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Description of document: Copies of pages linked at the top bar of the 2008

National Reconnaissance Office (NRO) Town Hall

intranet page, 2008

Requested date: 19-November-2008

Released date: 9-April-2009

Posted date: 23-November-2009

Source of document: National Reconnaissance Office

Information Management Services Center Information Access and Release Team

14675 Lee Road

Chantilly, VA 20151-1715 Fax: (703) 227-9198 Online request form:

www.nro.gov/foia/RequestInput.aspx

Email: foia@nro.mil

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### NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road Chantilly, VA 20151-1715

9 April 2009

This is in response to your letter, dated 19 November 2008, received in the Information Management Services Center of the National Reconnaissance Office (NRO) on 26 November 2008. Pursuant to the Freedom of Information Act (FOIA), you are requesting a copy of "each page linked at the top bar of the 2008 NRO Town Hall intranet page..."

Your request is being processed under the FOIA, as amended, Title 5 U.S.C. § 552. By accessing these linkages, we located 10 documents totaling eighteen (18) pages that are responsive to your request. These documents are being released to you in part.

Material redacted is denied pursuant to the following FOIA exemptions:

- (b)(1) as properly classified information under Executive Order 12958, Section 1.4(c);
- (b)(3) which allows the withholding of information prohibited from disclosure by statute, 10 U.S.C. § 424 which states: "Except as required by the President or as provided in subsection (c), no provision of law shall be construed to require the disclosure of (1) The organization or any function . . .(2) . . . number of persons employed by or assigned or detailed to any such organization or the name, official title, occupational series, grade, or salary of any such person . . . (b) Covered Organizations . . . the National Reconnaissance Office; " and

The FOIA authorizes federal agencies to assess fees for record services. Based upon the information provided, you have been placed in the "other" category of requesters, which means you are responsible for the cost of search time exceeding two hours (\$44.00/hour) and reproduction fees (.15 per page) exceeding 100 pages. In this case, no assessable fees were incurred.

You have the right to appeal this determination by addressing your appeal to the NRO Appeal Authority, 14675 Lee Road, Chantilly, VA 20151-1715 within 60 days of the date of this letter. Should you decide to do so, please explain the basis of your appeal.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F09-0008.

Sincerely,

Linda S. Hathaway

Chief, Information Access

and Release Team

Enclosures: 10 documents (18 pages)

### TRANSFORMING THE NRO

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# Transforming The NRO NATIONAL RECONNAISSANCE OFFICE

As you know, we're in the process of fundamentally changing how we develop, acquire, and operate our space and ground systems. The first step to this critical change was the identification of long term goals, objectives, and strategic direction for the NRO. Over the past year we have also realigned component organizations in an effort to optimize our processes, capabilities and product deliveries.

The next critical step in this process will be to develop detailed plans that will enable the execution of our strategic vision. To this end, I have commissioned a team to develop a new NRO Strategic Plan that will articulate the path forward. The planning team is currently soliciting ideas from the workforce to feed into the Strategic Plan.

Specifically, I would like your input on ways the NRO can better support its customers and better posture ourselves for future success. The four basic criteria I would like you to consider when offering up your ideas include: 1) how will they reinforce the new lines of communication and authority; 2) what collaboration (between three or more organizations) is required to succeed; 3) what tracking or metrics can be used to measure progress; and 4) are they achievable in a 12 – 18 month timeframe.

The planning team has set up the following link: strategic planning ideas in an effort to capture your ideas. This link will be open for your input through 17 October 2008. In addition to the criteria outlined above, please make sure the ideas you forward describe its value and include enough detail to allow the planning team to understand, evaluate, and prioritize concepts and potential initiatives.

As I mentioned in the recent Town Half, this is your organization. I look forward to hearing your ideas.

-Scott Large

Links related to the Transformation (click on the links below)

Strategic Framework

Transformation Brochure

Personal Performance Agreement (DNRO to support the DNI's 500-day Plan)

NRO Corporate Governance		
Letters of Instructions (click	on the links below to view documents):	
coo	DDMS	7/1
ВРО	MS&O	
CIO	OS&CI	

# Statement of Intent Air Force-NRO Relationship

**PURPOSE**: Both internal and external changes have caused the Air Force (AF) and National Reconnaissance Office (NRO) to explore ways to work more effectively together, leverage lessons learned and unique strengths, and address common issues of concern in the areas of development, acquisition and operation of National Security Space systems. Both organizations recognize the need to enhance their respective capabilities, as well as to work collaboratively to respond to future challenges.

ORGANIZATIONAL & STRATEGIC INTENT: The AF and NRO conducted a range of discussions in an effort to develop viable options and trade space related to this critical relationship. As a result, the AF and NRO have identified and reached consensus on several near-term proposals to enhance AF NRO relations, space capabilities and mission performance. Specifically, the AF and NRO, in coordination with the USD(I), have agreed on the following:

# #1 – SENIOR AF LEADER ROLE IN NRO / SENIOR NRO LEADER ROLE IN AIR FORCE

The AF agrees to assign an additional two-star general officer to the NRO to serve as the "Deputy Director, NRO" or "DDNRO." The DDNRO will serve as the third person in the leadership line of succession behind the Director of the NRO (DNRO) and Principal Deputy Director of the NRO (PDDNRO). Primary duties will include:

- (1) Senior Military Advisor to the DNRO:
- (2) AF Element Commander (AFELEM/CC) for all AF personnel assigned to NRO with ADCON responsibilities to the Commander, AF Space Command (AFSPC/CC); <sup>1</sup>
- (3) NRO's representative to AFSPC/CC for AF Space Professional Development actions [Note: AFSPC/CC serves as the AF's Space Professional Functional Authority (SPFA)];
- (4) Designated PEO duties (as assigned).

NOTE: Additional details regarding the DDNRO position are provided in Attachment 1.

<sup>&</sup>lt;sup>1</sup> All personnel assigned to the NRO are under the Operational Control (OPCON) of the DNRO, who has authoritative direction over all aspects of NRO operations and activities. As such, AF personnel assigned to the NRO will fully support the DNRO and the NRO mission. The fact that Administrative Control (ADCON) chain exists as specified herein for CIA. AF and USN personnel does not derogate this guiding tenet of the NRO.

The NRO agrees to assign a senior NRO leader (one-star civilian equivalent) to HQ AFSPC as the "Deputy Director of Air, Space and Information Operations" or "AFSPC/DA3." As the AFSPC/DA3, primary duties will include:

- (1) Senior NRO Advisor to the AFSPC/CC:
- (2) Permanent Deputy to the Director, AFSPC/A3:
- (3) Provide operations policy and guidance, concepts of operations, and emergency action procedures for all AFSPC space and missile forces in the areas of command & control, missile warning, space surveillance, space control, ICBM, spacelift, navigation, weather and communication.

### #2 – COMBINED AF-NRO SPACE ASSIGNMENT ADVISORY BOARD

Both organizations agree to the establishment of a Space Assignment Advisory Board to oversee assignments of all Air Force Credentialed Space Professionals (CSPs) to include those assigned to the NRO. This board, comprised of AFSPC and NRO O-6s representing the primary space-related career fields (acquisition, operations, communications, and intelligence), will be co-chaired by the AFSPC CV and DDNRO and be responsible to the AFSPC/CC in the commander's role as the AFSPFA. The Board will meet twice annually with the objective of implementing SPFA guidance related to assignments for all CSPs O-5 and below.

This objective is to strengthen the oversight and career development for all AF CSPs by leveraging existing AF assignment processes. The overarching goal is to enhance the experience of personnel in both organizations, allowing individuals to gain appreciation for the strengths and systems of the two organizations, and to develop a larger pool of senior space leaders with operations and acquisition experience in both communities. It also offers the potential to provide a proper balance of AF space professional manning and experience levels, and provides clear guidance on assignment designations—"must fill," "priority fill," etc. Increased cooperation between AFSPC and NRO, in conjunction with AFPC Assignment Teams and "Green Door" Assignments, will foster better use of CSPs by both organizations.

### **#3 – SPACE OPERATIONS**

The AF and NRO acknowledge, with increasing concern that the nature and pace of emerging threats to space is increasing. In response, both organizations, in concert with the responsible Combatant Commander (USSTRATCOM), must be able to react in a more unified, real-time manner in the face of such threats. The objective is to build on the current JSpOC/NROC relationship by increasing insight into the current operational status of AF and NRO space assets for strategic and operational level decision-makers. As a first step, USSTRATCOM's ability to respond to imminent space threats should be strengthened by assigning the Commander. Joint Space Operations (CDR JSO) the authority to initiate contingency response actions for all AF and NRO on-orbit assets. Specifically, the intent is to take appropriate measures to protect satellites and respond to threats, not to be confused with mission operations and/or tasking of NRO assets. Towards this end, the AF and NRO will establish common criteria and conditions that would warrant emergency operational response(s) needed to protect National Security Space systems, as well as ensure a mechanism by which a designated authority would initiate such action for all AF and NRO space assets. Additionally, both organizations will pursue the designation and equipping

of the JSpOC and NROC as respective backup facilities to each other to further strengthen AF and NRO satellite operations. Additional steps to improve the operational relationship between USSTRATCOM and the NRO are also underway. Finally, in addition to operating space systems assigned to Air Force Space Command, Air Force personnel serving in the NRO already play a significant role in overseeing the operation of NRO space systems. Both organizations agree to pursue a test program to integrate satellite operations (but not payload tasking) in a specific mission area with the aim of assessing the feasibility of expanding to additional mission areas in the future.

#### #4 - LAUNCH OPERATIONS

There is a long history of cooperation and interdependence between the AF, NRO and industry for launching national security payloads. Likewise, it is clear to both organizations there are valuable lessons to be learned from the current sustained, record-breaking launch success rate. Both organizations must maintain an unwavering focus on mission success, while sharing best practices and operationalizing lessons learned. Towards this end, the AF and NRO will assess existing mission assurance processes, contracts and facilities, associated with launch, in an effort to better understand current practices and opportunities for closer cooperation and common "best practices." Additionally, the two organizations will expand ongoing Mission Assurance Task Force activities and conduct a Manpower Engineering Team study of AF and NRO resources dedicated to launch, to better understand the unique needs in this arena.

### **SUMMARY:**

This Statement of Intent documents the important work the AF and NRO are undertaking to ensure its historical relationship remains strong, while both organizations continue to effectively achieve mission success and meet user needs. The recommendation is to proceed and implement the near-term efforts outlined above by updating appropriate Charters, DoD Directives, MOAs, MOUs, etc. Once complete, this effort will represent a significant step in strengthening the AF-NRO relationship via measured, actionable steps.

Finally, the AF and NRO are committed to delivering—along with the various mission partners across the Intelligence Community and Department of Defense—world-class support to both joint warfighters and national intelligence users alike. It is important to note that the steps outlined in this document also strengthen the ties between the Director of National Intelligence (DNI) and Secretary of Defense (SECDEF) by addressing several areas of common concern. Specifically, this plan is meant to bring stability to current and future AF assignments to/from the NRO, as well as permit joint development of critical space capabilities. While the improved collaboration and communication created by this dialogue proved effective, to build on the progress to date, the AF and NRO must, and will, continue to identify new areas for improvement.

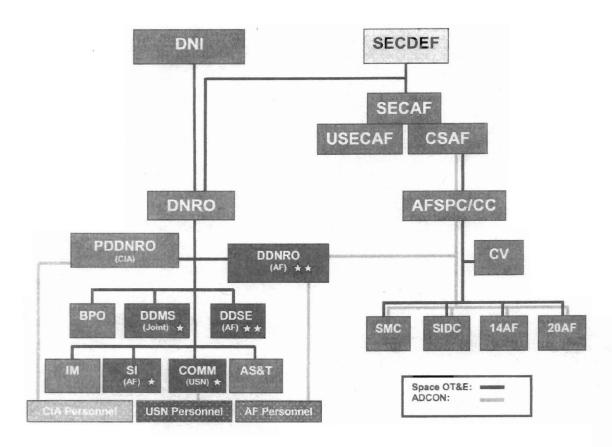
S

T. Michael Moseley General, USAF Chief of Staff 3/8%

Donald M. Kerr Director National Reconnaissance Office

### Attachment 1

The new DDNRO will have responsibilities as depicted in the organizational chart below.



As the AFELEM/CC, the DDNRO will be part of the AF administrative control (ADCON) chain over all AF personnel assigned to the NRO. ADCON will include authority for traditional administrative actions involving the Uniformed Code of Military Justice (UCMJ), personnel management (performance evaluations, assignments, selection boards, promotion processes), individual education/training and disciplinary processes.

(a) <u>UCMJ Authorities</u>: Traditional UCMJ authority for non-judicial punishment rests with each individual's AF unit commander. Currently, for courts-martial of Air Force personnel assigned to the NRO, the 11 WG/CC is the Special Courts-Martial (SPCM) Convening Authority and the AFDW/CC is the General Courts-Martial (GCM) Convening Authority. In future, the SPCM and GCM authorities will reside within AFSPC/CC channels.

- (b) <u>Performance Evaluations</u>: Existing evaluation rating chains of command would remain in place and be integrated into the AFSPC rating structure, similar to the current Numbered Air Force (NAF) rating structure.
- (c) <u>Assignments</u>: For assignments of O-5 and below, see Proposal #2 (Combined AF-NRO Space Assignment Advisory Board). For Senior Leader (O-6 and above) assignments, the objective is increased coordination between the NRO's Senior Leader Office and AFSPC's Senior Leader Development Office (AFSPC/A1L). AFSPC/CC, in close coordination with DNRO and DDNRO, will have appropriate insight and make final recommendation to the CSAF for all senior AF Credentialed Space Professionals (CSPs) to include those assigned to from the NRO. Towards this end, AFSPC/CC in his role as the SPFA would look to AFSPC/A1L to serve as the single interface with AF/DPO for senior space leader issues.
- (d) <u>Selection Boards</u>: Extensive cooperation exists and will continue for the Vigilant Eagle (Squadron Commander) selection process. For the Command Screening Board (CSB) process, representation of NRO CSB requirements will be strengthened by both aligning them with AFSPC requirements and establishing the DDNRO as a CSB voting member at the AF-level (currently, the NRO has no representation to the AF-level CSB).
- (e) Management Level Review (MLR) Process: Currently, the NRO and AFSPC hold separate MLRs as part of the officer promotion process. Given the limited number of AF officers assigned to the NRO, a combined MLR process seems prudent in that it would broaden the pool of candidates and minimize the administrative overhead. The objective is to transition from the separate NRO and AFSPC MLR processes into a single MLR process led by the AFSPC/CV.

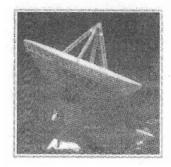
Additionally, the DDNRO will serve as the NRO representative for all AF Space Professional Development Program (SPDP) activities and will be a member of the SPFA Advisory Council. Specifically, the DDNRO will be responsible to the AFSPC/CC as the SPFA, in four areas:

- (1) Identification of Credentialed Space Professional members and billets;
- (2) Space experience coding and tracking:
- (3) Space professional certification program; and
- (4) Education and training opportunities.

The details relating to this and the other duties above will be codified in a MOA between AFSPC and NRO.

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#### DIRECTOR'S POLICY NOTE (CLICK HERE TO VIEW)

Address corporate-level governance issues to include new or revised corporate policy, changes in the corporate-level organizational structure, and changes in senior management roles and responsibilities

#### **DIRECTOR'S DECISION MEMO**

Documents DNRO operational, technical, acquisition and management decisions not otherwise documented consistent with a process associated with a Corporate Business Process.

### DIRECTOR'S NOTE (CLICK HERE TO VIEW)

Documents DNRO policy decisions or direction in areas beyond the scope of the NRO-Corporate Governance Plan.

### DIRECTOR'S ANNOUNCEMENT (CLICK HERE TO VIEW)

Issued in a variety of forms depending on the message the DNRO wishes to convey. Possible formats include e-mail, formal memoranda, bulletin boards at the building entrances, hallway posters or other formats tailored to a particular message

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## DIRECTOR'S SPEECHES

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# Speeches DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

### 2008 Speeches from Scott F. Large

30 October 2008 GEOINT 2008 Symposium

15 October 2008 AFCEA Fall Intelligence Symposium

16 July 2008 National Security Space and the Recovery from Acquisition Reform

### 2007 Speeches from Donald M. Kerr

7 August 2007 Keynote Address to Intelligence Fellows Program

19 July 2007 Emerging Vision of the Overhead Constellation

1 August 2007 Statement for the Record

28 June 2007 NRO Perspective on Mission Assurance

21 May 2007 Fubini Lecture at Lincoln Laboratory

16 May 2007 2007 NRO Tech Forum

2 May 2007 CAPSTONE

12 April 2007 National Space Symposium

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# **ROLES AND RESPONSIBILITIES**

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# Roles And Responsibilities DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

General responsibilities include direction, guidance, and supervision over all matters pertaining to the formulation, review, and execution of plans, policies, programs and budgets relative to the National Reconnaissance Office (NRO) to include the following:

- Direct, on behalf of the Secretary of Defense and Director of National Intelligence, the effective operation of a joint organization responsible for the development, acquisition, launch and operation of overhead reconnaissance capabilities that fully satisfy the requirements of the Department of Defense (DoD) and Intelligence Community.
- Organize, staff and supervise the National Reconnaissance Office. Employ qualified personnel from the military departments and DoD agencies, and from the CIA, as full time members of the NRO.
- 3. Establish and manage the National Reconnaissance Program (NRP) and Defense Space Reconnaissance Program (DSRP). Consistent with Secretary of Defense and Director of National Intelligence guidance, formulate the strategic plan for the NRO.
- 4. Prepare a comprehensive budget for all aspects of the NRO. Present proposed budget to Secretary of Defense and Director of National Intelligence for approval and inclusion in the President's National Intelligence Program and the DoD Joint Military Intelligence Program.
- Develop and sustain appropriate interfaces/partnerships with DNI, NSA, NGA, DIA, CIA, the Joint Staff, and such other agencies and activities, as the DNRO deems necessary to carry out his responsibilities.
- 6. Ensure the Secretary of Defense, the Director of National Intelligence and the Congress are fully informed of all activities of the NRO. Execute other authorities specifically delegated by the Secretary of Defense or Director of National Intelligence, or provided by statute.
- 7. Serve as senior Acquisition Executive for the NRO with milestone approval authority.

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8. Serve as principal representative to Congress.

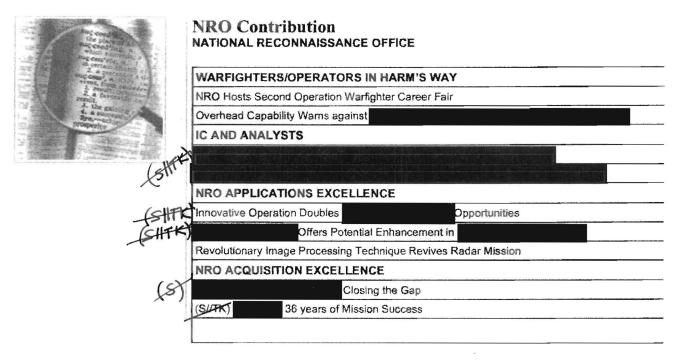
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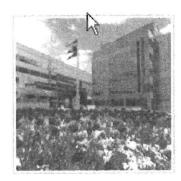
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# Mission/Vision/Values NATIONAL RECONNAISSANCE OFFICE

**Mission:** The NRO is a joint organization engaged in the research and development, acquisition, launch and operation of overhead reconnaissance systems necessary to meet the needs of the Intelligence Community and of the Department of Defense. The NRO conducts other activities as directed by the Secretary of Defense and/or the Director of National Intelligence.

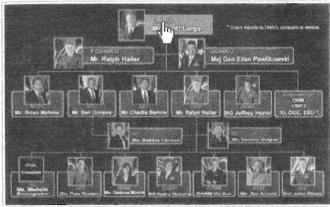
Vision: Freedom's Sentinel in Space One Team, Revolutionizing Global Reconnaissance

Values: Integrity, Excellence, Teamwork, Innovation, Respect & Diversity

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NRO Wide Organization Chart (UIIFOUX, printable)

NRO Wide Organization Chart (SIFTK, not printable)

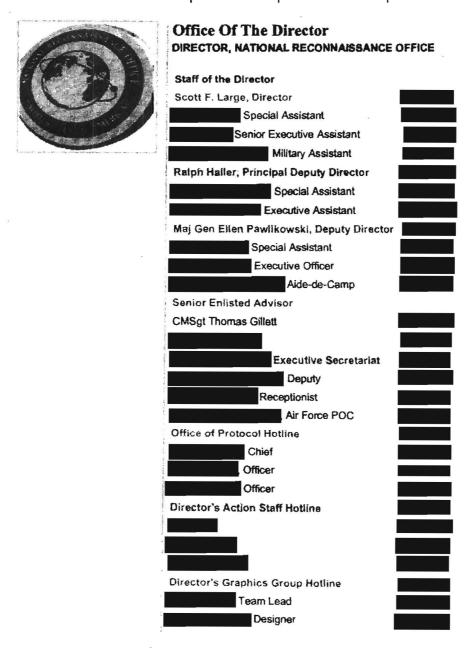
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