways in which to "foster seamless collaboration and data flow across the IC" at a senior leadership off-site on Oct. 31, 2003.

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(U) DDNRO Brown Bag is Dec. 2nd



(U//FOUO) Find out what is going on in and around the organization by attending the next DDNRO Brown Bag on Tues., Dec. 2nd from 11:30 a.m. to 12:30 in 15B22. All NRO personnel are invited to attend. Attendees are encouraged to come with lunch and questions. Seating is limited. To RSVP, contact at

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(U) NRO partners with JWAC to provide specialized targeting support



(U) One of NRO's often silent partners continues to make exciting strides in combating terrorism. The Joint Warfare Analysis Center (JWAC), located in Dahlgren, Va, participates in development of new methodologies and technologies in support of joint experimentation, wargaming, and precision engagement.

(U) JWAC produces assessments of user information needs, support government and military decision making, and provide insight into NRO systems capabilities. Its mission is to provide combatant commands, Joint Staff and other customers with responsive effects-based, precision-targeting options for selected networks and nodes in order to carry out U.S. national security and military strategies across the spectrum of engagement.

(U) There has been a long-term liaison between the NRO and JWAC. "We are working hard with the NRO to find systems to target terrorists. For the NRO, we are great partners in taking resources to the warfighter, using NRO's resources to know the enemy better than they know themselves," said JWAC's commander, CAPT John DuGene, USN.

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(U) JWAC is an operational warfighting analysis center, not an intelligence center. Its scientists and engineers directly support taskings from combatant commands, military services, and other government agencies to respond to world crises.

(U) This engine for adaptive thinking and analysis creates today what customers will ask for in three to five years. Their goal is to be the premier DoD center for modeling complex adaptive systems to provide insightful analysis and enhanced effects-based solutions to ensure national decision superiority around the globe.

(S//TK) [Redacted]

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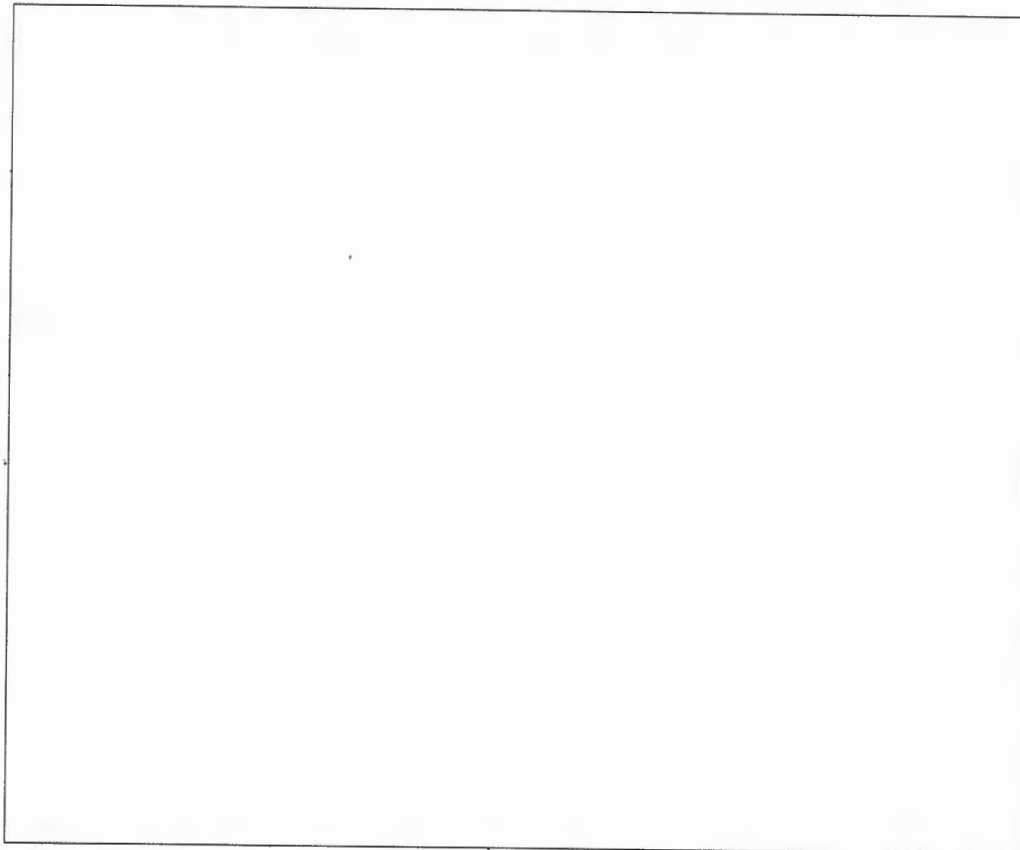
(U) JWAC has certainly ascended to the top as a key entity supporting combatant commands. Once focused on electric power targeting during both the Iranian hostage rescue efforts and Desert Storm, JWAC has evolved to analyzing physical infrastructure, estimating collateral damage, and analyzing strategic systems for Operation Allied Force. Now, JWAC incorporates financial networks, multi-INT fusion, and influence networks in the global war on terrorism.

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The Recon - November 21, 2003

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(U) Tech Fellows Program offers contractors a prestigious career opportunity



(U) Highly skilled contractor technologists on the fast track to succeed and looking to make a significant contribution to National Security should consider applying to the NRO Technology Fellowship Program, sponsored by the Advanced Systems and Technology (AS&T) Directorate. For the past eleven years, AS&T has selected a small group of talented individuals from the private sector to work on forward-thinking and groundbreaking research and development projects that will benefit the NRO and the Intelligence Community.

(U) This program offers applicants broad and invaluable experience. "The Technology Fellowship Program provides tremendous opportunities for growth. I will always value the relationships, insights, and perspectives that I gained. The program is a once-in-a-lifetime opportunity," said former Fellow [redacted] from the Harris Corporation.

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(U) "My Tech Fellows year taught me just how serious the NRO is about its Technology Enterprise, which includes the development of new relationships with creative organizations. Tech Fellows' companies have a distinct advantage in this area by establishing the business and technical contacts critical to meeting the needs of the 21st century's reconnaissance systems," said another former Fellow [redacted] from Raytheon.

(U) For contractors, the program offers an immeasurable return on their company's investment. Through the program's Technology Fellows Enrichment segment, Fellows can broaden their understanding of government interactions and operations through overviews and tours with government agencies, contractor, military and national laboratories facilities. Fellows are also offered a project management course.

(U) To become a Tech Fellow, candidates must:

- Have TOP SECRET/SCI clearances
- Have mid-level career experience with some prior exposure to the Intelligence Community
- Meet criteria for the specific technology project applied for (Project list is available on the Byeway)
- Relocate to the host organization for the one-year term of the fellowship, and
- Sign and comply with non-disclosure agreements.

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~~(U//FOUO)~~ The application deadline is Jan. 31, 2004. For more information, visit the Tech Fellowship websites on Intelink and the CWAN. To speak to a program representative, contact [redacted] Program Manager, at [redacted] or [redacted]

http://www.cwan.npa.gov/s_recon/application/print.asp?issue_id=65

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Program Coordinator, at

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(U) AF officer awarded Bronze Star for space contributions to OIF.



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~~(S//TK)~~ DNRO Peter Teets presents the Bronze Star Medal to

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The Recon - November 21, 2003**UNCLASSIFIED.****(U) DII selects projects for '04 to advance NRO Strat Plan**

(U) The Director's Innovation Initiative (DII) recently completed its seventh solicitation and source selection. From the 237 proposals received, 33 projects were selected for further research and development. The winning projects covered a broad range of topics including, highly sensitive optical sensors, uncooled detectors, exploitation of holographic data, atmospheric transparency, and simultaneous red, green, blue and near IR detection just to name a few.

(U) This year the solicitation areas of interest mirrored the NRO strategic plan. Offerors were requested to submit proposals to address the need to: increase the spectral diversity of NRO systems, eliminate communications as a constraint, provide agile response to changing target sets and transform reconnaissance to surveillance. Selected proposals focused on the key technologies and concepts that will enable significant improvements in efficiency and effectiveness, expanding the frontiers of detection, exploitation and processing.

(U) The DII is a primary NRO program for identifying key concepts and ideas from non-traditional developers that will help shape the future of the organization. The goals of this program are to stimulate innovative research and development by reaching out to a broader developer base, create a risk tolerant environment to conduct high technical risk research with correspondingly high potential payoff, and provide the intelligence community with continuous access to revolutionary concepts and ideas.

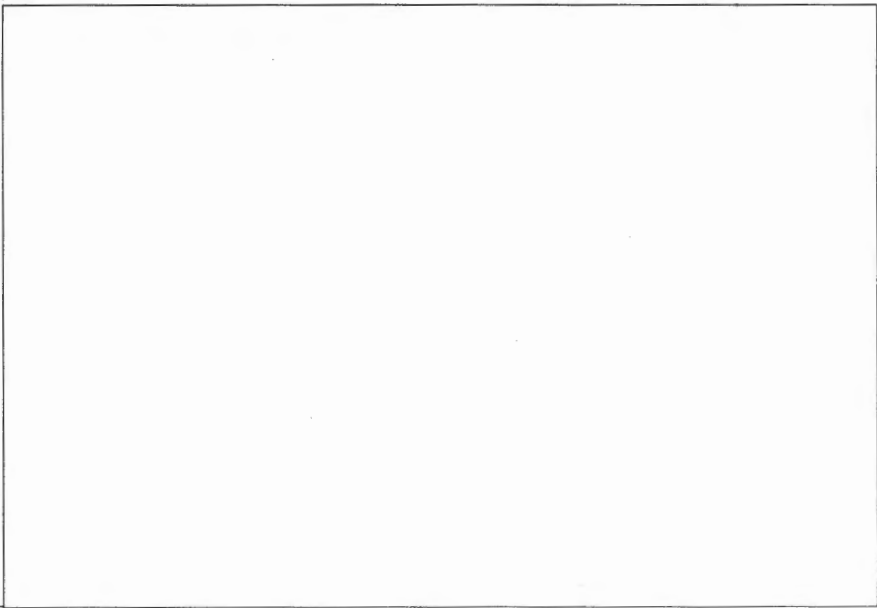
(U) To learn more about DII or to see the complete list of projects for 2004, visit the DII Homepage on the GWAN or CWAN.

**UNCLASSIFIED.**

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~~SECRET//BYE//TK~~

~~(U//FOUO)~~ COMM wins two team awards for protecting



(b)(1)
(b)(3)

~~(U//FOUO)~~ Photo: 2003

~~(U//FOUO)~~ COMM's recently received two NRO Team Awards for their contributions toward protecting NRO's (b)(3)

~~(S//BYE//TK)~~

(b)(1)
(b)(3)

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~~(S//BYE)~~

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~~(U//FOUO)~~ For more information on visit the website on the Byeway.

(b)(3)

~~SECRET//BYE//TK~~

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~~UNCLASSIFIED//FOUO~~

(U) Open Season begins for Flexible Spending Accounts

(U) The Office of Personnel Management (OPM) has announced that the Federal Flexible Spending Account (Nov. 10 to Dec. 8). During this open season, eligible employees can sign up for two types of FSAs:

• A Health Care FSA (HCFSA), through which employees may use pre-tax allotments (\$3,000 maximum and \$250 minimum) to pay for eligible health care expenses that are not reimbursed by any other source and not claimed on the participant's income tax return.

• A Dependent Care FSA (DCFSA), through which employees may use pre-tax allotments (\$5,000 maximum or \$2,500 maximum if employee is married and filing separate income tax return, and \$250 minimum) to pay for eligible dependent care expenses.

(U) The FSA 2004 plan year runs from Jan. 1 through Dec. 31, 2004. FSA deductions go into effect Dec. 14, 2003 (Pay Period 01/2004). This deduction will be reflected in employees' Earnings & Leave Statements dated Jan. 8, 2004.

(U) Enrollment in the FSA program is not automatic and does not carry over from one year to the next. Employees must enroll each year in order to continue the benefit.

~~(U//FOUO)~~ [redacted] employees can enroll online with OPM's program administrator, SHPS, at www.fsafeds.com or speak with a customer service representative at 1-877-FSAFEDS (1-877-372-3337). Claim forms can be obtained on line at www.fsafeds.com or via phone at SHPS: 1-877-FSAFEDS (1-877-372-3337). To submit a claim form by mail, the address is: SHPS, Inc. FSAFEDS Program, P.O. Box 36880, Louisville, KY 40233-6880 or via fax 502-267-223 [redacted] (b)(3)



~~(U//FOUO)~~ For additional information, please call CIA Human Resources Contact Center Office at [redacted] or see the announcement dated Nov. 10, 2003 on the Byeway.

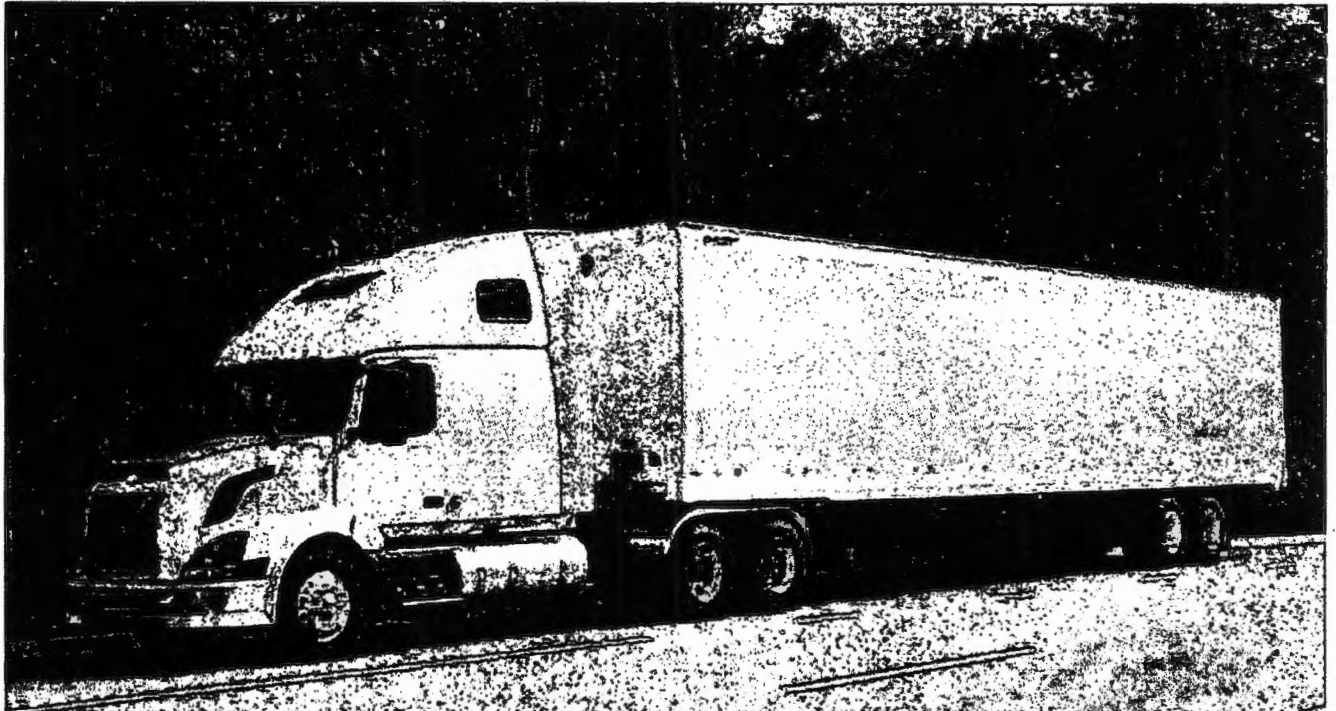
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~~—SECRET—~~

(U) New NRO secure trucking services now available

~~(S)~~ The
NRO



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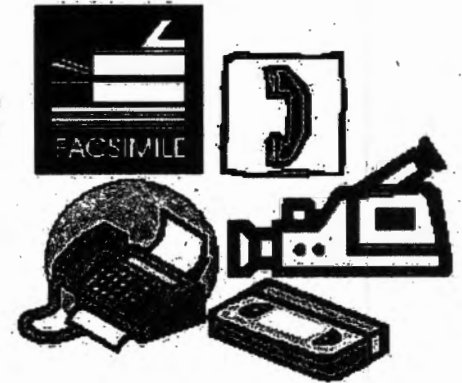
(U) Vehicle dimensions and cargo capacity are 48' in length with a total cargo weight of 45,000 lbs. Items to be transported onboard the trailer must not exceed 93" width x 102" height. The trailer's lift gate is 60" length x 80" width with a 2,500 lb. limitation.

(U) Please contact the TMO at for further details regarding this new service or any other transportation needs you may have. (b)(3)

~~—SECRET—~~

The Recon - November 21, 2003**UNCLASSIFIED.****(U) Voice your opinion about NRO communication tools**

(U) What do phones, pager, STUs, video-teleconferencing, streaming video, Information Work Space, and IPTV have in common? They are all communication tools at NRO. To voice your opinion about the value of these tools and how they can be improved, take the online MultiMedia Customer Survey, sponsored by COMM's MultiMedia Program Office. Participation by all is very important. The information you provide will help COMM gauge the organization's use and satisfaction with these tools as it seeks to implement many upgrades to these systems. So, voice your opinion today!

UNCLASSIFIED.

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~~UNCLASSIFIED//FOUO~~

(U) Schedule of upcoming CSA collections, events

~~(U//FOUO)~~ Bring in the holiday season with cheer and good will by donating to or becoming a volunteer with upcoming Holiday Collections/Events sponsored by Community Service Activities. For more information about how you can help, please contact the respective point of contact listed below.

Nov. 17-21

Winter Clothing Collection Drive seeks donated coats, hats, gloves, mittens, etc.

Contact [redacted] at [redacted] at [redacted] or [redacted] at [redacted]

Deb's Little Darlins Stocking Pickup (WF Cafeteria)

Contact [redacted] at [redacted]

Nov. 17-Dec. 12

Toys 4 Tots

Contact [redacted] at [redacted]

Dec. 1-5

Children's Books

Contact [redacted] at [redacted] or [redacted] at [redacted]

Dec. 8-12

Little Darlins Stocking Return (WF Cafeteria)

Contact [redacted] at [redacted]

Dec. 8-19

Non-perishable Food

Contact [redacted] at [redacted]

Dec. 17

Wreath Laying at Arlington National Cemetery

Contact [redacted] at [redacted] or [redacted] at [redacted]



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(b)(3)

~~UNCLASSIFIED//FOUO~~

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(U) Air Force releases names of officers accepted to receive additional education

(U) The Air Force recently announced the names of NRO personnel selected to receive in-residence education. Officers selected to receive Senior Development Education or Intermediate Developmental Education will learn to enhance their professional military competence in preparation for assuming higher levels of command, staff duties and responsibilities. Squadron Officer School is a foundational course that covers topics in officership, air and space power, leadership tools and applications.



Senior Development Education selects are:

(U) [redacted] SIGINT
[redacted] AS&T [redacted] SIGINT, [redacted] SIGINT and [redacted]

(b)(3)

Intermediate Developmental Education selects are:

(U) [redacted] SIGINT, [redacted] IMINT, [redacted] IMINT, [redacted] SIGINT, [redacted]
[redacted] SIGINT, [redacted] AS&T, [redacted] AS&T, [redacted] COMM, [redacted]
[redacted] SIGINT, [redacted] IMINT, [redacted] IMINT, [redacted] IMINT, [redacted]

Senior Officer School selects are:

(U) [redacted] IMINT, [redacted] DDIR, [redacted] SIGINT, [redacted] COMM, [redacted]
[redacted] IMINT, [redacted] SIGINT, [redacted] IMINT
[redacted] SIGINT

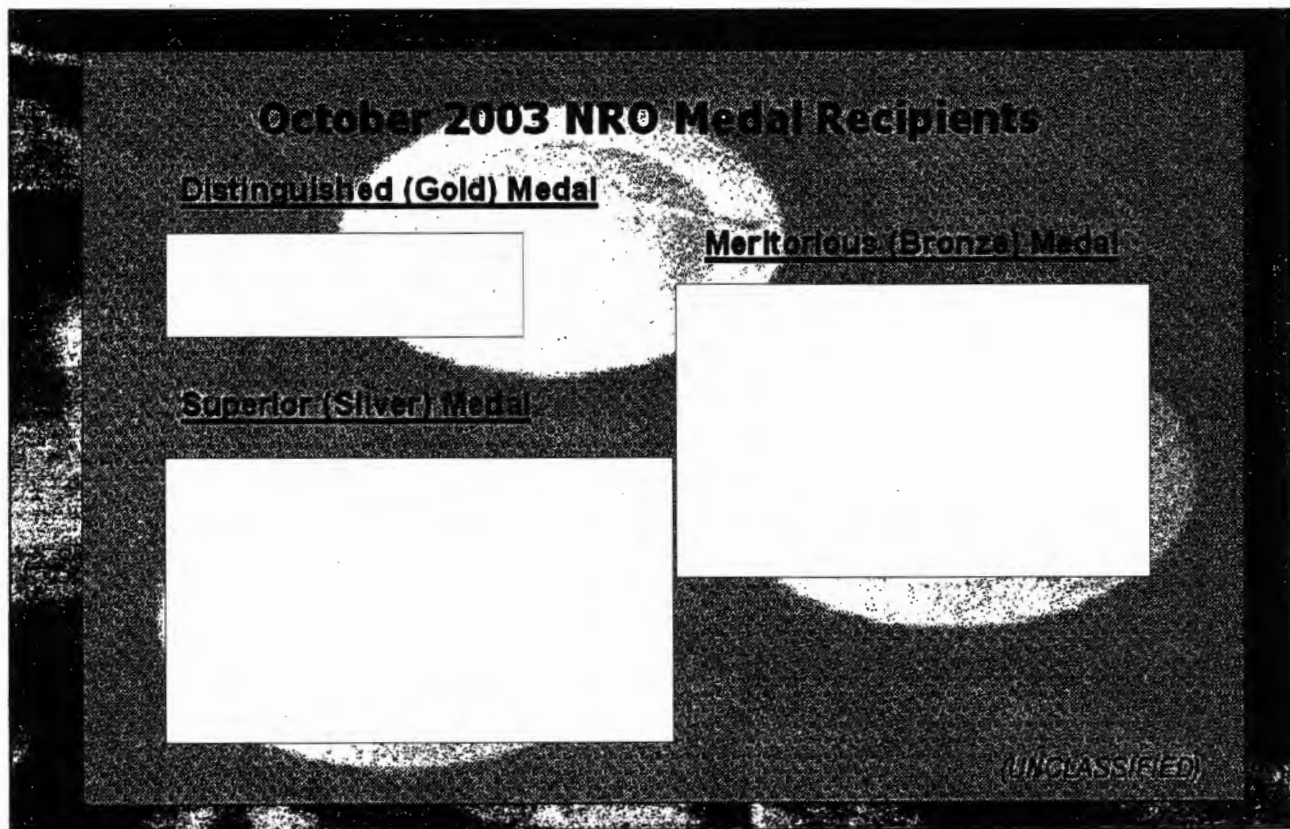
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UNCLASSIFIED.

(U) NRO announces medal recipients for October



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The Recon - November 21, 2003**UNCLASSIFIED.****(U) NIMA gets a new name**

(U) The National Imagery and Mapping Agency (NIMA) is changing its name. As of Mon. Nov. 24th, NIMA will be called the National Geospatial-Intelligence Agency (NGA). Please make a note of it.

UNCLASSIFIED.

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~~SECRET//TK~~

(U) Recent government, military promotions

(U)The NRO recently announced the promotions of government and military personnel. Those promotions are as follows:

Chief Selects for the military

~~(U//FOUO)~~ [redacted]
~~(U//FOUO)~~ [redacted]
~~(S//TK)~~ [redacted]

Government promotions from GS-13 to GS-14

~~(U//FOUO)~~ [redacted]
~~(U//FOUO)~~ [redacted]
~~(U//FOUO)~~ [redacted]

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~~SECRET//TK~~

(U) AFSPC releases Commander Selection List



(U//FOUO) AFSPC is please to announce the following Vigilant Eagle Operations Squadron Commander selects:

Current Employee SQ/ CC Selects

[Redacted]

(b)(3)
(b)(1)

Alumni SQ/ CC Selects

[Redacted]

(b)(3)

[Redacted]

~~SECRET//TK~~

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~~SECRET//TK~~

(U) DNRO Town Hall reviews NRO successes for 2003



(S//TK) "It's been a good year for the NRO. We are making headway on an important mission," said DNRO Teets [redacted] at (b)(1) Town Hall Meeting on Dec. 10. (b)(3)

(U) "It's important to focus on mission successes because in our business, every time we step up to the plate and launch a satellite, it matters and it counts. The job getting done by NRO assets around the world 24/7 can make all of us proud and is making a difference in the war on terrorism," said the DNRO, who on a recent visit to NSA observed how NRO assets contribute to the geolocation of terrorist activity. "So many of the successes this country has had against terrorism are due to NRO assets. I can't say often enough how important mission success is," said Mr. Teets. (b)(1)

(S//TK) Speaking of NRO's success, the director noted that FIA is now making some (b)(3) progress. "I guess we can't talk a lot to the press about FIA, but this is a news maker," said the DNRO of the once under funded and improperly structured program. Earlier this year, the program was [redacted] restructure itself for success and increase its scope. (b)(3)

(S//TK) [redacted]

[redacted]

(S//TK) [redacted]

(U) On Transformational Communication, the DNRO took his hat off to COMM for their work on this "incredibly complex assignment" that will remove bandwidth and access constraints within DoD and the IC. He noted that this will be "a daunting challenge" and "enormously expensive program." (b)(1) (b)(3)

(U) The DNRO noted that there's been a lot of intense activity on Space Based Radar (SBR). Although the NRO has made headway into this area, he admitted that it has been "a tough slog." SBR is the "poster child" for horizontal integration, as it forces DoD war fighters and the IC to work together to find a concept of operations, and define system requirements.

(C) The DNRO also said that the BYEMAN compartment will be retired in an effort to remove barriers that prevent NRO and the IC from working together as a team. "We are trying to work with each other on the SI//TK level to collaborate with other IC agencies as a team more efficiently than in the past," said Mr. Teets. Plans to retire the BYEMAN compartment will be implemented by Fall '04. For more about this issue, see the article below in this edition, entitled DNRO takes steps to retire BYEMAN.

(U//FOUO) To receive a videotaped copy of the Town Hall Meeting, contact [redacted] [redacted] (b)(3)

~~SECRET//TK~~

The Recon - December 12, 2003~~**CONFIDENTIAL.**~~**(C) DNRO takes steps to retire BYEMAN**

~~(S)~~ DNRO Peter Teets is taking steps to retire NRO's BYEMAN control system as part of an effort to remove barriers and enhance collaboration across the Intelligence Community. A recent NRO Office of Security study found that BYEMAN no longer provides effective need-to-know for future, critical NRO data.

~~(S)~~ Talks among senior leaders at a DCI Leadership Off-site late last month determined that retiring BYEMAN as a control system would streamline information sharing within the community, reduce information technology infrastructure requirements, and eliminate the need for workarounds.

~~(S)~~ Plans are underway to re-compartment/re-classify current BYEMAN information. Sensitive Compartmented Information (SCI) regarding future sources and methods will remain protected using a new control system, to which a limited number of people will be given access.

~~(S)~~ The Office of Security will establish working groups to help revise NRO policies and procedures as they pertain to BYEMAN. Security will coordinate this effort internally from Dec. 2003 until Mar. 2004. The matter will then be coordinated externally with the Community Management Staff and DoD. By May 2004, a plan will be submitted to the DCI and SECDEF for approval and Congress will be notified. Once approved, all NRO people and industry partners will be briefed on the implementation plan and the revisions.

~~**CONFIDENTIAL.**~~

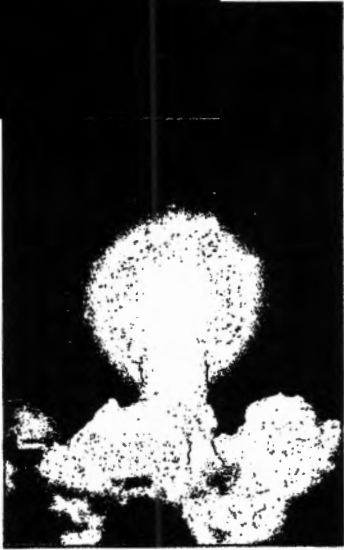
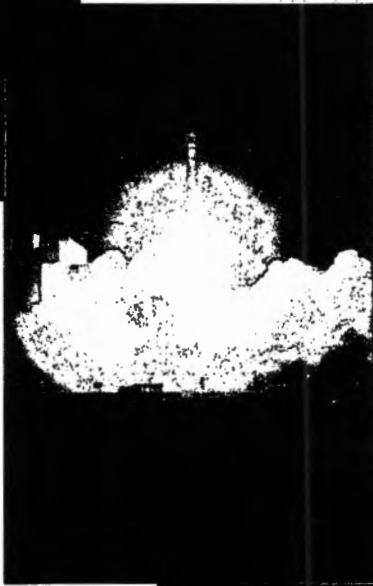
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~~(S//TK)~~

launch deemed a success



~~(S//TK)~~ [Redacted]

(U) "This launch was a tremendous effort by the Air Force, the NRO, and our industry partners," said Col. Chip Zakrzewski, director of the NRO's Office of Space Launch and mission director for the launch. "It provides the nation's leadership and its warfighters with another tool to help fight the war on terrorism."

(U) The launch occurred from Vandenberg's Space Launch Complex 3 East launch pad. The successful launch marked the final West Coast launch of the Atlas-IIAS rocket. Lockheed Martin will now begin refurbishing SLC 3E to accommodate its next generation Atlas V rocket.

~~(S//TK)~~ [Redacted] (b)(1)
(b)(3)

~~(S//TK)~~ [Redacted]

~~(S//TK)~~ [Redacted] (b)(1)
(b)(3)

~~(S//TK)~~ [Redacted] (b)(1)
(b)(3)

~~(S//TK)~~ [Redacted]

~~(S//TK)~~ [Redacted]

(U) To see the actual launch as well as videotaped stories on the launch process, visit the Office of Space Launch's website. Click on [NROL-18 Launch Videos](#).

~~SECRET//TK~~

The Recon - December 12, 2003**UNCLASSIFIED****(U) AF awards EELV contract to Lockheed Martin****LOCKHEED MARTIN**

(U) Air Force officials announced Tuesday a sole source contract award to Lockheed Martin International Launch Services for the purchase of one Atlas V Evolved Expendable Launch Vehicle (EELV) to launch a National Reconnaissance Office payload from Cape Canaveral Air Force Station, FL, in

2006.

(U) The Boeing Company was ineligible to compete for this contract. Three Boeing integrated defense business units are currently under suspension from competing for government launch contracts.

(U) "This sole source award EELV will launch a critical national security space capability that will provide information this nation's leaders and war fighters so critically need," said Peter B. Teets, Under Secretary of the Air Force and Director, National Reconnaissance Office.

(U) The Lockheed Martin Atlas V and Boeing Delta IV are the two families of EELVs developed with the Air Force to modernize and reduce the cost of our nation's space-lift operations while providing the United States with assured access to space.

UNCLASSIFIED

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~~UNCLASSIFIED//FOUO.~~

(U) Congress delays Comp Reform to FY05

(U) Congress recently passed legislation postponing the agency-wide implementation of Compensation Reform until the passage of the Fiscal Year 2005 authorization bill. Legislation regarding the delay was issued in the Fiscal Year 2004 Intelligence Authorization Act. The Director for Central Intelligence, George Tenet, issued a statement on Nov. 24 expressing his disappointment with this decision. "I am disappointed with Congress' reaction to our proposal, and I remain strongly committed to this effort. We will study the Congress' statutory and report language, determine the impact on the work underway, and calibrate deadlines and milestones accordingly," said the DCI.



~~(U//FOUO)~~ For more information about how this decision will impact Comp Reform's implementation timeline, performance evaluations, and the pilot program, visit the on the Byeway or log on to (b)(3)

~~UNCLASSIFIED//FOUO.~~

The Recon - December 12, 2003**UNCLASSIFIED.****(U) Pres. Bush closes federal government Dec. 26**

(U) An executive order recently signed by President Bush governing the day after Christmas states: "All executive branch departments and agencies of the federal government shall be closed and their employees excused from duty on Friday, Dec. 26, 2003, the day after Christmas Day."

(U) Consistent with NRO leave guidance, NRO employees should follow specific guidance issued by their parent elements on how this will be implemented. The following summarizes guidance issued to date:

(U) Civilians. Employees will be excused from their scheduled workday on Dec. 26. For time and attendance purposes, the workday will be treated as a federal holiday.

(U) Military. Military members should follow their respective Service's pass/liberty guidance. The Army has authorized a non-duty day on Friday, Dec. 26, 2003, and Friday, Jan. 2, 2004.

(U) Contractors. Contractors should contact their contractor organizations or contracting officer's technical representative to obtain specific information about their contract provisions and the holiday schedule applicable to them.

(U) Parent elements may issue further guidance on recording time and attendance.

(U) For more information about this policy, contact —.

UNCLASSIFIED.

The Recon - December 12, 2003**UNCLASSIFIED.****(U) Getting to know DDA Pam Tennyson**

(U) Recently, the Recon met with NRO's first Deputy Director for Administration Pam Tennyson. As DDA, Ms. Tennyson has the challenge of heading up several formerly independent offices such as Management Support and Operations, Human Resources, Security, Counterintelligence, Policy, Corporate Communications, Protocol, as well as the Grievance Officer and the Executive Secretariat. She shared her views on the DDA and NRO and talked about her corporate values and management style.

(U) "I have a deep and abiding respect for NRO's mission and its personnel," said the DDA. "The people who make the mission vital are water walkers and heroes to the average American. We who are privileged to support the scientists and engineers hope that they never have to worry about support, but only about the mission of getting satellites launched to deliver the collection needed by the war fighter and the Intelligence Community."

(U) The DDA stated that she operates by four simple guiding principles, which she hopes will be reflected within the DDA. Those values are integrity, collegiality, proficiency and strategic view. "By collegiality, I mean the ability to foster inclusion among NRO personnel," said Ms. Tennyson. "The ways we help each other are the ways we help support the mission. I want to be sure that everyone who participates feels valued and understands that this is an ecosystem. We need every part of that system working, healthy and in symbiosis." Valuing all personnel regardless of position is important to Ms. Tennyson. "The NRO is like a tapestry and we each have a thread. Without any of the individual threads, the tapestry is less rich and beautiful." When asked about the meaning of "strategic view," Ms. Tennyson said that it is important to always look ahead and to do what it takes to ensure that the mission remains vital in the future.



(U) The DDA is currently working on a charter that will outline the authorities and roles for the directorate. At a recent offsite, the DDA met with office representatives within the directorate to discuss how the DDA fits into the NRO Strategic Plan. "The DNRO asked that we examine the support structure for efficiencies, eliminate redundancies, and look for opportunities to leverage technology to make things run smoothly in a manner befitting a premier organization such as the NRO," said Ms. Tennyson. "We are a service organization for mission managers and I chose to keep my staff lean, by not having a full time deputy. My office heads stand in as needed." The group agreed on these values: Integrity, Collegiality, Proficiency, Strategic view, and Diversity (Respect).

(U) When asked about her management philosophy, Ms. Tennyson admitted that she asks a lot of questions due to a voracious appetite for information and a genuine desire to understand what people do. In the end however, all she wants to do is to leave people alone to do their jobs. "They are usually a lot better at their jobs than I am," said the DDA. As a manager, she expects a lot, but not more than what one can deliver. "I believe that employees will always rise to a manager's expectations," said the DDA. "I have always believed that and have rarely been disappointed." When in a position of authority – that is, when one has the ability to influence people's careers and work environment – managers have a far greater responsibility to the workforce than the other way around. Managers have the responsibility to be the best role model possible, to do what they say they are going to do and to care about the welfare of their workforce and the impact a manager's actions will have upon them."

UNCLASSIFIED.

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~~UNCLASSIFIED//FOUO.~~

(U) New AS&T director tackles big challenges at NRO

(U) Dr. Rustan, the new AS&T director, isn't afraid of tall mountains, both literally and figuratively. Early next year, the former aerospace consultant and avid hiker will travel to Argentina to climb Mt. Aconcagua, a mountain taller than Mount McKinley. So, it is no wonder that the man who has built five experimental spacecraft, and who's been on the cover of Aviation Week, is taking on some of NRO's biggest challenges.

(U) "I am full of passion and courage. I came to the NRO to make a contribution and to do what I feel is right," said Dr. Rustan. This Cuban-born immigrant said that he is committed to the U.S. government because of the "big debt" he owes to this country for taking him in and making him into what he is today. "I will do whatever it takes to bring back the values we cherish that have gotten lost in the way we do business today," said Dr. Rustan.

(U) Although he has been on the job for less than two months, Dr. Rustan is already investigating NRO's Way Ahead architecture and is in the process of devising a plan that will enable NRO to do more with less and maintain mission assurance. "I am convinced there is a better way of doing our business," said Dr. Rustan. Driving efficiencies is what the former program manager for DoD's 1994 Clementine project does best. Under Dr. Rustan's leadership, the Clementine spacecraft that mapped the surface of the moon was built in less than two years for a total cost of \$80 million, using efficient management practices.



~~(U//FOUO)~~ Dr. Rustan is also seeking efficiencies in the area of NRO infrastructure support. "The infrastructure for NRO configuration control boards space documents is excessive. I want to look into these support procedures," said Dr. Rustan, who expressed a similar concern about NRO's system engineering program management process and the amount of time allotted to contractors to design a system before ever delivering a product. "Process without product means nothing. You have to build a little and test a little. There must be a balance," said Dr. Rustan.

~~(U//FOUO)~~ According to Dr. Rustan, balance is also important when it comes to NRO's interaction with and dedication of resources to Systems Engineering and Technical Analysis/Contract Advisory and Assistance Services (SETA/CAAS). He believes that the advice provided by these groups should be more independent and less reliant upon NRO's lead. "SETA/CAAS is becoming too entrenched in the government's thought process, which compromises their advice," said Dr. Rustan, who recently commissioned a small study to evaluate AS&T's work with the Aerospace Corporation and SETA support. AS&T currently spends over 10 percent of its budget on SETA/CAAS support. "If AS&T can spend less for this support, more money can be put towards developing and testing advanced technology," said Dr. Rustan.

~~(U//FOUO)~~ On testing, Dr. Rustan stated that he will only develop and test technology that will address a particular intelligence need. "You can rest assured that every test that I do will always be linked to the ultimate objective of solving a specific intelligence problem," said Dr. Rustan.

(U) Dr. Rustan is also looking for efficiencies within the AS&T structure. When asked if he will reorganize the directorate, Dr. Rustan stated, "I will reorganize when it's clear how I can improve productivity." He is currently evaluating the structure of AS&T's Component Technology, Innovative Concepts, and Applied Groups. He is particularly interested in having personnel within these groups who are assigned to IMINT, COMM, and SIGINT report directly to him.

(U) Much of what this revolutionary visionary seeks to accomplish will admittedly make some uncomfortable. "That's okay because I didn't come here to make people happy," said Dr. Rustan. "I have a vision. God has given everybody something. The trick in life is to find out what you do best and do it. Looking for efficiencies is what I can do best."

(U) "I can't tell you how happy I am that Pete has joined us because he has wonderful ideas," said DNRO Peter Teets. "He's an innovator, a creator and a high energy person. I know he's going to do a great job in AS&T."

~~UNCLASSIFIED//FOUO.~~

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~~UNCLASSIFIED//FOUO~~

(b) NRO takes census of government personnel

(U) The NRO is currently conducting a census within the organization to gather critical government employee data. As a result, government employees across the NRO within the near future will receive an online survey asking them for information about emergency contacts, race and ethnicity, location and phone numbers, academic degrees and acquisition certifications. Personnel within IMINT and COMM were the first groups to receive the census. The census will then progress to each and every directorate and office, throughout January.

(U) The purpose for the census is to verify current data and gather additional information that isn't presently in NRO's corporate database. The data gathered will be used by the DNRO and DDNRO to respond to Congressional, Executive Branch and Intelligence Community taskings. The data will also increase the accuracy of future career impacting decisions. For more information about the census or its deployment schedule, contact your census representative noted below.

- AS&T [redacted] at [redacted]
- BPO [redacted] at [redacted]
- CI [redacted] at [redacted]
- CIO [redacted] at [redacted]
- COMM [redacted] at [redacted]
- Contracts [redacted] at [redacted]
- DDMS [redacted] at [redacted]
- DDNS [redacted] at [redacted]
- DDSE [redacted] at [redacted]
- EEOME [redacted] at [redacted]
- IG [redacted] at [redacted]
- IMINT [redacted] at [redacted]
- MS&O [redacted] at [redacted]
- ODIR [redacted] at [redacted]
- C [redacted] at [redacted]
- OSL [redacted] at [redacted]
- POL [redacted] at [redacted]
- Security [redacted] at [redacted]
- SIGINT [redacted] at [redacted]

(b)(3)

~~UNCLASSIFIED//FOUO~~

The Recon - December 12, 2003**UNCLASSIFIED****(U) NRO to announce Director's Circle, Sentinel Awards winners**

(U) Some NRO military and government personnel will have more of a reason to celebrate this holiday season, as managers are now notifying this year's Director's Circle and Sentinel Award winners.

(U) The Director's Circle Award is a non-monetary award presented annually to approximately 2 percent of the combined military and civilian workforce. This award recognizes individuals who in the previous year have made significant contributions that have had an NRO-wide impact and whose outstanding performance reflects the organization's values and goals.

(U) The newly created Sentinel Award is presented annually to about 35 percent of the civilian workforce. This monetary award is designed to recognize those who have made significant contributions to the mission and goals of a D/O and who have performed in accordance with the NRO values.

(U) Recipients of the 2003 Director's Circle Award will be recognized in a ceremony on Dec. 17 in the J.D. Hill Auditorium at 11 a.m. A special edition of the Recon, due out next week, will announce the names the recipients for both awards.

**UNCLASSIFIED**

The Recon - December 12, 2003**UNCLASSIFIED.****(U) A review of NRO Headquarters Inclement weather procedures**

(U) After last weekend's snow, it may be a good time to review the NRO Headquarters Facilities Closure Procedures. Below is an at-a-glance list of facility status terms. When the Headquarters facility is:

(U) **Open**, employees are expected to report to work on time.

(U) **Under delayed arrival**, the NRO will state the number of hours for which non-mission-critical employees may arrive late. (Personnel will not be charged for delayed arrival time. This leave will be characterized as an excused absence.)

(U) **Operating under an unscheduled leave policy**, this means that the NRO will open on time, but non-mission-critical civilian employees and military members may take leave (annual leave, leave without pay (LWOP), and/or previously earned compensatory time off) without the prior approval of their supervisors. Employees must inform their supervisor of their leave plans as soon as practical.

(U) **Operating on a delayed arrival/unscheduled leave policy**, employees may elect either of the provisions described above.

(U) **Closed**, non-mission-critical employees are excused from duty without loss of pay or charge to leave. Employees on leave that has been approved before the closure are also granted excused absence. This does not apply to employees on LWOP, military leave, suspension, or in a non-pay status on the workday before and after the closure.

(U) **Contractors working at NRO Headquarters** should refer to their company policy and contract for guidance in the event government facilities have amended working hours.

(U) **Closures and delays announced by OPM for federal government offices DO NOT apply to NRO Headquarters facilities.** NRO-specific announcements will be made by the local radio and television stations and will be placed on the NRO Facility Status Line starting at 5 a.m. Employees may reach the NRO Facility Status Line at or

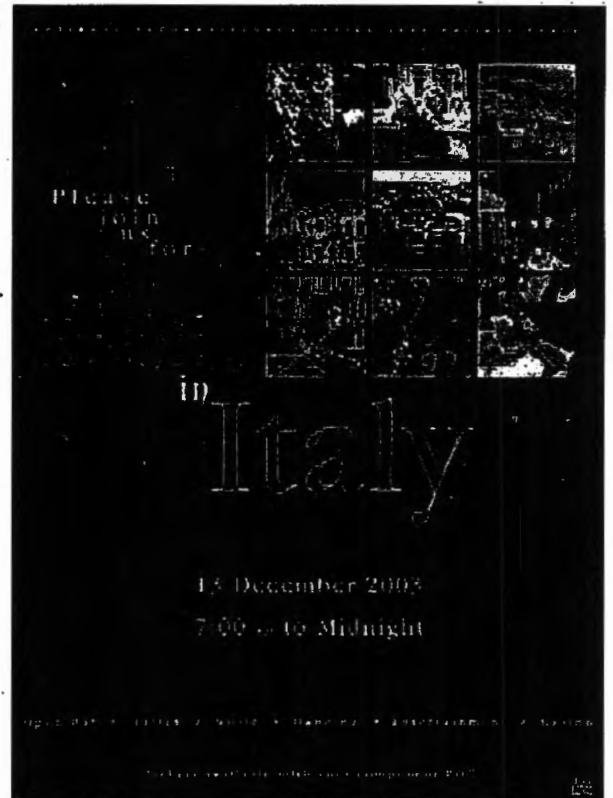
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The Recon - December 12, 2003**UNCLASSIFIED.****(U) NRO Holiday Party offers guests a taste of Italy**

(U) Party revelers will be in for a real treat at the NRO Holiday Party, tomorrow, Saturday, Dec. 13 from 7 p.m. to midnight. The theme for this year is An Evening in Italy. The lobby will be decorated for this theme and an array of Italian specialty foods will be offered. Other items on the menu include party favorites such as large shrimp, chicken tenders, roast beef carved to order, meatballs, cheese trays, veggie trays, and desserts.


(U) The entertainment this year will include the Naval Academy Dance Band, the Electric Brigade, Greg Dotson on the guitar upstairs, Bart Windsor and his magical act in the auditorium, the Chantilly High School Choir, casino tables and, this year, even slot machines. The evening will be topped off with the year in review movie created by our own video production staff. The party is sure to provide a fun and exciting evening guests will never forget.

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The Recon - December 12, 2003

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(U) NRO Employees of the Quarter



Please join Mr. Teets in congratulating the
NRO Employees of the Quarter
July - September 2003

<p>Middle Enlisted Senior Enlisted Company Grade Officer Field Grade Officer Civilian (Non-technical) Civilian (Technical) Senior Civilian</p>	
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CONGRATULATIONS!



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(U) NRO releases Naval promotion list



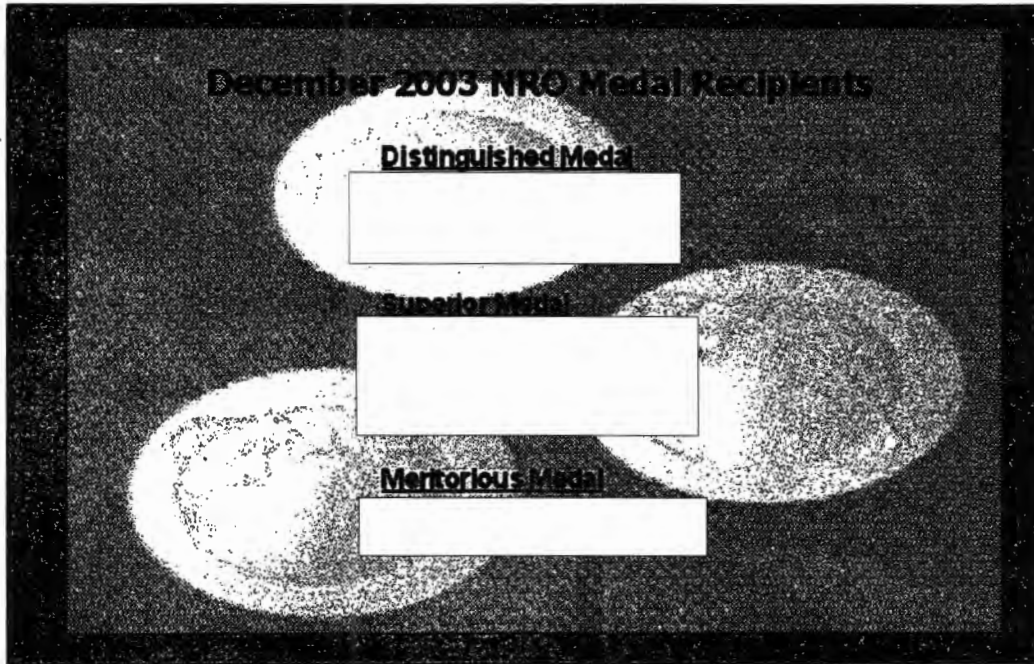
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(U) December Medal Recipients



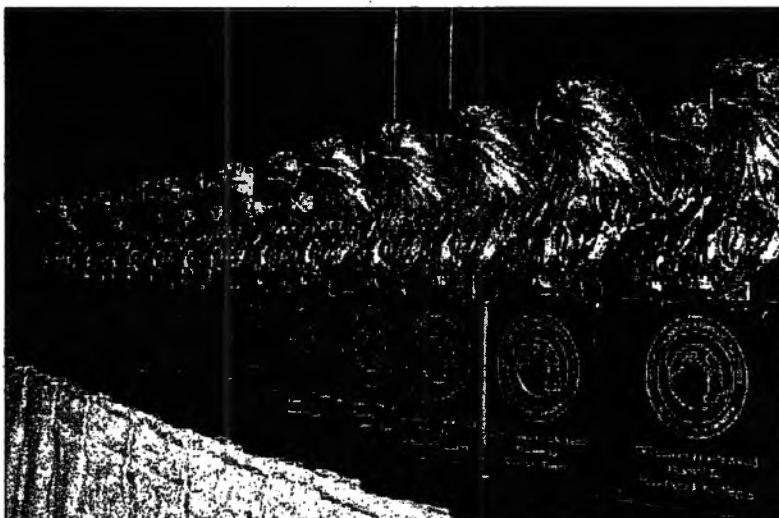
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The Recon - December 18, 2003

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(U) DNRO bestows Director's Circle Award on NRO employees



(U) Before a packed auditorium charged with anticipation and excitement, DNRO Peter Teets bestowed Director's Circle Awards on select NRO civilian and military employees in recognition for their significant contributions to the NRO and outstanding performance on Wed., Dec. 17.

(U) "This is NRO's most prestigious award," said Stephanie Platz-Vieno, Director of Human Resources, in her opening remarks.

"I can't tell you how proud I am of the contributions of the people I will recognize today. All of these people have contributed to NRO's mission in a very important and significant way and model our values," said Mr. Teets, who gave each of the 85 recipients a brass statuette of an eagle's head on pedestal featuring the NRO seal. "Because of their outstanding contributions, the NRO is collecting better and more actionable intelligence than ever before in history."

(U) The Director's Circle Award is an annual non-monetary award presented annually to approximately two percent of the combined military and civilian workforce. Created in 1998, this award recognizes individuals who in the previous year have made significant contributions that have had an NRO-wide impact and whose outstanding performance reflects the organization's values and goals.

(U) Recently, the NRO also issued another award, the Sentinel Award, to NRO civilian employees. This monetary award recognizes a larger percentage of the civilian workforce who have made significant contributions to the mission and goals of an NRO directorate or office and who have performed in accordance with the NRO values.

(U) [Click here for a complete list of 2003 Director's Circle Winners and 2003 Sentinel Award winners.](#)

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The Recon - December 18, 2003

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(U) OEEOME recognizes NRO employees at Diversity Awards Ceremony

(U) In honor of those who support NRO cultural diversity events, the Office of Equal Employment Opportunity and Military Equal Opportunity (OEEOME) held its annual Diversity Awards Ceremony on Wed., Dec. 17th. At this ceremony, the DNRO issued Individual Diversity Awards, Office Diversity Awards, and Diversity Champion Awards to over 70 employees and eight directorates and offices for their contributions during the Aug. 1, 2002 to Jul. 31, 2003 timeframe.

(U) The Individual Diversity Award recognizes government personnel who have: participated in two or more cultural diversity events; served as Chair of the Special Emphasis Program (SEP) Council; actively participated in the Diversity Liaison Officer Program or served as a Senior Champion for a SEP Council. The Office Diversity Award recognize offices who support cultural diversity events. The Diversity Champion Award is presented to those individuals who have demonstrated an ongoing commitment, passion, and dedication to the implementation of the NRO Strategic Plan for Diversity. The OEEOME defines Diversity Champions as those who promote diversity by mentoring and assisting other employees in their professional development; implement diversity programs and councils; include diversity within their own D/O strategic plans; support the NRO strategic enabling objective and/or encourage employee participation in OEEOME sponsored events and programs.

(U) To view the complete list of diversity awardées, [click here](#).

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