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"Rummaging in the government's attic"

Description of document: Copies of pages linked from the National Reconnaissance Office (NRO) Town Hall intranet page, 2003-2008

Requested date: 19-November-2008
20 November 2008

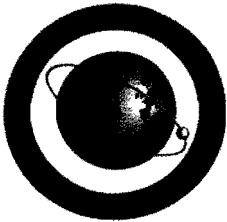
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Updated: 05-September-2011
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Source of document: National Reconnaissance Office
Information Management Services Center
Information Access and Release Team
14675 Lee Road
Chantilly, VA 20151-1715
Fax: (703) 227-9198
[Online request form](#)
Email: foia@nro.mil

Note: Material from 2nd interim release starts on PDF page 22
Material from 4th interim release starts on PDF page 205

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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:

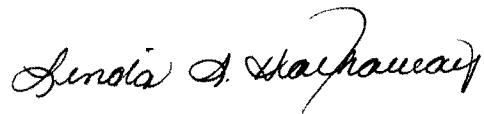
- (b)(1) as properly classified information under Executive Order 12958, Section 1.4(c);
- (b)(3) which allows the withholding of information prohibited from disclosure by statute, 10 U.S.C. § 424 which states: "Except as required by the President or as provided in subsection (c), no provision of law 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,

A handwritten signature in black ink, reading "Linda S. Hathaway". The signature is written in a cursive style with a large, looping initial "L".

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 Hall, this is your organization. I look forward to hearing your ideas.

-Scott Large

Links related to the Transformation <i>(click on the links below)</i>
Strategic Framework
Transformation Brochure
Personal Performance Agreement (DNRO to support the DNI's 500-day Plan)

NRO Corporate Governance	
Letters of Instructions <i>(click on the links below to view documents):</i>	
COO	DDMS
BPO	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);¹
- (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.

¹ 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 AF SPFA. 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.

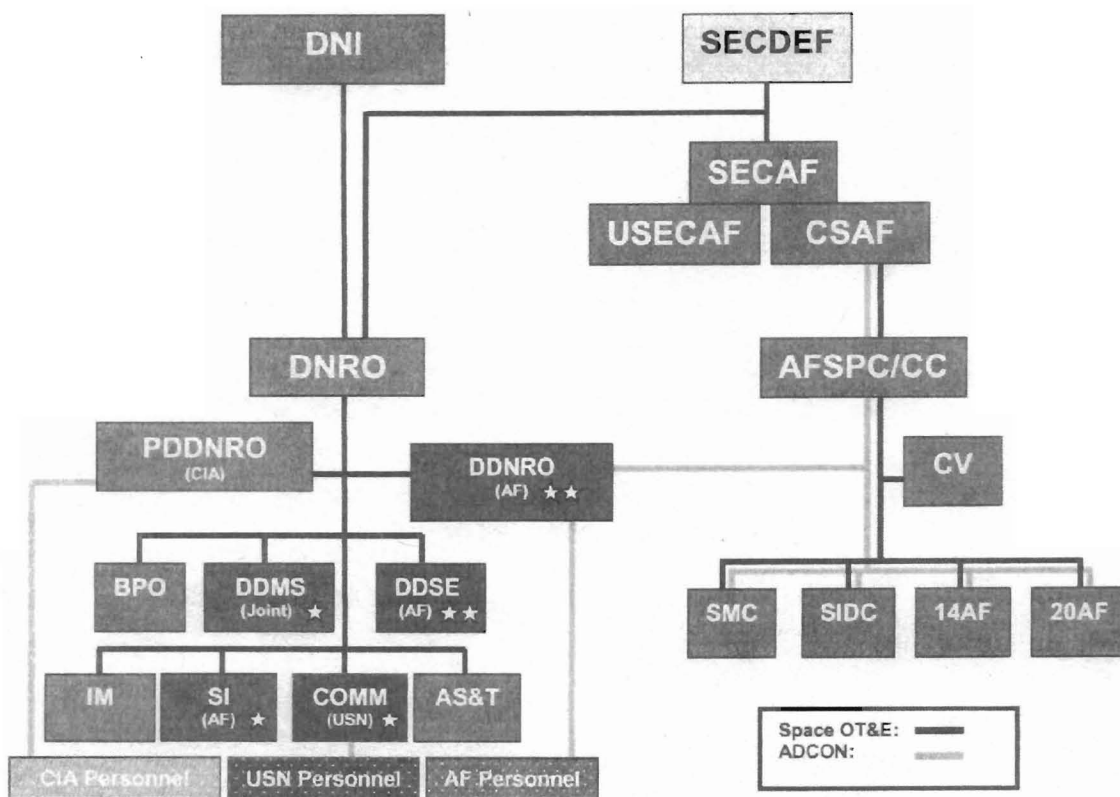
Finally, the AF and NRO are committed to delivering—along with the various mission partners across the Intelligence Community and Department of Defense—world-class support to both joint warfighters and national intelligence users alike. It is important to note that the steps outlined in this document 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

/s/
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.

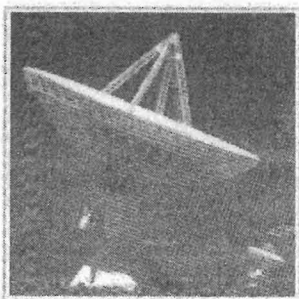
- (a) UCMJ Authorities: Traditional UCMJ authority for non-judicial punishment rests with each individual's AF unit commander. Currently, for courts-martial of Air Force personnel assigned to the NRO, the 11 WG/CC is the Special Courts-Martial (SPCM) Convening Authority and the AFDW/CC is the General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

- (b) Performance Evaluations: 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) Assignments: 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/AIL). AFSPC/CC, in close coordination with DDNRO 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/AIL to serve as the single interface with AF/DPO for senior space leader issues.
- (d) Selection Boards: 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.



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 [\(CLICK HERE TO VIEW\)](#)

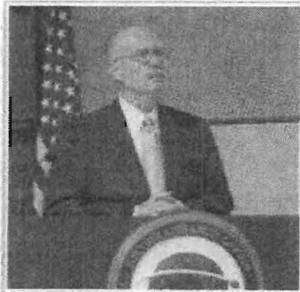
Issued in a variety of forms depending on the message the DNRO wishes to convey. Possible formats include e-mail, formal memoranda, bulletin boards at the building entrances, hallway posters or other formats tailored to a particular message

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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
Archive	2005/2006

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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:

1. 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.
2. 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.
5. 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.

8. Serve as principal representative to Congress.

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NRO Contribution NATIONAL RECONNAISSANCE OFFICE

WARFIGHTERS/OPERATORS IN HARM'S WAY

NRO Hosts Second Operation Warfighter Career Fair

Overhead Capability Warns against [REDACTED]

IC AND ANALYSTS

NRO APPLICATIONS EXCELLENCE

Innovative Operation Doubles [REDACTED] Opportunities

[REDACTED] Offers Potential Enhancement in [REDACTED]

Revolutionary Image Processing Technique Revives Radar Mission

NRO ACQUISITION EXCELLENCE

[REDACTED] Closing the Gap

[REDACTED] 36 years of Mission Success

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A wide banner image featuring a dark, abstract background with architectural elements and a circular inset on the left showing a globe. The text 'OFFICE' is visible in a circular frame on the left, and '» NATIONAL RECONNAISSANCE OFFICE' is written in the center.

» NATIONAL RECONNAISSANCE OFFICE

MISSION / VISION / VALUES

[HOME](#)[MISSION/VISION](#)[NRO ORGANIZATION](#)[OFFICE OF THE DIRECTOR](#)[BYWAY](#)A small, square image showing a modern building with a flagpole in front, surrounded by landscaping. A mouse cursor is pointing at the top right corner of the image.

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

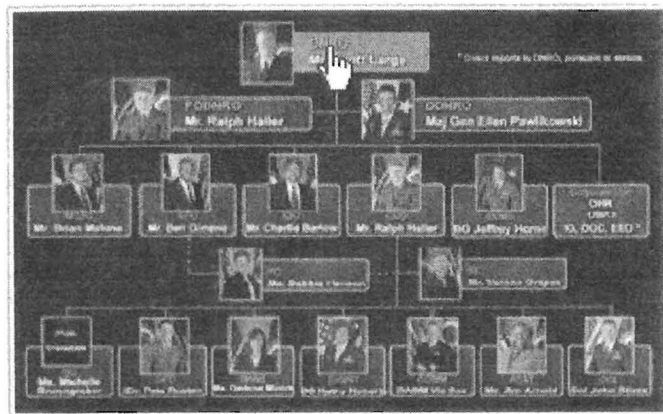
Values: Integrity, Excellence, Teamwork, Innovation, Respect & Diversity

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» NATIONAL RECONNAISSANCE OFFICE

ORGANIZATION OF THE NRO

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DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

NRO Wide Organization Chart (U//FOUO, printable)

NRO Wide Organization Chart (S//TK, not printable)

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Scott F. Large, Director

Special Assistant

Senior Executive Assistant

Military Assistant

Ralph Haller, Principal Deputy Director

Special Assistant

Executive Assistant

Maj Gen Ellen Pawlikowski, Deputy Director

Special Assistant

Executive Officer

Aide-de-Camp

Senior Enlisted Advisor

CMSgt Thomas Gillett

Executive Secretariat

Deputy

Receptionist

Air Force POC

Office of Protocol Hotline

Chief

Officer

Officer

Director's Action Staff Hotline**Director's Graphics Group Hotline**

Team Lead

Designer

██████████ Designer	██████████
Director's Security Group	
██████████	██████████
██████████	██████████
██████████	██████████

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Director's Notes

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Facility & Network Information (3 new)

General Announcements (12 new)

Human Resources (3 new)

Job Opportunities (9 new)

Lost and Found (1 new)

Military Announcements (3 new)

Newsletters (1 new)

Principal Deputy Director's Notes

NRO Headlines

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DNRO Town Hall Rescheduled
to Mar. 9, 2009 10:00 am J.D.
Hill Auditorium

NRO System Operations

News

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Newsletters

RECON, NRO OS&CI Newsletter

NRO Mission Support Information

NRO System Status, NRO Counterspace
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14675 Lee Road
Chantilly, VA 20151-1715

19 August 2011

This is in response to your letter, dated 20 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 "an electronic/digital copy on a CD-ROM or by email of each transcript or summary linked directly (for 2006-2008) or indirectly (for years 2002-2005) to the NRO Town Hall page on your internal website at: <http://frontoffice.gwan.npa.ic.gov/townhall.htm>."

Your request is being processed in accordance with the FOIA, as amended, Title 5 U.S.C. § 552. The NRO provided an interim release to you, dated 23 July 2010, consisting of five documents totaling 52 pages, and one video presentation on DVD. The DVD and one document, consisting of seven pages, were released to you in full. Four documents, comprising 45 pages, were released in part.

At this time, as a second interim response to your request, we are releasing to you twenty-two additional documents, consisting of 178 pages. Of these records, seven documents totaling eighteen pages are being released in full. Fifteen documents totaling 160 pages are being released in part.

Information withheld from release is denied pursuant to FOIA exemptions:

(b)(1) as properly classified information under Executive Order 13526, Sections 1.4(c), (d), (e), and (g);

(b)(3) which applies to information specifically exempt by statutes, specifically 50 U.S.C. § 403-1, which protects intelligence sources and methods from unauthorized disclosure; and 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;"

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

In addition to the items being released at this time, four documents, consisting of thirty-five pages, have been treated for NRO equities and forwarded to other agencies for their reviews, treatments, and direct responses to you. Finally, eleven documents consisting of 165 pages have been forwarded to other agencies for reviews for their equities and return to the NRO for our final release determinations.

Since we have been unable to provide a final response within the 20 working days stipulated by the Act, you have the right to consider this as a denial and may appeal to the NRO Appeal Review Panel. It would seem more reasonable, however, to have us continue processing your request and respond as soon as we can. You may appeal any denial of records at that time. Unless we hear from you otherwise, we will assume that you agree, and will proceed on this basis.

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. To date, assessable fees have not met our minimum billing threshold of \$25.00. We will notify you if it appears that assessable fees approach this amount.

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 above date. Should you decide to do this, 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 F09-0009.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stephen R. Glenn".

Stephen R. Glenn
Chief, Information Access
and Release Team

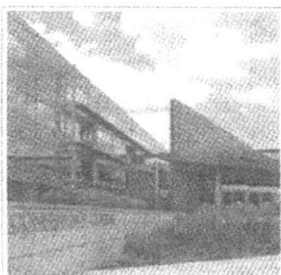
Enclosure: Released document list, F09-0009 2nd release.

F09-0009 - 2nd Release Document List

- NRO Town Hall 2003 home page
- 10 December 2003 briefing slides
- 25 July 2003 briefing slides
- 25 July 2003 transcript
- Inspector General memorandum for DNRO/DDNRO, 25 July 2003
- 28 May 2003 briefing slides
- 30 April 2003 briefing slides
- 17 January 2003 briefing slides
- 17 January 2003 transcript
- NRO Town Hall 2004 home page
- 8 December 2004 briefing slides
- 8 December 2004 transcript
- 4 August 2004 briefing slides
- 14 April 2004 briefing slides - NRO Way Ahead
- 14 April 2004 briefing slides
- 14 April 2004 transcript
- 14 January 2004 briefing slides
- 14 January 2004 transcript
- Strategic Framework briefing slides (2007)
- NRO Town Hall 2005 home page
- 31 March 2008 briefing slides
- NRO Town Hall 2008 home page

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NRO TOWN HALL

[HOME](#) | [MISSION/VISION](#) | [NRO ORGANIZATION](#) | [OFFICE OF THE DIRECTOR](#) | [BYWAY](#)

Town Hall

DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

2003 Town Hall

10 December 2003	Senior Leadership Transitions and Appointment Highlights
10 December 2003	Town Hall transcript
25 July 2003	NRO Organization, Deputy Directors
25 July 2003	Town Hall transcript
July 25 2003	Office of the Inspector General Review of NRO Corporate Ma
28 May 2003	NRO Way Ahead
30 April 2003	Highlights, NRO Awards Programs, Iraq Freedom Support
30 April 2003	Town Hall transcript
17 January 2003	Highlights, NRO Top Space Priorities
17 January 2003	Town Hall transcript

[2002](#)[2004](#)[2005](#)

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Please refer all comments and questions pertaining to the content of this and all site design comments and questions to the webmaster.



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NRO Town Hall

Peter B. Teets
Director, NRO

10 December 2003

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DRV FROM: NRO CG 5.1
1 May 00

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Senior Leadership Transitions & Appointments

- **Maj Gen Robert Latiff**, Deputy Director, System Engineering
- **Ms. Pamela Tennyson**, Deputy Director Administration
- **Dr. Pete Rustan**, Director, Advanced Systems & Technology Directorate
- **Dr.** [REDACTED] ^{b3 b6} Chief Scientist, Imagery Systems Acquisition & Operations Directorate
- **Dr. Susan Gragg**, Chief Information Officer
- **Ms. Annette Wyeth**, Director, Office of Equal Employment Opportunity
- **Mr. Daniel Tisler**, Deputy Director, National Systems
- **Mr. Fred Faithful**, Deputy Director, Imagery Systems Acquisition & Operations Directorate

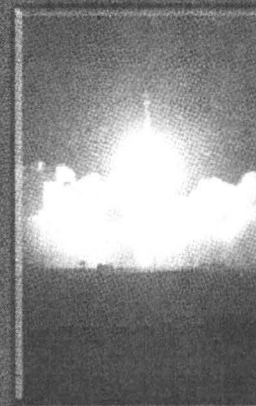
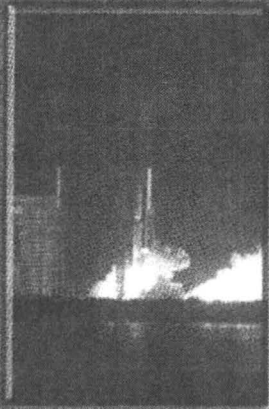
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NRO Highlights

- Congratulations to [REDACTED] b1 b3
- FY04 Budget successfully implemented
- House Intelligence Committee hears that workplace diversity is key to mission success

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b3b1
b3

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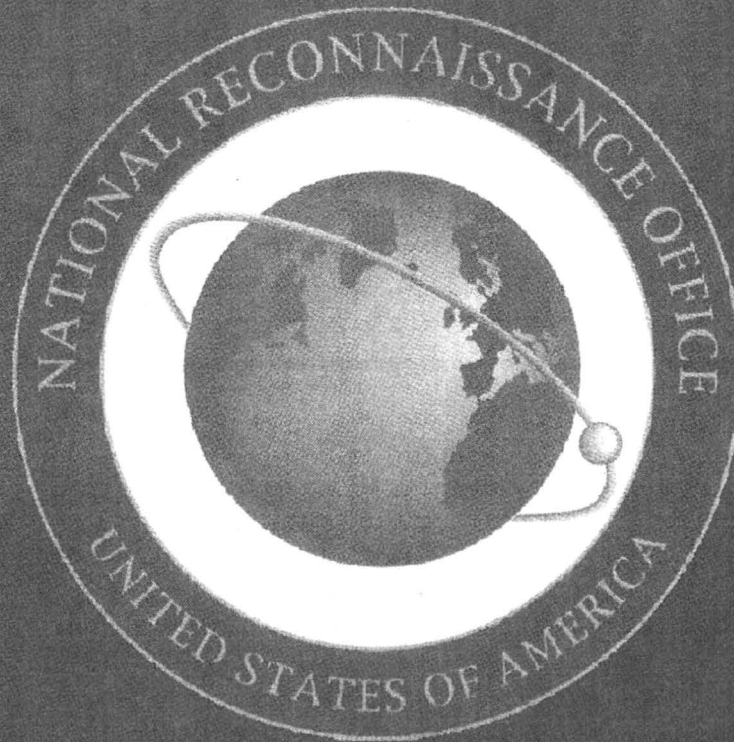
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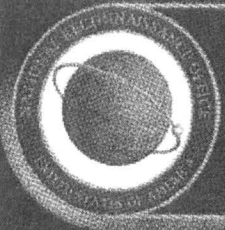


Busy Year....More to Come

- A news maker – FIA progresses well
- b1 b3
- Transformational Communications has key acquisition milestones
- Space-Based Radar draws DoD – IC interest
- BYEMAN control system retires

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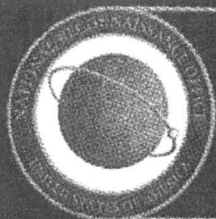
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Town Hall

Mr. Peter B. Teets
Director, NRO

25 July 2003

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NRO Organization

IG
Mr. Eric Feldman

CIO
Dr. Dan Schuresko

USecAF / Director NRO
Mr. Peter Teets

Deputy Director, NRO
Mr. Dennis Fitzgerald

GC
Mr. Page Moffett

EEO
Ms. Karen Carroll

SEA
CMSgt Vera Bogle

DDA
TBD

DDROM
Mr. Vincent Dennis

DDSE
Dr. Art Decker

DDNS
Mr. John Lauder

DDMS
Brig Gen Irving
Halter

ES
MS&O
OHR
OS
OP (incl. OH)

CI
OCC
Protocol
GO

Finance
Estimating
Budget
LL
OC
Strat Planning

DAG
Directive 7

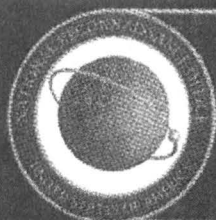
SIGINT
Brig Gen James Armor

COMM
RADM Rand Fisher

IMINT
Mr. Scott Large

AS&T
Maj Gen Robert Latiff

OSL
Col Chip Zakrzewski



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Deputy Director Changes

Deputy Director
Administration
TBD

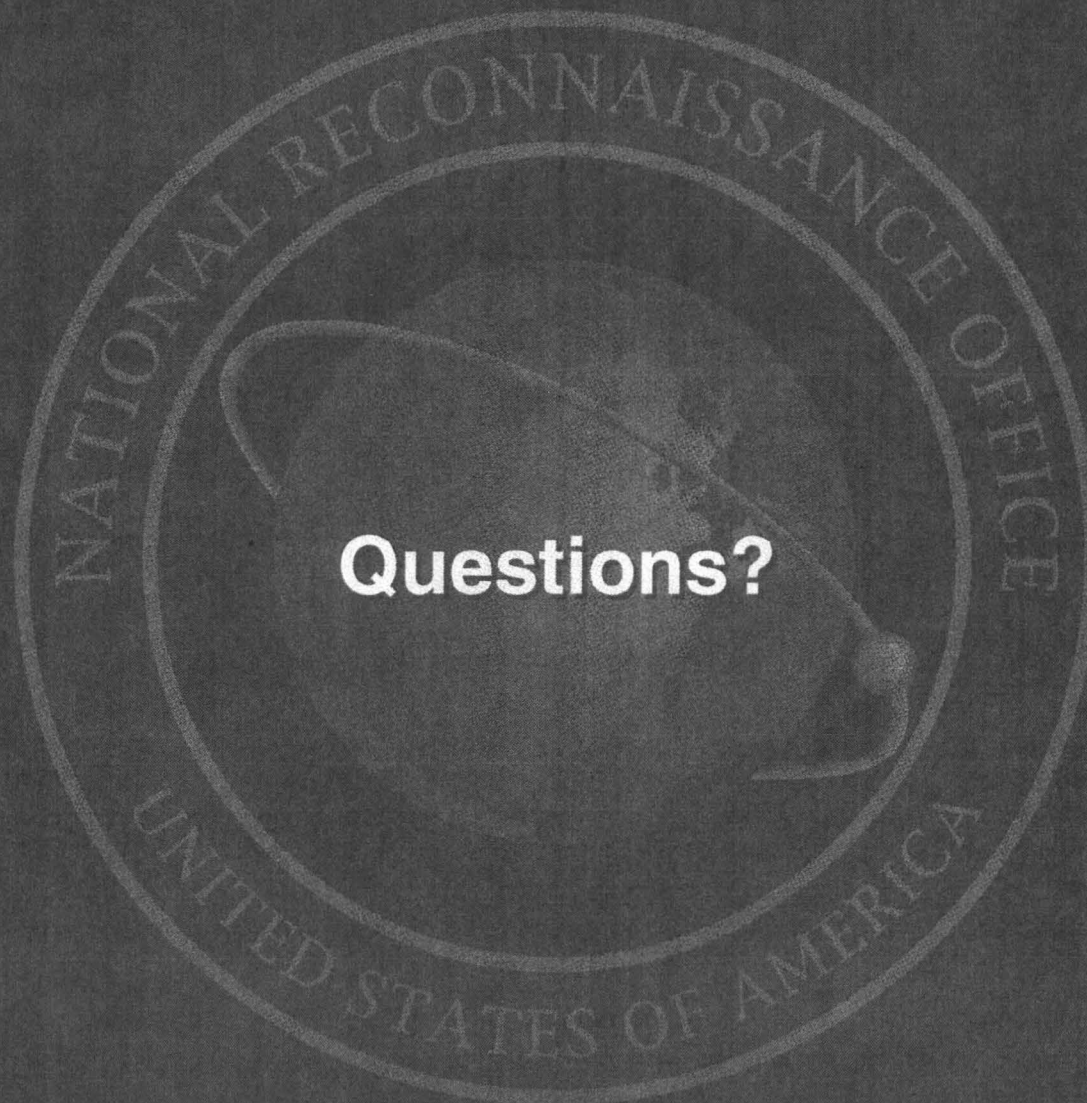
ES
MS&O
OHR
OS
CI
OCC
Protocol
OP (including OH)
GO

Deputy Director
Resource
Oversight & Management
Mr. Vincent Dennis

Finance
Estimating
Budget
LL
OC
Strat Planning

Deputy Director
System Engineering
Dr. Art Decker

DAG
Directive 7



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**DNRO TOWN HALL
25 JULY 2003**

Mr. Teets: Good morning, everyone, and thanks for being here. I feel a little energy in here today. Must be an organizational announcement coming up.

Thanks a lot for being here. I do want to take the opportunity today at this town hall meeting to talk about just one subject and that is the NRO organization, how we're organized and how I'd like to make a few -- what I would really, truly characterize as minor adjustments -- in how we're organized and also try to instill in the process some clarity in how we're organized and how we're operating. I'm a real believer in that. I think all organizations, people, have a need to know what is the intended method of operation, the conops, if you will, how should we relate and interface and how are we connected. One of the things that I'll just say, if you were to go to our front office website this morning and look at the NRO organization, there aren't connections everywhere and I think people need to be connected. Anyway, what I want to say is that about two months ago or thereabouts, maybe it was three, I got to thinking about how we are organized and how we're operating. In particular, I wanted to find a way to provide more emphasis on systems engineering, and focus on developing leadership and program managers that are strong program managers who can help us move forward. I was not one hundred percent happy with the way the front office was working with respect to speed of flow. I believe in trying to operate as fast as you can possibly do it in a responsible way with paper and bureaucratic stuff. I wasn't exactly pleased with how long it was taking some of the paper to flow through. In addition to that, quite frankly, after a year and three-quarters on the job or thereabouts, I found myself spending more

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time on administrative activity – important administrative activity – I want to say. But still, I was spending more time on administrative activity than I wanted to.

So I started to think about how to approach this situation. It was about that time that Eric Feldman, our new IG, came on board. I was very impressed with Eric and his sense of organization and discipline and his crisp, clear way of thinking about things. So I asked Eric to lead a team with the IG office to support him to kind of look at how the front office was organized, operating, and how paper was flowing through it, how action items were assigned, how – when we needed certain things to happen, how they would happen and to come back and give me some recommendations on how we could improve that.

Eric led a strong group of people. They really did a nice job – interfaced with all of the towers, so to speak, and the various operating elements that interfaced with the front office and came back and gave me a briefing that I was quite impressed with, I must say. It represented a lot of good thinking, some suggestions on how the front office could be organized.

Meanwhile, I had been talking with Art Decker about this subject of systems engineering and what we could do to get a stronger emphasis on systems engineering here. Art wasn't entirely pleased with the amount of things that were assigned to the DDSE's office that weren't really systems engineering and I was sympathetic to that. Anyway, I spent some time trying to create what I thought was the right overall organization. The first thing I did was a check, if you will, with Eric and his team who had done this type of analysis work and got some good feedback. We had some good dialogue. I extended it then to the executive committee. We, too, had an opportunity to

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have some good give-and-take and good exchange and different varying points of view and all. Lastly, I took it to the board of directors and we chatted about it there as well. And so what I'd like to do now is show that next chart. This is what I've come up with. I don't want to say this is cast in stone. I don't want to say that we won't change it again. We'll learn as we go. But, I want to take as much time today as needed to go through this and really explain what I've done and answer any questions you might have. We've got the whole hour or longer if need be. I'd like to make sure all questions are answered before we're done here today.

Let me just start by saying that I really genuinely do believe this is a fine-tuning kind of thing. This is not any great revolution. You'll see that all the directorates at the bottom stay as is. That is to say, I am pleased to see the way we operate with SIGINT, COMM, IMINT, AS&T and Office of Space Launch. I think those operations are working well and that remains unchanged. I also feel that the way we are operating with Deputy Director for National Support, John Lauder, and Deputy Director for Military Support, Irv Halter, works superbly. I think our interfaces with the outside world, both military operations and other national agencies, State Department, Homeland Security and so on are excellent. I want to continue to see that happen. Of course, Scott Large now is the new D/IMINT and will be maintaining an active, vibrant, meaningful relationship with NIMA just as Jim Armor does with NSA. So all of those interfaces, the way we operate, the way we work today – which is really most of the NRO, at least in terms of people – I think are operating just fine and will continue as is.

You'll notice that one of the things that I have done is move the CIO up reporting directly to Dennis and me. Dan Schuresko, of course, is our CIO. He had been reporting

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through Art Decker in DDSE. I purposely asked Dan to report directly to Dennis and me. I think there's a need to provide strong emphasis on information assurance, on making certain that we here in the NRO are properly connected and wired together but that we really have strong information assurance in the process. Eric Feldman, as the IG, currently reports directly to me and will continue to. Page Moffett, as General Counsel, will also continue to report directly to me. And of course, Karen Carroll, as Equal Employment Opportunity, will report directly to Dennis and me.

In that regard, let me just take a moment to say that again with the idea of clarity of action, or clarity of organization in mind, Dennis and I have worked together to craft literally a list of the DNRO duties and the DDNRO duties. The kinds of things I am going to be focusing my time on, and the kind of things Dennis will be focusing his time on. We will post those duties on the appropriate website forthwith, soon. I also want to say that there is never a perfect definition of the interface between DNRO and DDNRO, but Dennis and I are very, very compatible. I hold Dennis in the highest regard and we talk regularly. As you know when I'm not here, Dennis is clearly the person in charge. So hopefully that's working well and if it's not I would be pleased to hear questions about it or observations about it and we'll take action to make it work right. It's important that this interface be the right interface.

Having said that, we'll go to the next chart. I'll kind of concentrate on the three organizational units that have changed. Of course, starting there on the left hand side, there's something called DDA, Deputy Director for Administration, because that's what I think of it as. As of today it's an un-named person and the objective would be to post a vacancy announcement. I see this DDA as a very senior level executive service person.

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I'd like that person to already have some special access/clearances because we don't want to wait six months to have the person come onboard. Having said that, I see it as an SIS level 5 or an SES level 5 or something of that nature – a person that has a background in our kind of business but not necessarily a technical background. I'm looking for a strong administrator type – someone who can make excellent decisions on a daily basis, handle crises, handle things that come up that frankly I find I'm spending more time on than I want to. I want to find myself in a position where I can focus most of my effort and activity on the mission and furthering our mission with the congress, our mission partners and with our customers in general.

What I've done is place the administrative functions together that really are important, vitally important to the operation of the NRO, but which would logically fit under a Deputy Director for Administration. I've included there the executive secretariat. This is part of the paper flow issue that I was talking about. MS&O – Brian Malone has done a terrific job of running MS&O – but that's a function that I think can properly fit under a Deputy Director for Administration. Office of HR – same is true of Stephanie Platz-Vieno. She's done a fine job of taking over the HR function here at the NRO and again this is the case for both Stephanie and Brian. For example, I really think they deserve more time from a senior manager that has resources at his disposal to allocate than either Stephanie or Brian get from me or Dennis now. So the idea here is to strengthen the organization, to make it a more responsive, resilient organization. In addition, Office of Security, Policy, including the Historian, the Counterintelligence Office, Corporate Communications, Protocol and the Grievance Officer would all report in to this newly formed office called Deputy Director for Administration. This person

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will sit adjacent to Dennis in the office that Garnett Stowe occupied when Garnett was here. I think it could work very, very well.

With respect to DD/ROM, the Finance Estimating, Budget, and LL activity are going to remain as is. That is to say those functions are already reporting to Vincent and will continue to do so. I did question, by the way, LL. Should LL report elsewhere? Should it report in to the DDA? Should it report directly to me? Sparky and I know each other real well! The answer that I finally came to is no, Vincent actually adds a lot of value to the LL function. Sparky can go to Vincent and recognize that he has an ear there that has a lot of experience with the congress, knows a lot of people, knows how the interface ought to work and get good advice and counsel there. Generally speaking you don't really want to design an organization that is dependent on the individual people but in this case I want to make an exception here. The LL function gets a lot of value-added from Vincent, so I want to leave it there. In addition, though, I think of Vincent running Resource Operations Management as being the chief business person for the NRO and a logical part of that is the Office of Contracts. So while Joe Culver today is shown on a chart that probably reports directly to Dennis and me, he will gain great support from Vincent. It's a logical part of the overall business operation of the NRO.

I see exactly the same situation as it relates to Strategic Planning. While Ken Lindsey reported to Art Decker in our previous organization, he'll now be reporting to Vincent Dennis.

Lastly, under the DDSE, I've had a need on a number of occasions to have to put together some presentations and have some systems engineering done. I have needed to lean on the towers and the directorates. While they have supported me very, very well –

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and I'm not complaining about it – I have found that it is perhaps a little bit disruptive to their own operations. Why have it be disruptive to those operations? So this Directors Action Group, or DAG, will be a function that Art Decker will take on within his systems engineering function because these aren't full-time kinds of assignments. These are gee, what-if kind of things, and how about this problem, and we just got this letter in from somebody and we need a technical response to it. We need a cadre of systems engineering people that can answer that kind of activity. Art finds it just fine to have that in his job jar.

Then Directive 7, of course, is the administration of our NRO acquisition board activity. Art Decker will continue to have that responsibility in his charter as well.

So that kind of is a quick run-through of the organization. I'll just say that one of the things in the area of clarity that I want to do and actually haven't had a chance to talk to here yet but I'm going to ask Stehanie, as head of the HR function, to take on a little bit of a challenge of posting organization chart responsibilities and roles and get it consistent across the NRO. With today's technology it would be the easiest thing in the world to have a chart like that {organizational chart} posted on our website and if you want to know how IMINT is organized, click on it. If you then want to have some knowledge of what all IMINT is responsible for, you could look at Scott's organization. I'd sort of like Scott to think about a little identification of duties of the D/IMINT so that we're all clear on what we're doing and how we're operating and how we're connected. So Stephanie, if you wouldn't mind – I know this is kind of a real-time action item {laughter} but I would very much appreciate your help there.

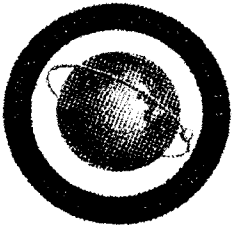
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That is kind of what I wanted to run through with you all. I want to just stop now and throw the floor open for questions. I want to spend as much time on Q&A here as we need to to make sure that it's clear to you. That's a challenge for me. It's clear to me but I don't know how well I've communicated it to you. I want it to be clear. If there's something wrong with this – like I said, I've tried to vet this through enough people and thought about enough controversial issues that I've come out with this. It seems clear in my mind but I want it to be clear in your minds too.

Questions.

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NATIONAL RECONNAISSANCE OFFICE

25 July 2003

MEMORANDUM FOR DIRECTOR, NATIONAL RECONNAISSANCE OFFICE
DEPUTY DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

(U) SUBJECT: Final Briefing Report: Office of Inspector
General Review of the National Reconnaissance
Office Corporate Management Structure
(Project No. 2003-001 SP)

(U) The National Reconnaissance Office (NRO), Office of Inspector General (OIG) conducted a review of the NRO's corporate management structure. The review was initiated at the request of the Director of the NRO (DNRO). The DNRO believed it both appropriate and necessary to review the current operating processes and organizational structure with an eye toward improvement in overall efficiency and effectiveness. The objective of the review was to evaluate and present alternatives to the NRO's current management organizational structure, front office and directorate and office interface, management workflow process, and the responsibilities and duties of the Chief of Staff position.

(U) The reviewers augmented their knowledge and understanding of the overall NRO corporate management structure through interviews, surveys, benchmarking with industry and other Intelligence Community organizations, and analysis of prior organizational reviews and studies. Although all of the steps necessary to constitute an audit in accordance with Generally Accepted Government Auditing Standards issued by the Comptroller General of the United States were not performed, the review team was provided the advantage of a 360-degree view of the organization that is not afforded to others.

(U) The general consensus supported the need for organizational change with slight variations on implementation. Based upon the information received, several administrative enhancements and organizational realignment options directed toward improvement of communication, clarification of authorities, and greater integration of the support functions were developed for the DNRO's consideration. The details of the

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(U) SUBJECT: Final Briefing Report: Office of Inspector
General Review of the National Reconnaissance
Office Corporate Management Structure
(Project No. 2003-001 SP)

review methodology and suggested actions are provided in the
Attachment, OIG Review of the NRO Corporate Management Structure
Presented to the DNRO 13 June 2003.

(U//FOUO) I would like to take this opportunity to express
my appreciation for the courtesies and cooperation extended to
my staff during this highly sensitive review. Please direct any
questions you may have on this briefing report directly to me or
to b3 b6 [REDACTED] Project Manager, on secure b3 [REDACTED]

//signed//
Eric R. Feldman
Inspector General

(U) Attachment:
OIG Review of the NRO Corporate
Management Structure Presented
to the DNRO 13 June 2003

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(U) SUBJECT: Final Briefing Report: Office of Inspector
General Review of the National Reconnaissance
Office Corporate Management Structure
(Project No. 2003-001 SP)

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NRO Town Hall

Mr. Peter B. Teets
Director, NRO

28 May 2003

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NRO Way Ahead

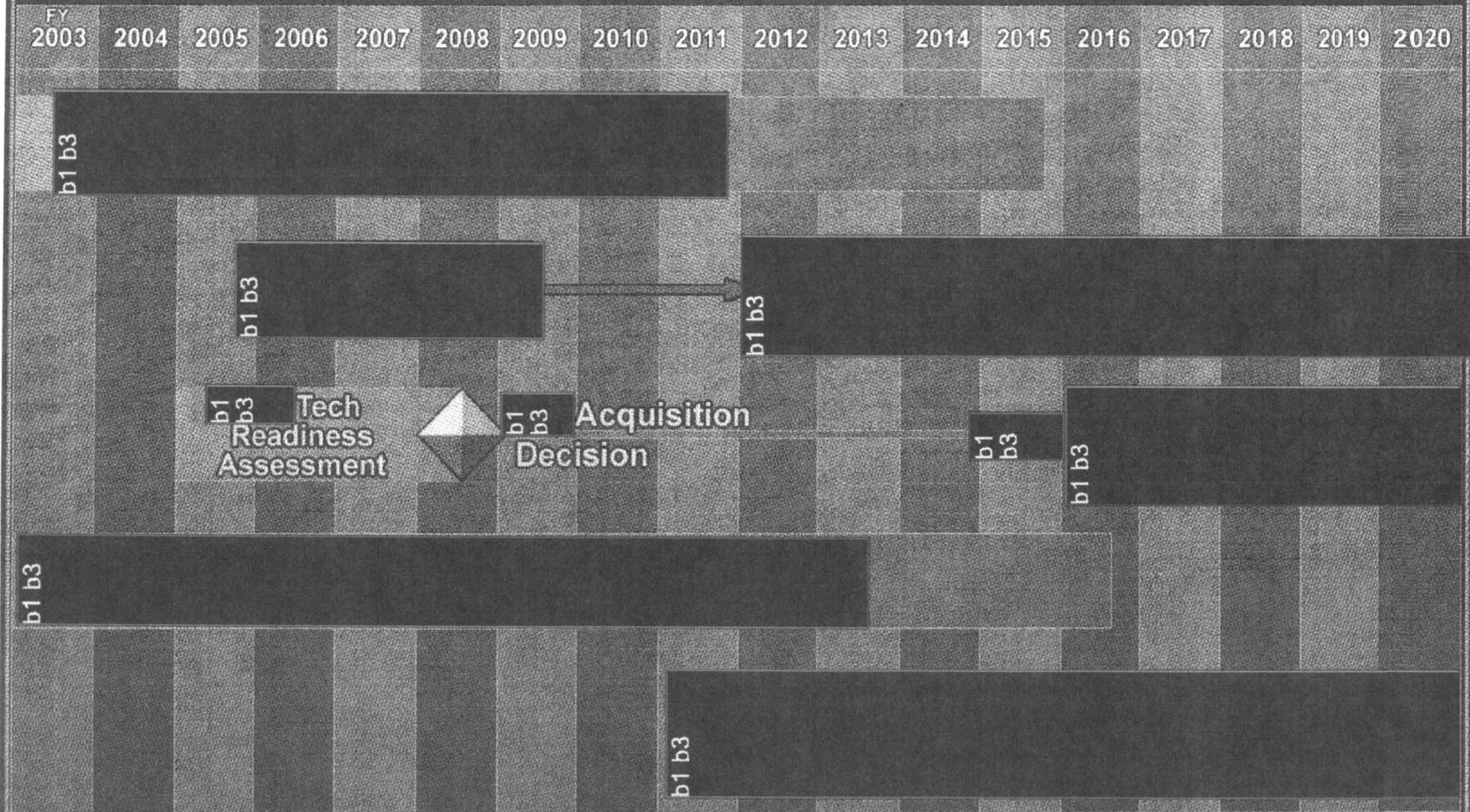
- **Develop the NRO Architectural Vision and Investment Strategy 2005-2020 for developing and deploying the Transformational Space Program**
- **Ensure the right mix of capabilities within available resources**
- **Lay foundation for development of the integrated NRO architecture and associated roadmap**
- **Provide the program framework for FY05-09 IPOM**
- **Provide necessary long-range planning foundation for the FY05 IPOM**



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NRO Way Ahead

IMINT





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NRO Way Ahead SIGINT

FY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

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NEXT GENERATION SIGINT

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NRO Way Ahead

COMM

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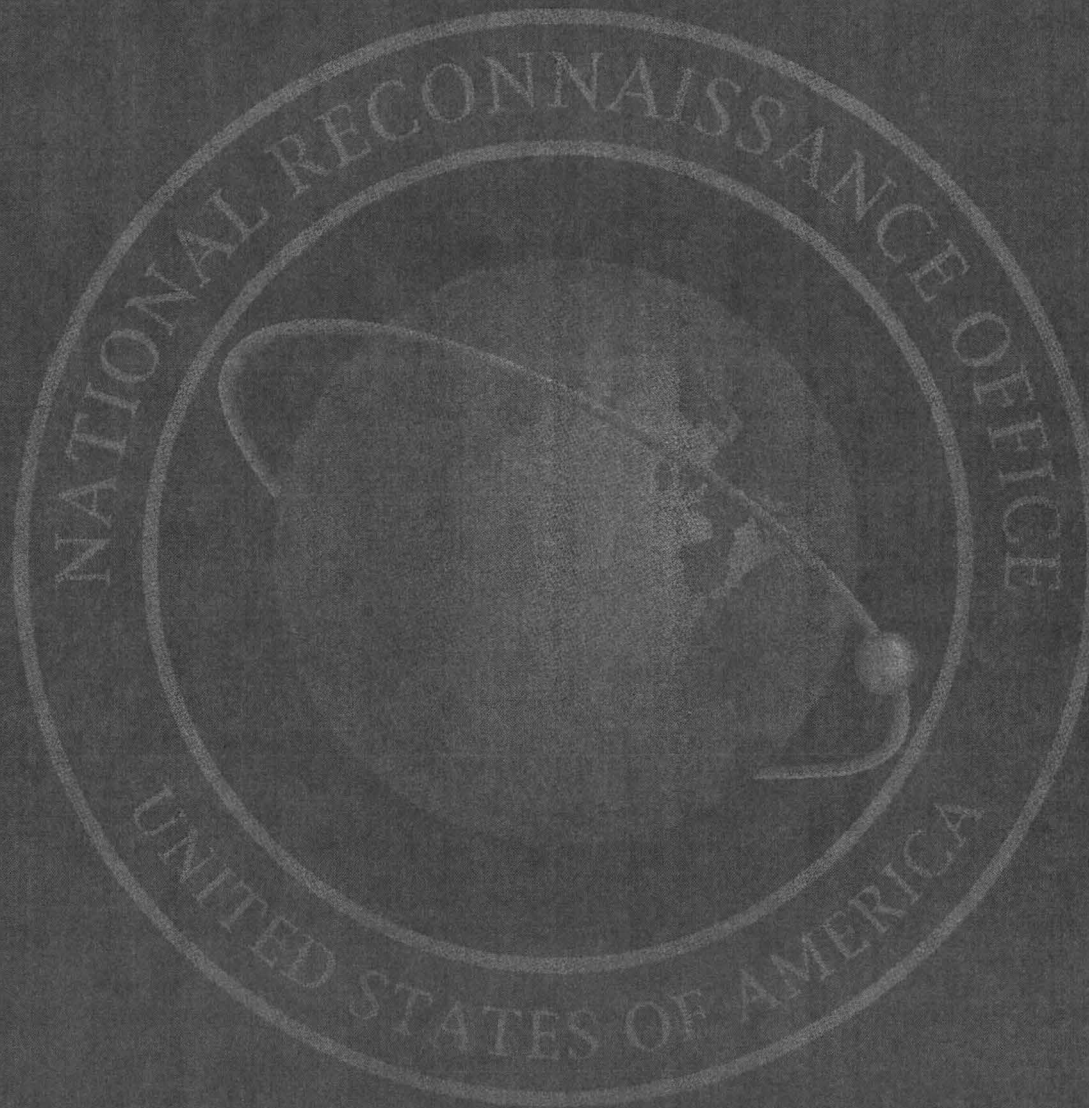
NRO Way Ahead

AS&T

FY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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National Reconnaissance Office

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TOWN HALL

30 April 2003

Mr. Peter B. Teets
Director, NRO

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1 May 00



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NRO Highlights

- **Welcome to New Inspector General**
Mr. Eric Feldman



- **Farewell**

Mr. Garnett Stowe

Ms. Carol Staubach

BG Steve Ferrell



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Restructured NRO Awards Program

**Innovation
Achievement
Award**

**Director's
Circle
Award**

**Sentinel
Award**

APA

**Team
Award**
Director's Team Award
NRO Team Award

**Time Off
Award**

**Military
Awards**
JSAM JSCM
DMSM DSSM DDSM

NRO

Vision
Mission
Core Values
Strategic Goals

**Non-Monetary
Awards**

**Honorary
Awards**
NRO Medals
Dagger Award
Employee Qtr/Yr

**Parent
Organization
Awards**

**Leadership
Incentive
Award**

Informal
Executive
Leadership
Bonus



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Support to Operation: IRAQI FREEDOM

Mission success through:

- Preparation
- Technology improvements
- Execution

**Focused Partnering Critical Through
All Phases**



SECRET//TK//X1

OPLAN 1003V Preparations

Mission: Ensure optimum planning & employment of NRO data, assets and services in support of OPLAN & contingencies

- Support CENTCOM crisis planning
 - NRO involved in all levels of campaign planning and rehearsal
- Shortfalls identified
 - Training and education
 - Processing and exploitation
 - Nodal optimization
- Technology initiatives implementation
 - New and enhanced processors
 - Rapid deployment of required capabilities

b1 b3

Early involvement across NRO critical to timely support

SECRET//REL USA, AUS, CAN, GBR//X1



Technology Improvements:

b1

*CENTCOM planners concerned over potential impact
on precision guided munitions*

b1

b1 b3

NRO/NSA testing and processor development provided
identification and rapid geolocation capability



SECRET//TK//X1

Technology Improvements: Targeting Iraqi Communications

- New radio technology challenges

b1

b1 b3

Improvements increased ability to
focus on all levels of Iraqi regime
communications

- Exploit, Destroy, or Capture

b1 b3



SECRET//TK//X1

Execution: Specialized Overhead Support

- Blue Force Tracking support to DoD and IC units in the field
- Combat Search and Rescue
- b1 b3

 - Real-time monitoring of Iraqi airspace for missile launches
- b1 b3

 for DoD and IC partners
- Airborne/overhead collaborative support for ELINT and COMINT geolocation

b1 b3



SECRET//TK//X1

Execution: Sandstorms denied ^{b1 b3} and most Airborne ISR missions...

...but not ^{b1 b3} & ^{b3}
Increased reliance on
^{b1 b3} imagery

b1 b3

b1 b3

b1 b3

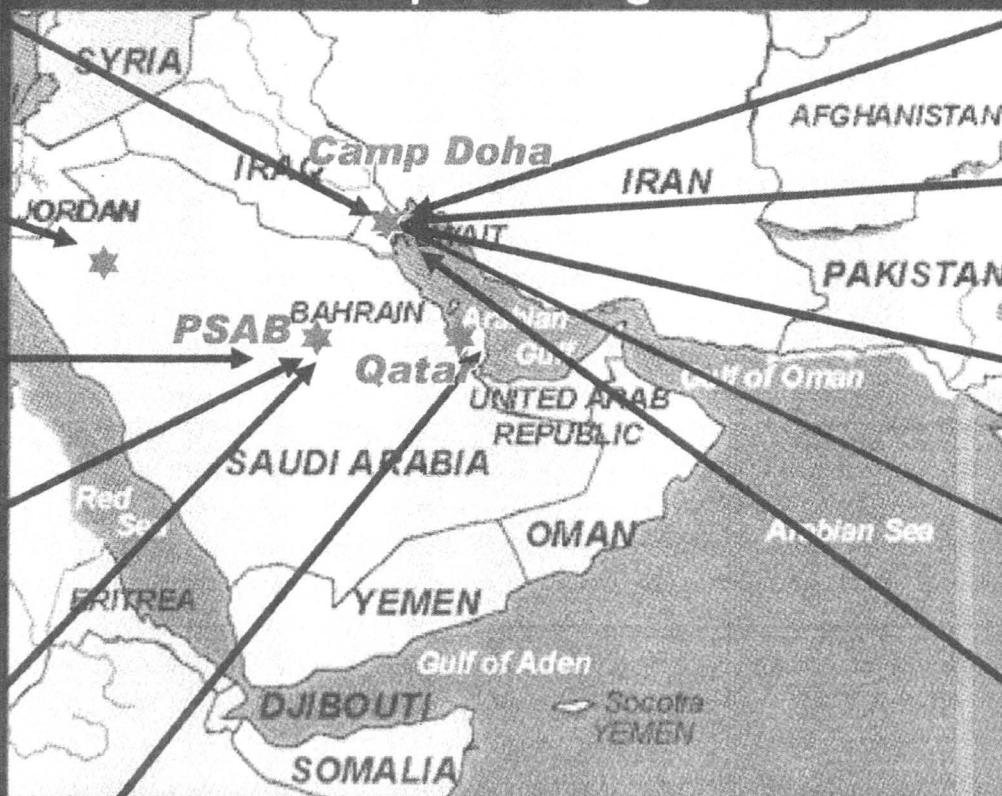
during period of
difficult intelligence and operational conditions



SECRET//X1

Execution: OCONUS Deployed Personnel

National Systems Support & B/W Space Integration



b1 b3 b6

b1 b3 b6

b1 b3 b6



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Congressional Interest Items

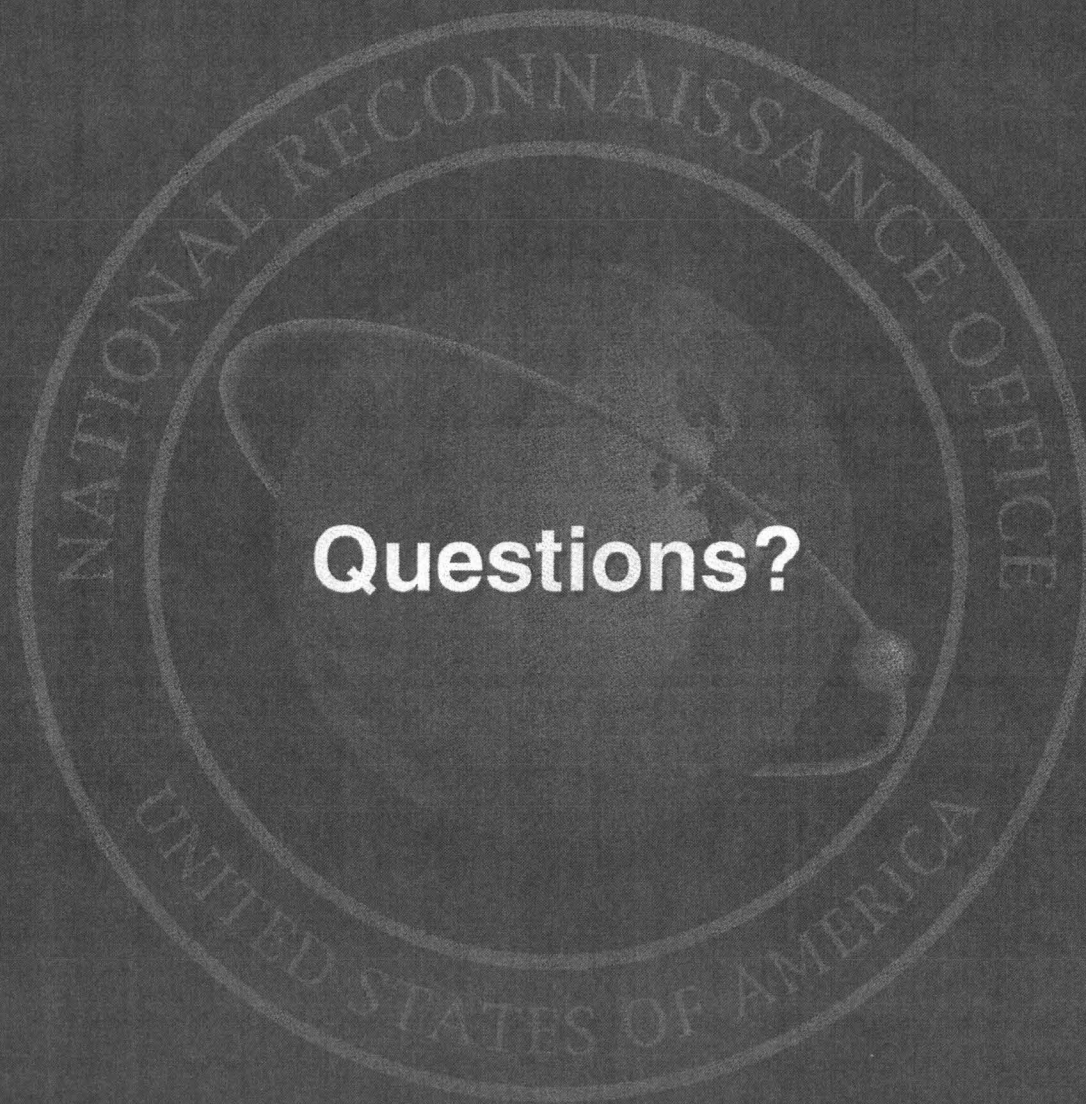
- **Definition of long-term, affordable, integrated architectures**
- **Technical progress and lessons learned on FIA**
- **Programmatics for joint NRO/USAF programs**
- **Experience of the NRO workforce**



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NRO Way Ahead

- **Develop the NRO Architectural Vision and Investment Strategy 2005-2020 for developing and deploying the Transformational Space Program**
- **Ensure the right mix of capabilities within available resources**
- **Lay foundation for development of the integrated NRO architecture and associated roadmap**
- **Provide the program framework for FY05-09 IPOM**
- **Provide necessary long-range planning foundation for the FY05 IPOM**





~~SECRET//X1~~

Town Hall

Peter B. Teets
USecAF/DNRO

17 January 2003

CL BY: b1
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1 May 00

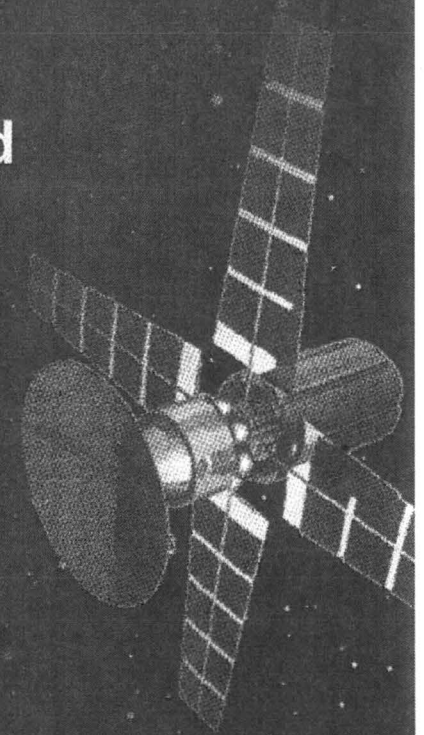
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NRO Highlights

- Welcome: Brig Gen Halter, DDMS
- IMINT [REDACTED] b1 b3 team earns Director's Award
- NRO recipients [REDACTED] b3 b6 and [REDACTED] b1 b3 awarded two of the first IC Diversity Awards
- CIO team works information assurance plan
- Strategic plan being printed and can be seen on the Byeway



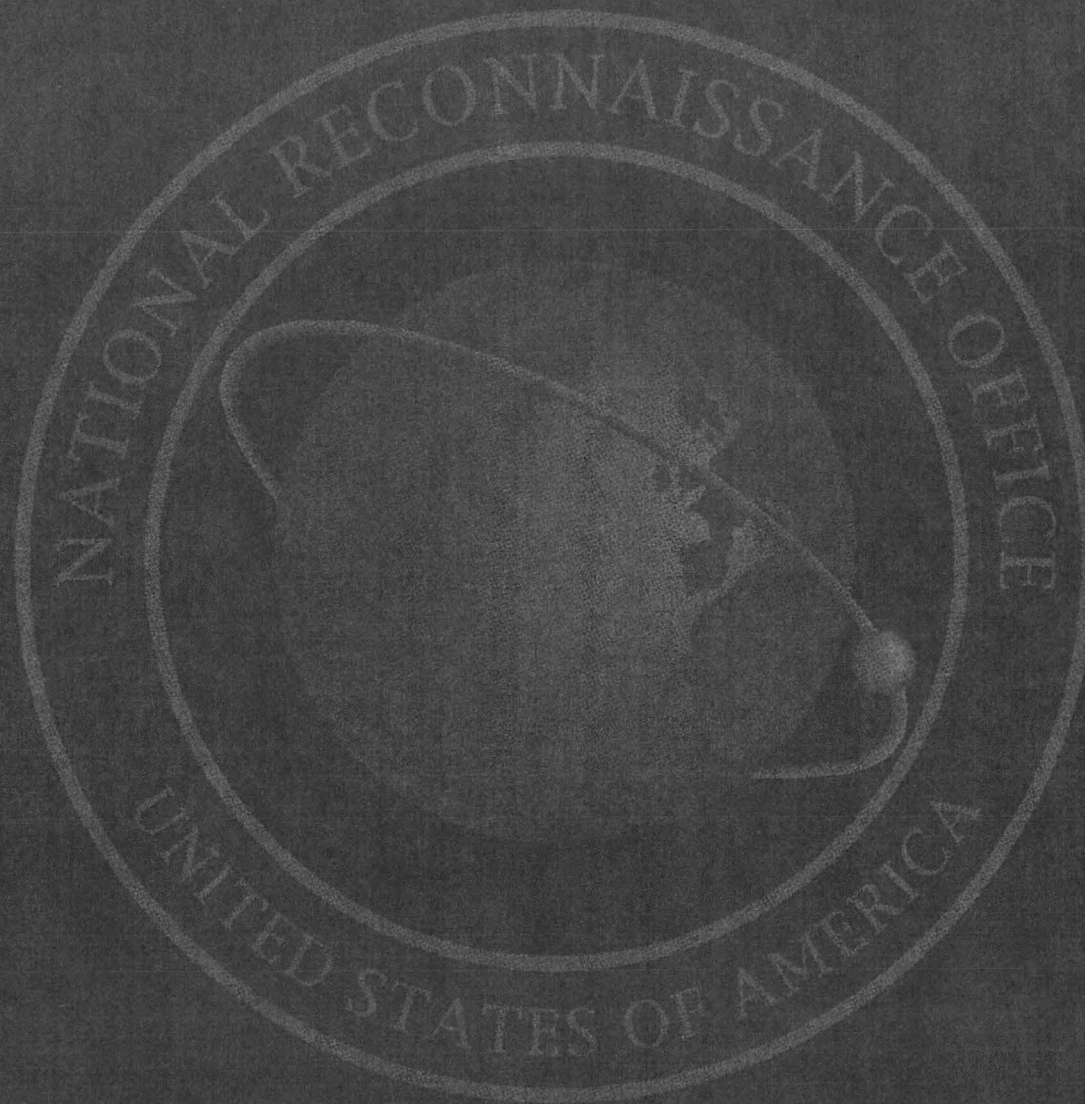


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National Security Space Top Priorities:

Challenges for government and industry partners

- **Ensure mission success in space operations**
- **Fully integrate space capabilities for warfighting and national intelligence**
- **Get space acquisition programs on track**
- **Pursue operationally responsive assured access to space**
- **Develop a team of space professionals**
- **Pursue innovative capabilities for national intelligence and defense**
- **Enhance space control capabilities**
- **Focus space science and technology resources and programs**



DNRO Town Hall**January 17, 2003**

I thought it would be a great opportunity to take the time as we start the year to give time and attention to our top priorities for 2003. I want to spend most of the time at the Town Hall on that subject. I want to go through the priorities that I tried to think through for national security space as an overall enterprise. Obviously, I want to focus this on the NRO specifically today. I had the opportunity to be out at Air Force Space and Missile Command last Monday and do something similar there. I have plans to also do a session like this at the Pentagon for the folks at the Integration and National Security Space Architect's Office and the XOS people at the Pentagon. Lastly, I am going to Colorado Springs toward the end of the month to do something at Air Force Space Command. It is all the same message but I will try to focus it on various elements of the National Security Space Community as I go.

Before I get started, I want to run through a few highlights that have occurred since the last time we were together in a town hall meeting. Help me welcome General Halter as the Deputy Director of Military Support. General Halter is in the midst of an outstanding career with the U.S. Air Force. He is an Air Force Academy graduate of 1977 and has focused his career as a fighter pilot in the F-15 world in particular. He has over 3,000 hours of flight time in every possible version of an F-15, many assignments overseas, combat operational experience. Most recently, he comes to the NRO from being a Commander for the 339th Wing from Mountain Home AFB, Idaho. I know that he will bring an enormous amount of capability and talent to this job. It is a very important job, probably more important than it has ever been. Welcome aboard!

Since the last Town Hall, I'd like to mention that I've had the pleasure of going to Area 58 and joining Jim Clapper, Director of NIMA, to present an NRO Director's Team Award to that group for the fantastic job they have done bringing **b1 b3** back into service for the country. Many of you are undoubtedly aware that we are currently experiencing additional adversity with **b1 b3**. I will hasten to say that the talented team of operators will get to the bottom of the problem we are having and will implement corrective action and **b1 b3** will be returned to service as soon as possible. We have had a lot of hiccups on orbit with that vehicle. Were it not for the outstanding team at Area 58, we wouldn't have any hope for imagining operations even today. It is going to be more important than ever for the team to work hard and get this

most recent anomaly understood and either switch to back-up or find the correct operational sequence to make it work on its stream right now.

I also want to congratulate **b3 b6** They were awarded the first two Intelligence Community (IC) diversity awards. There were a total of five individuals who received this IC award and two of them went to NRO people. Congratulations to **b3 b6** and **b3 b6**

Another thing I want to mention is that we have a new CIO – Dan Schuresko. Dan has a team of people working hard to execute our mission assurance plan. You may be aware we had an IG audit in the information assurance world that indicated that we probably aren't doing all we need to do with respect to security as it relates to protecting our own GWAN information flow, protecting all internal information flow at NRO, and all information that flows over the backbone. Dan came on board in late September to take the leadership role of Chief CIO. He is spending full-time. He has both the team and resources to make certain we get this information system around here up to snuff. Thanks Dan, for your good efforts. I would urge everyone at NRO to take this activity very seriously because we don't need any security breakdowns at this point.

Lastly, I would mention the senior staff at NRO has worked hard and has put together the strategic plan, which is currently being printed. You can go to the Byeway to see it. It will be printed and distributed in hard copy by the end of the month. I think it is a nice piece of work. It indicates, in a strategic sense, what the NRO goals and objectives are, and deals with near-term issues, but mostly long-term issues. I urge you to look at the plan when it becomes available.

I'd like to turn now to communicate with the NRO in a meaningful way what I think our top priorities are for the coming year. I think we have made a lot of progress in the last year, but I think we have areas of emphasis where we need to apply due diligence, talent, energy, and effort to move forward in 2003.

I have identified eight items. I will walk through the items and take your questions at the end. I have not listed these in any priority order, but it will not surprise you to see the first one, which is to ensure mission success in space operations. You know national security space is

doing a more important job today than it ever has for the Intelligence Community and warfighting community. These efforts are so vitally important we just can't take our eyes off the ball, for this drives mission success and mission operation. We at the NRO are involved in all aspects of mission 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 when we put **b1 b3** into orbit. We all know that **b1 b3** is a vitally important asset in having us succeed in the global war on terrorism. Again, it is very important that the system work. Later in June, we will have an **b1 b3**. Of course, **b1 b3** got off to a rocky start over a year ago, but it has certainly come together and **b1 b3** is now performing extremely well providing a huge amount of data. It will be joined by **b1 b3** in June and the volume and quality of data will increase as time goes on. At the end of the year we will launch a **b1 b3** satellite. That, too, is critically important to the warfighter and technical intelligence. So, what I am trying to say is that we need to focus on mission success throughout the year as it relates to launch. Yes, we have three launches, but there will be a total of **b3** national security space launches throughout the year. This will be a very active year. Of course, when you have this kind of launch activity, all the ground stations also need to react in a strong, positive way. The same with the mission control stations. So, all of our NRO activity level will be at a peak level this year and we need to keep our eye on the ball. Let's hope we can come 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.

The second priority is one that we should take a little time to talk about. I tried to state this as simply as I could, which is to fully integrate space capabilities for warfighting and national intelligence. I've talked a little about this before in previous town hall meetings and other forums about our need to integrate our collection systems into mainstream warfighting operations. We need to get the cycle time down so we can get into the targeting cycle for taking action. However, I think there is also an additional dimension to this whole thing, which is to integrate ourselves into the intelligence world itself in a better way. I know we have had a lot of effort to embrace, engage, and participate with our mission partners--NIMA and NSA, in integrating our collection activity into the collection and tasking, processing, and exploitation dissemination elements of the interface. It can improve. We can do a better job of engaging and integrating in the intelligence world, too. As it relates to integrating with warfighting operations, I can tell you that our engagement with air operations center can improve. We can get information collected in space more rapidly into air operation centers than we do today. One of General Halter's real immediate challenges will be to start to develop plans and strategies for

how we can better integrate our systems into straight, online warfighting operations. It is very important that we do so.

This one, I just have to say it as I believe it, we need to get space acquisition programs on track. Last year, a year ago this month actually, we were in real trouble at Air Force space b1 b3 and we worked real hard to generate resources that would allow us to restructure that program and get it back on track. I am pleased to say that after a hard fight to generate the resources, we are successful in doing so. b1 b3 at SMC has done a good job of restructuring the contract with Lockheed Martin. Lockheed, in turn, did a good job in restructuring its contract with Northrop Grumman. That whole team is now on solid course. Yes, they are encountering some adversity. The program isn't coming along perfectly and it isn't a piece of cake by any stretch, but they are on a solid course to deliver a b1 b3 that will serve the nation well.

In a parallel sense, that is where we are on FIA, to be honest. In this last year, with future imagery architecture, we had some real churn and difficulty. I, as you know, have been pretty vocal about the notion that we needed to gather some significant resources to apply to FIA in the near-term sense. There has been a lot of intense work over the course of last year. Finally, I think we have found a way to get resources allocated to the FIA program that will allow us to actually execute now to the JMO's 6-12 schedule. We will deliver the b1 b3 six months late of schedule, but it will be successfully delivered in orbit, God willing. Similarly, the first b1 b3 satellite, which is the real significant challenge, I have to say, still poses a significant risk ahead of us, but the first b1 b3 satellite will be delivered on-orbit a year late to schedule. We are asking for a lot of additional resources to come into being. We are asking for b1 b3 of additional money to be re-programmed in FY03 this year. Before the end of January, I believe that action will go to Congress. In the out-years, we are asking for even more. Through the help of Carol Staubach and the whole IMINT team, through interface with the Intelligence Community staff, and the personal interest and involvement of the DCI, George Tenet, without whose help I don't think these resources would have come into being. George Tenet helped in a major way. As a result, we are in a situation now where it will be possible for us to essentially restructure the Boeing contract in a way that will allow us to have strong conviction that we can have mission success with FIA. I spent the day on Tuesday with Boeing and met b3 b6 who's now managing the satellite part of the FIA contract out in Los Angeles. We met with Boeing and b1 b3 and tried to talk through how we would

restructure this contract in a way that would allow us to start clicking off dates, meeting our budget, meeting our commitments, how we would have a vision for the FIA program that would allow us to have a united front before Congress, which is not what we had last year, and I have high hopes for FIA now. FIA will be a step forward. I know there has been enough discussion about the FIA program that occasionally we are accused of not taking a step forward. FIA is actually a large step forward. It isn't a giant leap. It isn't a revolutionary, transforming, brand new kind of a system, but it will be by far the most capable collection system of imagery that the world has ever seen. Could there be a better one later? Yes. Technology continues to move forward, but we can all be proud of FIA if we can get this restructure in place and then execute on the restructure. I am really committed to doing exactly that and I know Carol is too, and the entire IMINT directorate.

But, there are other acquisition programs that are also experiencing difficulty. What I would like to see us jointly do this year, across all of the national security space community, is put a drive on to really putting a world-class, independent cost estimate capability and have it have some reasonable commonality of ground rules, assumptions, math models and historical database across all national security space. The fact is probably the best independent cost estimating that we have in the space world today, in my opinion, is at the NRO. b3 b6 Vincent Dennis, all the folks involved in independent cost estimating work at the NRO do a fine job. Then we have another pocket of independent cost estimating people in Los Angeles at the Space and Missile Center. Then there is another pocket of independent cost estimating people at the Pentagon at the Air Force Headquarters Staff. There is a fourth group at OSD. All of them do independent cost estimating a bit differently. All of them seem to come up with different answers. All of us have different terminology. I keep hearing these words about 50 percent competence level; 80 percent competence level. They mean different things to different people in different situations. It is hard to program the proper resources if there is that much uncertainty and confusion surrounding the independent cost estimate.

So, I want to drive real hard this year, in terms of getting a process, procedure, and a world-class excellence independent cost estimate and have it consistently applied across the entire national security space spectrum. That will be a big challenge, but I think the community is up to it. Aren't we, Vincent? I think so.

~~TS//TK//B~~

One other item on getting acquisition programs back on track. Secretary Roche, Secretary Aldridge, and I commissioned this joint defense science board--an Air Force scientific advisory board group led by Tom Young, to take a look at the space industrial base this year. They have now reported back to us. They have given us some really good and solid suggestions on items we can do to improve acquisition and strengthen the industrial base. One of their observations, and the one that sticks in my mind stronger than any other, and there are a whole bunch of them that we don't have time to go through today. Maybe at some future town hall we'll devote a section to the results of this panel, because they do have a lot of insight and they are a wonderfully talented group of people, but in any event the thing that sticks in my mind the most is the notion of empowering our program managers. We have a way, as a community, of not giving the program manager either the authority or the resources necessary to successfully execute some of these difficult programs. We need to correct that problem. One of the things I was trying to do last year, without a lot of success, was to create a ground swell of support for having program managers have program management reserves. I'm still on the kick and certainly have not given up. Any program manager on any serious acquisition program that we have has to have a program reserve and it has to be a program reserve that is untouchable in the sense that if the budget gets pulled and it gets pulled out of reserve, you've got to take work content out with it. You can't just take the program reserve and say let's just go ahead and execute the program anyway. You must have reserve in order to operate these programs. If budgetary constraints require us to lift some program manager's reserve budget, we've got to take work content out with it. Anyway, I want to work real hard on empowering our program managers. We have such talented people and yet, if we don't give them the right resources and authority, it's awfully hard for them to succeed.

Four--here's one I want to spend a little bit of time on--Pursue operationally responsive assured access to space. For so many years we have been evolving our big expendable launch vehicle family that we're inching forward on improving our operational capability, but we're still a long way away from it. EELV will probably be one of the most operationally responsive launch systems that this country has ever had, but it's a long way from being a fully operationally responsive expendable launch vehicle. I say that because the way we stack the vehicle on the pad, the way we take days, weeks, and sometimes months to install and check out the spacecraft. The way we get into a countdown where it takes lots of time to load the propellant and lots of time to do final checkout. Those systems, even EELV, while they're better than any of the predecessors, they are not really designed to be truly operationally responsive.

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So, I have the idea in mind that what we need to do is maybe start small. There's a lot of benefit that can be accrued by having small satellites launched on operationally responsive assured access vehicles and there are several competing technologies and companies that are prepared to go do this on a relatively small satellite scale. I'm anxious to push forward with the development of a small, low cost expendable launch vehicle that can be truly operationally responsive. What do I mean by that? I mean a concrete kind of pad; a vehicle gets out there on a truck or some kind of mobile device. It's set up in a matter of hours, not days. It's loaded by tanker truck; the payload is installed by a crane or a mobile something. It is launched within a matter of hours or days, not weeks and months. One of the drives I feel we need to push forward on has to do with a later objective I'm going to get to -- space control. We need to be able to protect our assets and we need to get on a course to be able to say that, if necessary, we're going to deny our adversaries the use of space. Before we allow somebody else to use commercial imagery or their own national imagery to target American forces, we need to be in a position to be able to deny them the ability to do that. Space is the high ground, but it's got to be operationally responsive space, it's got to be something that you can, in a matter of hours and days, get the job done, not weeks and months. So, this notion of operationally responsive assured access to space is, I think, an important priority for us to focus some time and attention on. Before I leave this subject, I want to also say that it is my opinion that we need to make progress in charting a path, strategically looking at the whole concept of fully reusable, single-stage-to-orbit space launch systems. I know that I will get accused, if I start talking about this, of being the guy who couldn't deliver the X-33 and it's true, I couldn't. Lockheed Martin lost a billion dollars or more on X-33 and NASA more than that. When we quit work on X-33 we were probably two inventions away from having a successful, single-stage to orbit vehicle design. However, we learned a lot and we need to now get ourselves working perhaps in partnership with NASA where we can work on technology leverage; working with whoever we can to chart a course for how this country can develop a fully reusable, single-stage to orbit vehicle. We won't have true operationally responsive assured access to space until we have the kind of vehicle that we can load, launch, do space operations, not necessarily manned, not necessarily manned at all, but do space operations of one kind or another, return it to base, reload it, put on another payload and go. That's what we need. That's what will revolutionize space for real.

Five—develop a team of space professionals. We're making headway here. b6
b6 on the Air Force side, has put out a draft of a strategy for developing space professionals. It's in review now. I've looked at it and given b6 some comments. b3 b6 and others

~~TS//TK//B~~

are in the process of reviewing it now and providing their comments. The NRO will be an enormously important player in this activity because the NRO is probably the best place in the world to really develop professional talent. We do things here that no other organization does. We really do go from acquisition to end-game operations. It's a wonderful operation to develop talent. We need to find ways to have the whole national security space community engaged and involved. I think we can do that. Similarly, I think we can have NRO people have meaningful assignments and activities in other national security space activities and sort of develop, in a way, a rotation of assignment which could provide outstandingly exciting careers for people and serve to attract and retain the very best talent in the space world. This is an area I don't think we've made as much headway on in the last year as we might have liked and it should be an area of focus for this year going forward.

Six—pursue innovative capabilities for national intelligence and defense. What I have in mind here is new sources and methods. This one is really focused at the NRO. We need, in the worst way, to reinvigorate, re-resource, and re-energize our AS&T activities. We need to find ways to collect our enemy's secrets so they don't know we're collecting them and they don't know how we're collecting them, and we need to find ways to get those secrets and provide them to the right national intelligence forum, as well as warfighting people, so we can truly win this global war on terrorism. You know, I know there's this huge amount of publicity right now on North Korea and Iraq, but the war on global terrorism is still going on and this Al Qaeda operation is going to be tough to crack. I think we have made headway and weakened them, but they're still there and I'm convinced that one of the things we need is breakthrough technology in a way that we can apply, from space, network operations that will allow us to really make more headway against that kind of an enemy.

Seven—enhance space control capabilities. This is the one I alluded to earlier. It does have to do with a notion that we now need to really push forward with this item called space control. Space control will start with space situational awareness. We have programmed into the '04 IPOM some resources necessary to kick-off space situational awareness in a meaningful way so we can really chart and characterize what is out there in space; and who is doing what, and when somebody else launches something else, what is it and where is it, and if we needed to do something about it, how would we go about it? So it's space situational awareness, but then it's also space defense. We need a better attack warning. In most of our systems today, as important as they are to our warfighting operations and national intelligence

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collection, b1 [REDACTED] We'll think that b1 [REDACTED] is acting up again or the spacecraft broke, or one thing or another. So one of the things b1 [REDACTED]

b1 [REDACTED] in a meaningful way, applied to our spacecraft. Another item along these lines that strikes me as a lesson learned last year was when India was confronting Pakistan and someone came up with the scenario that said maybe Pakistan would launch a nuclear air burst over India, which would cost lots of lives, but warn them that if they kept fooling around the next one would be inbound. If they were to do that, just as a warning signal to India, you realize that about

b1 [REDACTED]

It makes you wonder, again, if these are our warfighting, national intelligence collection assets, shouldn't we have some degree of radiation hardening as a requirement in new space acquisition? I think we need to think that one through.

And then, of course, comes the topic that AF Space Command has really, in a sense, been created to focus on offensive counter-space. We need to be able to develop, have a path forward, and ultimately, if necessary, use offensive space weapons. So we need to chart that course this year.

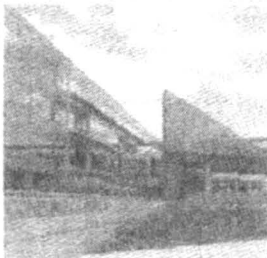
Eight, and this last item certainly involves the NRO in a major way. The last priority that I have up here is called focus space science and technology resources and programs. When you think about it, there's an amazing amount of resources being expended on space science and technology, but it's not well coordinated. The NRO does a great job in the AS&T: Bob Latiff and his team of people have charted a very solid course forward. Air Force Research Laboratory, has a similar activity underway and they have some interface with SMC and some interface with Space Command but perhaps not enough. And while they talk sometimes to Bob Latiff and our AS&T people, I think we ought to be talking more and coordinating more because these are major resources. Then you all know DARPA has started to make a major push in investing in space technology so we need to partner with them. I think the Navy has gotten a clear signal that, and they're committed, I believe, to push forward with some funding for NRL. There are other research labs around the country that are also involved in space science and technology and I think we could leverage those dollars better if we provided some strong focus, in an oversight sense, around all of that space-related science and technology funding. So we'll be working hard on that.

Well let me just say that those are the eight top priorities that I've identified. I want to work real hard on those priorities this year and the NRO is central to virtually all of them. So I'm very, very hopeful and anxious that we can work together to drive hard on these priorities and achieve success.

TRANSFORMATION | STATEMENT OF INTENT | TOWNHALL | DIRECTOR'S COMMUNICATIONS | SPEECHES | ROLES & RESPONSIBILITIES | NI

2004 NRO TOWN HALL

HOME | MISSION/VISION | NRO ORGANIZATION | OFFICE OF THE DIRECTOR | BYWAY



Town Hall

DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

2004 Town Hall

08 December 2004	Town Hall transcript
08 December 2004	December Town Hall
04 August 2004	Town Hall transcript
04 August 2004	August Town Hall
14 April 2004	Town Hall transcript
14 April 2004	Director's Outlook
14 April 2004	Way Ahead
14 January 2004	National Security Space Top Priorities
14 January 2004	National Security Space Top Priorities Transcripts

2002

2003

2005

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TOWN HALL

Mr. Peter B. Teets
Director, NRO

08 December 2004

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1 May 00

TOP SECRET//TK//NOFORN/25X1



UNCLASSIFIED//FOUO

NRO Highlights

- Intelligence satellites noted in reform debate
- DCI Goss supports our work
- Constellation remains a focus

b1

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Climate Survey Actions

Three action teams chosen to address their major areas



One Team – Larry Burgess

Agree on a common definition

Form a diverse cross-organizational team for solutions



Employee Development – Stephanie Platz-Vieno

Enhance AF Academy recruitment

Get feedback on proposed Workforce Development Center

Strategic Planning –

b3 b6

Linking the Way Ahead to NRO Plan

Communicating Strategic Directions

b3 b6



UNCLASSIFIED//FOUO

NRO Strategic Plan

VISION

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

MISSION

The NRO develops & operates
unique & innovative space
reconnaissance systems &
conducts intelligence-related
activities essential for U.S.
National Security

VALUES

Integrity
Excellence
Teamwork
Innovative
Respect & diversity

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GOAL: Acquire, Operate &
Maintain High-Value Space
Reconnaissance Systems

Deliver on our promises...

Reduce Constellation **10**

Keep Commitments to Satisfy
Existing Customer Requirements

Operate, Maintain & Evolve Systems
to Respond to Ops Demands

Protect the Operational
Infrastructure

**T
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M**

GOAL: Deliver Innovative
New sources & methods

Transform space-based
intelligence...

Dramatically Increase Spectral
Diversity of NRO Systems

Transform from Reconnaissance
to Surveillance

Develop D&D Resistant
Systems CONOPS

Discover & Apply Innovative
Technologies & Ops Concepts

Provide Agile Response to
Changing Target Sets

**P
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GOAL: Partner to Deliver
Vital Intelligence

Strengthen Joint
Partnerships

Jointly Improve Products,
Processes & Policies Related
to Delivering Vital
Space-based Intel

Improve Space Organization
Management & Planning to
More Effectively Integrate
into the overall U.S. Intel
Surveillance & Recon Enterprise

**E
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ENABLING OBJECTIVES

Program Management
Core Competency

System Engineering
Core Competency

High Performing Infrastructure

Diverse World-Class Workforce

Manage Financial Resources

World-Class Enterprise Information Services

Manage Financial Resources



SECRET//TK//NOFORN/25X1

NRO Strategic Goals and The Way Ahead Architecture

EXECUTE

Foundational Capabilities

b1 b3
FIA, IOSA, b1 b3

TRANSFORM

Unconventional, Unexpected, and Unwarned (U3) / Survivable

b1 b3



NRO Way Ahead

FY 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020

NRO COMMs and Launch programs to support IMINT & SIGINT architectures

SECRET//BYEMAN/TALENT KEYHOLE//NOFORN/25X1

Compartmented Activities

b1 b3

b1 b3

b1 b3

Evolved

b1 b3

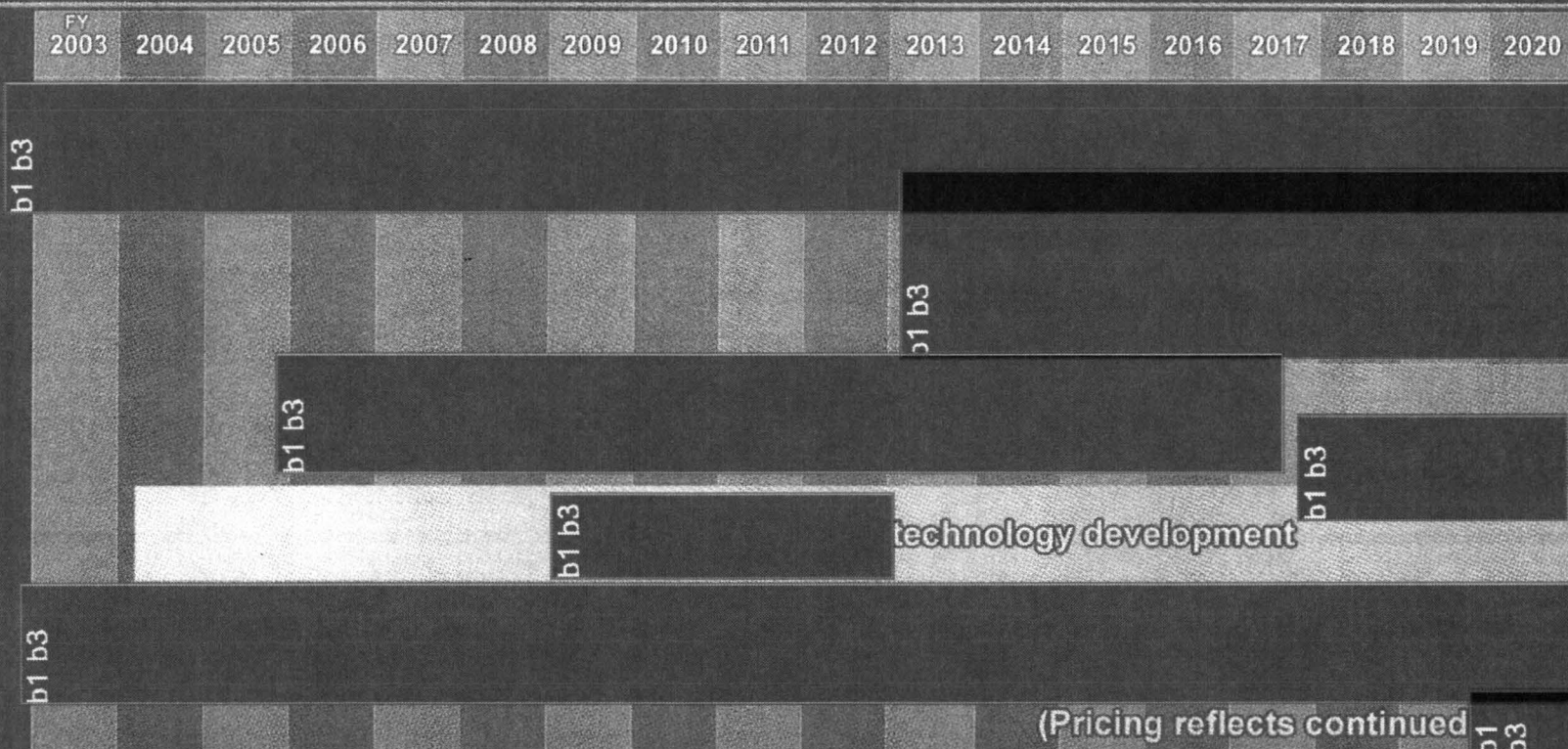
IOSA Enhancements

Transition to Lasercomm



SECRET//TK//NOFORN/25X1

IMINT Way Ahead



- Maintain and Operate IMINT **System** -
- Complete, Deliver, and Deploy FIA Constellation
- Develop Initial
 - Launch
- Initiate Integrated IMINT Ground



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SIGINT Way Ahead

FY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

b1 b3

- Continue to Deliver and Operate SIGINT IOSA
- Provide b1 b3
- Complete b1 b3 Initiate Enhanced b1 b3
- Initiate future ground beyond b1 b3
- b1 b3 Operations extended through FY06
- Ops budget sustains b1 b3 constellation only post FY09



SECRET//TK//NOFORN/25X1

COMM Way Ahead

FY 2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

b1 b3

b1 b3

IPBS position:

- Reflects changed IMINT & SIGINT COMM requirements
- Moves to ^{b1}_{b3} constellation to ensure robust RF capacity
- Delays ^{b1}_{b3}



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Advanced Technology Demonstrations



- Advanced Technology Demonstrations
 - Increase the Capabilities of Future NRO Missions
 - Prove Out New Sources and Methods Targeted at Specific Intell Problems
- NRP Investment in AS&T Increased to 7.5% Across Advanced, Applied, and Technology Demonstration Lines



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NRO Way Ahead

FY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

b1 b3

NRO COMMs and Launch programs to support IMINT & SIGINT architectures



SECRET//NOFORN//25X1

Summary

The NRO Way Ahead

- Sustains the Critical Foundational Missions
- Provides Significant New Space-Based Capabilities
- Increases Investment in Research and Development
- Puts the NRO on the Path to

b1 b3



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Forecasted Launches

Dec 04 - Dec 05

<i>Payload</i>	<i>Launch Vehicles</i>	<i>Site</i>	<i>Date</i>
b1 b3	NROL-23 MLV-15 Atlas IIIB	CCAFS SLC-36 Pad B	27 Jan 05
	NROL-16 B-30 Titan IV	CCAFS SLC-40	20 Feb 05
	NRO-20 B-26 Titan IV	VAFB SLC-4E	30 Jun 05
	NRO-22 Delta IV / MLV	VAFB SLC-6	25 Aug 05
	NROL-26 Delta IV / HLV	CCAFS SLC-37	15 Dec 05

Source: 18 Nov 04 NRO Working Manifest



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NRO in Action

- People like what we do – and want more
- Support services excel in enabling our mission – from space policy facilities and transportation, security and others
- DDNS fostered improved inter-agency b1 b3
- COMM completed b1 b3 upgrade; b1 b3 beats hurricane
- IMINT solves frequency interference to clear launches b1 b3 moves ahead with other progress/capabilities



TOP SECRET//TK//25X1

SIGINT

b1 b3

Supports Iraqi Operations

b1 b3



TOP SECRET//TK//25X1

NRO Support to

b1 b3

- US Army CH-47D “Chinook” lands hard in sandstorm at night
- U-2 picks up low power distress beacon
- Joint Center tips national means
- Survivors picked up after [redacted] with [redacted] for this radio

b1
b1 b3

b1 b3



“National helped very much. We got a location update from space before take off.”

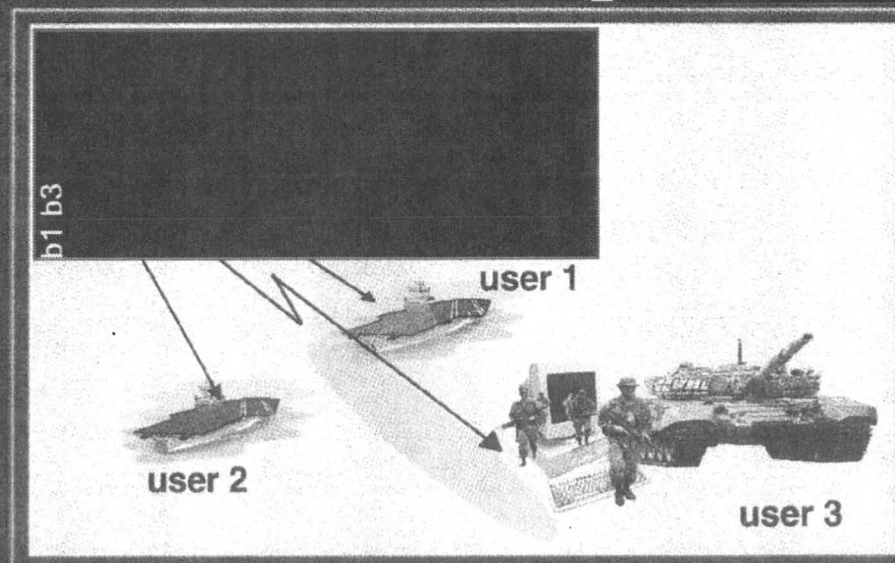
– Army Mission Command



SECRET//25X1

Imagery to the Warfighter

- Air Force unit in Qatar needed time-sensit
- Short term: DDMS worked with NGA to tra
use of current retrieval system
- Long Term: Common Theater Imagery Bro b1 b3
being explored



SECRET//25X1

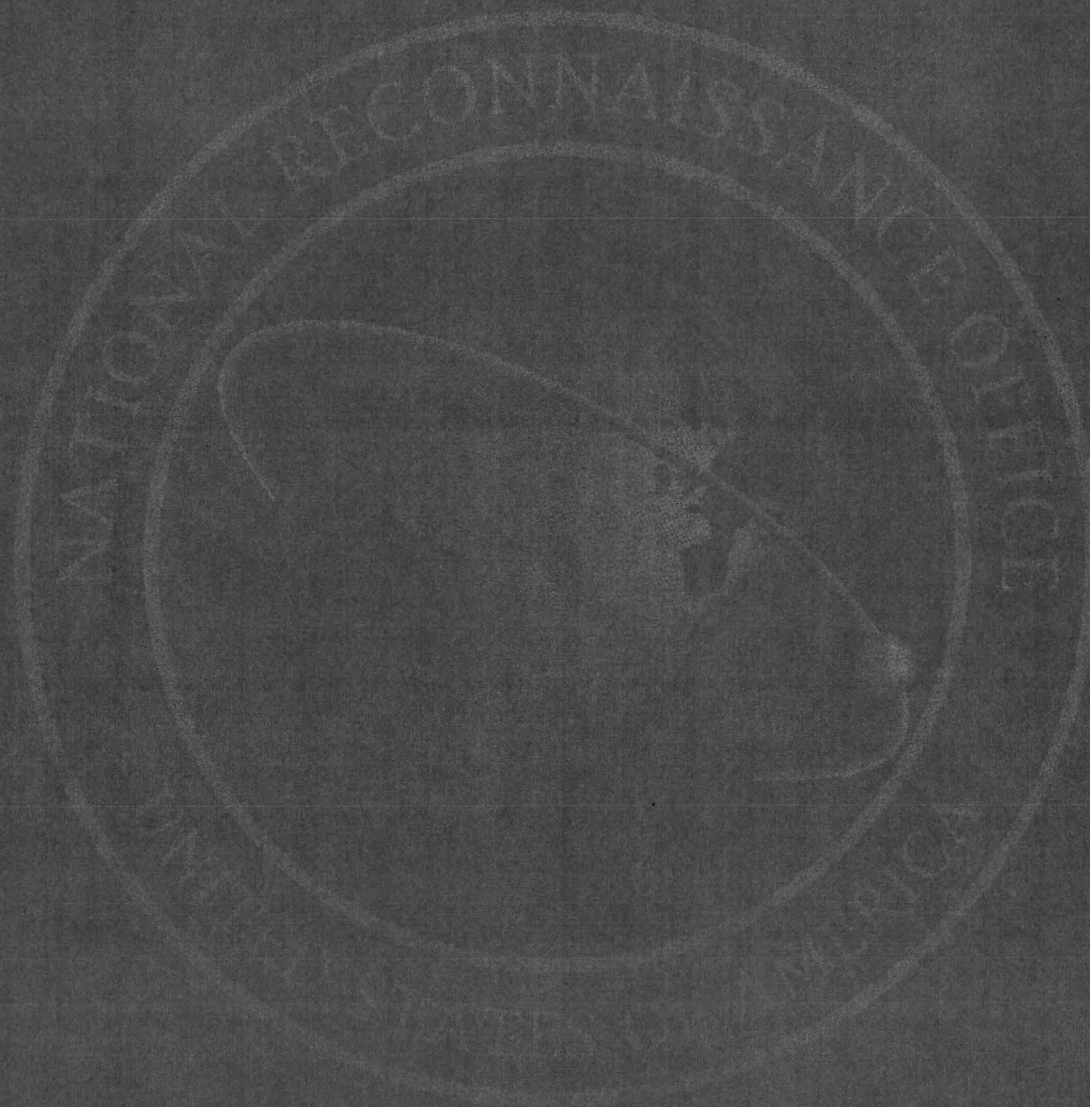


UNCLASSIFIED

Happy Holidays!



Remember those less fortunate than ourselves



DNRO TOWN HALL MEETING 8 DECEMBER 2004

Mr. Teets: Pleased to be here and have an opportunity to engage a little bit. All these kinds of sessions are certainly beneficial to me. I learn a lot every time we have one of these and I'm certain that today won't be any different.

If I could have that next chart, please. What I want to do today is run through just a very few highlights and then I'm going to introduce b3 b6 b3 b6 who's our new Director of Strategic Planning and say a few words about her. She'll talk a little bit about our improved strategic planning process and then I'll get back up and talk a little about "The Way Ahead" and some challenges that I think we have coming up in the coming year. Let me just start by wishing all of you and your families a very happy and joyous holiday season. It's a great time of year, a great time really to reflect on how fortunate all of us are. We live in a great country and we have a great mission that we come to work with passion for everyday. So thanks for all you're doing. I tell you what we're doing is appreciated by a lot of people.

First of all, with the Intelligence Bill being just on the verge of being passed today and, of course, the House passed the bill yesterday, clearly there's going to be some reform in the Intelligence Community. Now what those 600 pages say, I really don't know but I'll be real interested in reading them. I'm certain that you noticed in the media coverage here over the last few days or couple weeks that the NRO is in the news, and how theater commanders are going to demand pointing certain spacecraft in certain directions was right in the middle of the chain of command and was hotly debated. Interesting how that works in political environment, isn't it, because, of course, we do operate our NRO satellite constellation and yet we do it in conjunction with our mission partners. There's a very sophisticated process, as you know, for commanding our satellites and for collecting the information that's needed by the highest priority users. Of course, when lives are at stake, that becomes the highest priority all the time. In my view there is no waffling in the chain of command whatsoever. Our satellites are used for National collection of information, also on a high priority basis, but just a perfect example of how our satellites are used for war fighting operations came early on in the Iraqi Conflict when that F-18 went down. Within minutes, I think, there were b1 b3 our satellites reporting location for Combat Search and Rescue. Things like that happen

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all the time and we do have a very fast reacting, fast commandable system of satellites.

I think in this new Intelligence Reform Bill we will see some significant change and it'll play out over time. I don't think it's possible to even predict immediately what impacts are going to be. Clearly we're going to have a new National Intelligence Director. Who that'll be is a very important question. The President will announce that when he decides who the right person for that job is. How that interfaces with the CIA is, I guess, TBD, but it'll unfold over the coming months here. Meanwhile though, our mission is so important and the work we're doing is so vital to both the collection of National Intelligence Information for the President and other leaders, as well as, direct support to war fighting operations. We need to keep focused on our mission and our mission is a noble one. We're doing great work and I applaud all of you for that. Certainly I've had the opportunity now in the last few months to spend time with Porter Goss and you can read all about that in the newspaper, too, about changes in personnel at CIA and other things.

I'll tell you what, Porter Goss is a good man. He's knowledgeable of the Intelligence World. He has a great background in intelligence. He's a strong supporter of collection by national technical means, which is, of course, what we're all about. He supports the NRO in a major way and I've found him to be thoughtful and interested and he is involved. Before this year's budget cycle is over, he will be engaged in a major way because this is a tenuous time in a sense. It's that time of year when people are trying to close on the President's '06 Budget and there's more demand for resource than there is supply, and that's a very typical kind of situation. We find ourselves in a situation where people are clamoring for some of our resource to use in different ways, and I'll just say we're holding our own and to that we will continue to commit ourselves.

I did have the opportunity here a week or ten days ago to brief the Vice-President on our Constellation and the status of the NRO Satellite Systems. He was very interested and involved. It was purely an informative kind of a briefing, not any kind of decision or crisis or anything else. He had been talking with Porter Goss about the ^{b1}

^{b1} of one thing or another and are we positioned about right. Porter mentioned to him that I'd given Porter a briefing on the constellation ^{b1} The Vice-President said well, why

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don't you have him come over and talk to me, too. So we did and it was a very useful kind of a meeting. He was interested, involved, asked a lot of great questions. I think he understands exactly where we are right now which is not a one hundred percent straight forward clear situation, that is to say, b1 [REDACTED] You know our oldest satellite is now b1 [REDACTED] and it's doing great by the way. I think we're in good shape and I think we have a strong architecture, a strong constellation that's in service right now with replacements on the way. The one thing we haven't planned real well for, and I mentioned this to the Vice-President, is b1 [REDACTED] b1 [REDACTED] very frankly. We've had thirty-eight consecutive successful launches now and that's wonderful. We'll knock on wood and hope that this Friday we have a successful b1 [REDACTED] of the Delta-4. Having said all of that and having been around the launch business for a long time now, these things do have a way of cycling. We still have a lot of controlled explosion on the way up and sometimes that explosion gets out of control. If and when it does, why, we would have a b1 [REDACTED] and b1 [REDACTED] b1 [REDACTED] I'm going to say something about next year's launch activity here in a few minutes and so I think I'll defer further comments on that until I get to it. But we have some really important launches in 2005.

Next chart, please. One of things we did this year that I think is really useful is this Climate Survey of employees' thoughts and feelings, and what our employees' views are of how we're doing and where we could improve upon what we're doing. I asked Pam Tennyson, DDA, to pull together the results. Brian Malone had a very strong hand in all of this, too, of course. Pull together all the results and then make sure that we communicated to the employee workforce exactly what the combined results and inputs were, then start to formulate plans for how could we implement actions that would improve the NRO, make the NRO a better place to work, attract better talent, have it be an exciting place to work and one in which people were happy to come and be assigned to the NRO. We tried to get our arms around it by essentially taking on three actions that we will be monitoring in coming months to see if we are making progress. These three items that I'm about to talk about are really kind of recurring themes that we heard about last year, and I'm sure have been around for a while, and I'd like to make some progress on them. The first item is going to be headed up by a volunteer by the name of Larry Burgess. I'm sure Larry's here. He is indeed. And this has to do with the notion that our vision is to be one team revolutionizing global reconnaissance. The feedback we get from you all is, well, one team

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maybe is not all it's cracked up to be because we all come from different home organizations, so to speak. We have some different personnel practices and policies as it relates to incentive compensation or time off for this or that or the next thing. In addition, there seems to be a real seam between government employees One Team Revolutionizing Global Reconnaissance. The clear message here is that we are One Team. Now we have some pushback on that because there are certain legal restrictions and we need to follow those legal restrictions. For example, when we contract with contractor x for people to do certain services work we expect those people that are supplied by that contractor to have been trained and qualified to do the job. It's really not appropriate for us to be paying to train them to do the job, and so there're certain restrictions like that that come into play. What Larry's going to try and do is create this team that will take a good hard look at what do we mean when we say one team. How can we get very straightforward and explicit about it, again using an open and honest philosophy; here's what one team means. It doesn't mean that everybody's going to have the same personnel practices because we all belong to different home organizations. It doesn't mean that we're going to violate the law when it comes to what we can or cannot pay for relative to contractor personnel that are on services contracts. We'll get real explicit about it and I very much appreciate Larry's stepping forward and taking that one on.

Another recurring theme that has come across over time is the issue of employee development, what do we do to develop our employees. This is one that I have a lot of passion for because, you know, if we do things in this organization that improve our workforce and the capability of our workforce, it just pays such enormous dividends. In this case now, Stephanie Platz-Vieno is going to take on this little challenge and it'll have a lot to do with trying to create meaningful career paths for people and expose people to meaningful development and educational and training opportunities. It will give a thoughtful look to what is the right way to give varying experiences to people so that they grow in the jobs that they're assigned to. We're going to add to that a little bit of a recruitment flare as well. I think that it's important for us to get out to places like the Air Force Academy. I visited the Academy in August and had the opportunity to spend a day out there. I talked to a ton of cadets, including the whole cadet wing, four thousand of them in an auditorium, but I also spoke to a lot of them in smaller groups and had interchange and dialog. You know, I came away from there thinking, boy, these are really first rate people that are going to the Air Force Academy and few, if any of them, really had any

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notion of what the NRO was or what we do. Few if any really were there because they were interested in space as a career field. Most are there because they want to be fliers. All of them can't be fliers, of course. I think it's just terribly important for us to get on a kick of being able to go to places like that and recruit top talent. We'll be trying to do some of that and Stephanie has, as I said, agreed to head up that team. We'll obviously broaden it, our recruiting activities, not only at the Air Force Academy but at West Point and at the Naval Academy as well and other sources of excellent talent. Stephanie will be working closely with General Armor, General Latiff, Dennis Fitzgerald, of course, for trying to figure out what's the right way to rotate people through different experiences that creates growth opportunity and get the right level of experience for our people.

The third area from the survey that is a consistent theme and demanded some attention is strategic planning. b3 b6 was here and was the Director of Strategic Planning for a couple of years and I think b3 did a fine job. I was sorry to see b3 leave, actually, earlier this year. He had done a fine job of looking at the vision, the mission, the goals of the NRO creating a strategic map in a way that would make the NRO a better place to work and move us forward on important organizational kinds of goals. The truth is that part of the Strategic Plan was not really connected to our "Way Ahead". That is to say, strategic plans come in two forms and a good strategic plan will address, certainly, where's the workforce going; where's the mission going; where is the NRO as an organizational element headed, but it also has to connect with the programs and the programmatic activity that the NRO's involved in. I was very anxious to see us try to get connected from the organizational part of Strategic Plan and our mission or programs part of the Strategic Plan. And so we moved b3 over into Systems Engineering in an attempt to make that connection. Then, as I said, I was really sorry to see b3 depart but he had a better offer and went back to another job at the CIA and I wish him well, of course. We started to cast about to find a new Director of Strategic Planning, and I'll tell you we're fortunate to have attracted b3 b6 to this job. b3 b6 is a very talented person and her job is to make sure that we get this proper connection that I'm referring to and develop a Strategic Plan in a way that we can communicate it to our workforce. It's very important that everybody here at the NRO knows where we're headed, what our strategy is and how we're going to achieve greatness in our mission. b3 b6 is a talented person and well educated. She has a Bachelor's Degree in Political Science and Business Administration from Mount St. Mary's College. She has a Master's Degree

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in Business Administration also, and attended the Defense Systems Management College as well. After she got her Bachelor's Degree she had a career in the Army in the Signal Corps, did well, rose to leadership ranks. From the Army she went over to DISA for a stint, then from DISA to NIMA and from NIMA she went to SCITOR as a contractor, from SCITOR she came to the NRO. She's had some interesting assignments here at the NRO over the course of the last six years or so including some strategic planning experience in the IMINT Directorate and then served as Chief, Systems Engineer in the Communications Directorate as well on **b1 b3**. She's well qualified, has a great background, and I'm going to introduce **b3 b6** to you right now. She's going to talk a little bit about strategic planning. **b3 b6** please.

b3 b6: Good morning. Thank you Mr. Teets. It's a great pleasure to be here this morning to talk to you and I have prepared a few remarks but I must say that Mr. Teets, I'm not sure if I could say much more. You, I think, really encapsulated quite a bit of what I wanted to talk about this morning but to that extent I'll give it a crack at seeing if I can cover some additional landscape. What I've got an opportunity to talk to you about this morning area a couple things. First, I'd like to provide you just a brief overview of the NRO's Strategic Plan, as well as highlight for you a couple activities that are underway within the Office of Strategic Planning. And finally set the stage for a follow-on by Mr. Teets who is going to talk to you in more detail about the programmatic specifics of "The Way Ahead". I'll initiate some of the dialog to give you a framework of how the Strategic Plan and "The Way Ahead" actually do have a relationship to each other. I have no intent to actually brief in any detail the Strategic Plan but I think it's important to periodically refresh ourselves that we do have a Strategic Plan. It continues to be very relevant and as Mr. Teets indicated earlier, this plan is foundational, fundamental to what we do here. We have three primary goals. They succinctly capture what we do here organizationally. I think one of the fundamental underpinnings though, is that none of it would be relevant and successful and real if it wasn't for everyone here in their effort to actually make it real. It embodies three primary goals, first of which is "execute". That pretty much embodies the foundational programs that are currently operating as well as in development. It also looks to push into the dimension of "transformation" as looking for new sources and methods, and some of those are as well embodied in "The Way Ahead" in future efforts in the post 2020 timeframe. And last our "partner" goal. Primarily we're

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looking for opportunities here in developing stronger relationships with all of our mission partners and our customers.

Our office's current effort right now is trying to put some context in a collective view that enables decision makers an opportunity to look at the organization of how we're actually progressing against meeting the strategic goals. Our effort is looking to develop actual ways to measure and provide a foundational assessment. Are we meeting our goals and making the kind of progress that we hope to be meeting? That's been the early stages of the time that I've been onboard and I see that's where we're going to spend most of our time in the near future. It provides the leadership the opportunity to examine whether or not the goals that we've set and the underpinnings of the activities actually are the right ones that are well suited to the organization, and it also affords us the opportunity to communicate to you the progress as we undergo this. I'd like to close with a few comments on how all of this, the Strategic Plan in itself, and "The Way Ahead" actually have a relationship to it. If you can go to the next chart, please. In the far left corner, you're familiar with the conventional charts that we use to communicate "The Way Ahead" and Mr. Teets will brief those programmatics in more detail shortly. The terms that we're more accustomed to seeing because often times we have a tendency to not always recognize the vocabulary that's embodied in the Strategic Plan as we hear foundational; we hear persistent surveillance; and we hear the U-3 terminology. Those three themes that you'll see in more detail in "The Way Ahead" really do have a direct connection to the Strategic Plan, and what I've done is just highlighted ever so briefly for you the context of the associated programs as a starting point. "The Way Ahead" is just one dimension of the Strategic Plan. It represents the architecture vision as well as the investment strategy, and over the course of the next year what we hope to be able to do is communicate the other dimensions and how the Strategic Plan relates to the organization as a whole. And with that, Mr. Teets, I'd like to turn it back over to you and you can give them "The Way Ahead".

Mr. Teets: Thanks **b3 b6** I want to start with IMINT. Scott Large and his team over in the IMINT Directorate have, I think, have done a really first-rate job of trying to get their arms around a really complex, difficult picture. It's complex because it involves a lot of new technology. It involves forecasting the future and we're talking about large expenditures. You know, in a sense the NRO mission is very, very much focused on collecting

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information today and it's hard to project out into the relatively far distant future and b1 b3

b1 b3

When you consider the planning process, the budgeting process, the fight through Congress, the fight through the Department of Defense and the Intelligence Community, these things are a long time in gestation. So it's terribly important to have a view of an architecture that you're trying to expand into. Clearly our mission is one in which we want to increase the amount of b1 b3 we get, and we want to improve upon the kinds of collection that our heritage customers, DOD as well as national users, have grown accustomed to. Of course, b1 b3

b1 b3

of the so-called Enhanced Imaging System once we also b1 b3 That will

b1 b3

That is to say, we'll have on orbit then, capability, excellent b1 b3

b1 b3

b1 b3 and the preceding satellites that are already up there.

But what comes next? We all know we have FIA, the Future Imagery Architecture, which b3 b6 and his team are bringing to fruition now. While we've had some acquisition problems with it, b3 b6 got that well on the way and FIA will be with us shortly. But then what? What Scott and his team have done is tried to present a picture that says we're going to have to maintain our foundational mission of high resolution, electro-optical and

b1 b3

It will be readable, it won't be the highest NIIRS rating imagery that we have, but when operating in conjunction with those satellites that can give us very

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high resolution imagery, it'll be a tremendous add to our warfighting operations as well as national collection. So we're heading in that direction.

The **b1 b3** side of the equation is indeed more complex because we're crossing some organizational boundaries. We're actually trying to bridge organizational boundaries and work together as one team in the broadest sense of that word. We, of course, **b1 b3**

b1 b3

b1 b3 that's great stuff. We need a follow-on to that. **b1 b3** is going to be a great follow-on as I mentioned. It'll go up in **b1 b3** but then coming along behind that we have acquired **b1 b3**

b1 b3 Those **b1 b3** will be a step change in capability and they'll provide us with some wonderful imagery. It's going to be **b1 b3** of imagery, that is to say, it's not anything like

b1 b3 It's maybe **b1 b3**

b1 b3 What we would like to do is partner with the Air Force, very frankly, and bring on line **b1 b3**

We're targeting a **b1 b3** launch. We had trouble in Congress last year with this program in a major way. Congress did not see the value proposition for it, thought it too expensive, not well enough to fund, etc. We formed a tiger team earlier this year under the leadership of "Soup" Campbell, retired General John Campbell. He used to be George Tenet's military advisor, as a matter of fact. Very wise person. Experienced in both intelligence matters as well as Air Force doctrine and I'll just say I think "Soup's" done a fine job of putting together a strategy and a plan. We're working hard, real hard right now to implement some of "Soup's" recommendations and get into the President's budget a programmatic plan that'll allow us to field **b1 b3**

b1 b3 I mean it's true **b1 b3** And you get not only synthetic aperture radar imaging capability but you get surface moving target indication capability as well, too. So all of that, both the electro-optical and the radar require us to work very, very closely with our mission partner NGA. We need to have close working relationships and continue to feed that relationship so that we have an integrated spaceborne and ground architecture that can get the information to our customer community in a rapid way. That's pretty much where we're headed. Last bullet on this chart says initiate integrated IMINT

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ground. Scott and the IMINT directorate have also put forth a great architecture for how to have a ground-merged architecture that will in essence connect all of these imaging systems. When I say all of these imaging systems, I mean allow us to interconnect with airborne assets, too. This whole idea of Horizontal Integration's time has come.

In terms of SIGINT you know that we've been involved in SIGINT in an IOSA System, Overhead SIGINT Architecture. We've been on that path now for a number of years and we're making great headway in the SIGINT world. Jim Armor and his SIGINT Directorate, I think, can be held up as a real great example of how by working closely with a mission partner and getting multiple systems interconnected at a ground station, namely b1 b3 b1 b3 we can start to get horizontally integrated. We haven't really woven IMINT very much into the pattern yet but we're going to be working hard to be doing that as well. SIGINT is really well interconnected. These systems do operate in an architectural way with the GEOs provided by b1 b3 and of course b1 b3 carries with it some b1 b3 capability, b1 b3 b1 b3 and it'll be remarkably high quality b1 b3 is going to have its b1 b3 and it carries, of course as ab1 b3 payload, the b1 b3 highly elliptical orbit b1 b3 sensor in it so that it b1 b3 mission. Then, of course, b1 b3 we have b1 b3 on orbit today and will have another launch here in b1 b3 We'll maintain b1 b3 forever and it's going to be, it'll continue to be, just a fabulous asset for collection of ELINT information. One of the issues that Jim and his SIGINT Directorate have been really wrestling with, and I want to say a word or two about it, is the retirement of b1 b3 Some of our SIGINT assets b1 b3 and yet, I mentioned that the b1 b3 satellite's b1 b3 now, our oldest satellite and it's still doing a great job. It downlinks into b1 b3 in b1 b3 It does a great, great job of continuing to provide actionable information. Some of these satellites, though, are expensive to continue to operate and maintain, and some of our b1 b3 b1 b3 They all add value but there is a value proposition here. It's expensive to maintain the capability to continue to collect information. Yet, nobody in the using community wants to see us b1 b3 We did b1 b3 b1 b3 this past fall and people accepted that on the basis of a value proposition. What SIGINT has done in the way ahead here is put in definitive plans for b1 b3 certain of these assets and it's raising ire across the Community because we're not going to b1 b3 an operating

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geostationary or a satellite collector any time soon. Yet, we have plans to do so, but we don't know exactly how long these satellites are going to live and part of the issue here is the budget game, very frankly. I just want to assure the Community, assure you the NRO is not going to **b1 b3** satellites that are providing useful information because of some short-sided budget rule.

On the other hand, we would be foolish to put a lot of money into maintain **b1** satellites and watch Congress lift it when the satellites die. So part of it's just a budgetary game and we're going to continue to operate the satellites in a smart way, and the SIGINT Constellation is just providing some absolutely magnificent support to operations.

Next. "The Way Ahead" is a little bit controversial in a sense. As you all know we had embarked aggressively on an **b1 b3** and leading edge technology, laser communications. We have found, very frankly, in putting together "The Way Ahead" this year, that there are no NRO users that require laser communications yet. There's no demand pull for laser communications and this is an extremely expensive proposition. So what we did essentially was use **b1 b3** as a bill payer and we delayed it. In terms of **b1 b3**, I keep saying delay and Vic keeps saying cancel. What I want to say is **b1 b3** as a formal program is cancelled. We're going to continue to acquire **b1 b3** to service the NRO relay needs but we have not lost sight of laser communications nor will we. We will continue to move **b1 b3** in a direction that can allow implementation of laser communications in what I guess I would call a graceful kind of a way. Right now we're targeted on trying to start to implement laser communications on **b1 b3** and to some extent I want to move as aggressively as we can. The way we structured the '06 plan going forward, we have banked enough reserve and I say this advisedly because I know as soon as I say that somebody's going to want to attack it. But we have banked enough reserve that if **b3 b6** can complete the FIA Program for what he says he can complete it for, and I have every reason to think he will, by the way, then we will have enough reserve to accelerate the implementation of **b1 b3**. We'll also have enough reserve to be able to solve some problems as they arise in a reasonable rapid way. And yet, if it goes the other way, if FIA runs into more trouble, rather than having to go back to Congress and get stiffed for a year we'll have some resources to apply to the problem. We're taking a little bit of a chance here, but we are creating a plan that will have adequate reserve to serve the needs of the NRO going forward and get us out of this acquisition dilemma that we find ourselves in today.

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Now all importantly, next chart, please, is what Pete Rustan's doing in the AS&T Directorate. This stuff is really important because it creates the long-term future of where we're heading in the NRO. I really applaud Pete and the work he's done in his Directorate to innovate, create, get faster, get really address the value proposition in everything he's going. Let me just tick off a few of the things that are going on over there cause I find them to be really exciting and really important. b1 b3 of course you've all heard of, b1 b3 is going to be launched in b1 b3 It's going to be, I think, an absolute revolution in information collection and it'll lead the way. It is a demonstration satellite. It's not a complete operational closed system deal but operating in conjunction with b1 b3 s going to provide this b1 b3 which is an enormous amount of information that we haven't even begun to figure out how to fully exploit. We know that we will learn a lot. We don't know how much and as time goes on it's going to give us some great work. Also, Pete is bringing online a demo for b1 b3 b1 b3 offers again new methods and techniques. It's going to be able to collect information that our enemy doesn't know we can collect and that's the kind of thing that really points to the future for the NRO. Similarly, there's a demo that Pete's working on that he says he can get up in two years. NRO Cost Group says four years. I believe Pete's right. We're going to get that baby up there in two years. However, we're going to be able to handle a four-year program if we must. And I'm highly confident Pete, but we're backing you up, buddy. He also has coming online a b1 b3. You know General Jumper, Chief of the Air Force, has this initiative that he calls Joint Warfighting Space. And this is something that could really benefit the Country. If we had something to bring to the fight when we get into a conflict in some particular theater, if that theater commander could reach out to Air Force Space Command and say he would like to have some supplemental b1 b3 b1 b3 over a theater to maximize the coverage. If we could within two days launch a b1 b3 Satellite on an operational responsive rocket that would go into the inclination plane of the theater of operations and direct downlink to that commander, I'll tell you we would be serving our customers well and so b1 b3 on the plate. I'm going to hustle here cause we've got a nine o'clock cutoff. b1 b3 you know b1 b3 has been used for a long, long time and I think the Community forgot about collecting b1 b3 because no greatly sophisticated user would use b1 b3 in today's world. Trouble is Al Qaida isn't all that sophisticated so they probably are using it,

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drug runners use it, all kinds of people in ungoverned areas use [b1] communications. We're not collecting it as much or as well as we should and so Pete's got a major initiative to collect [b1] Looking at very small aperture terminals, looking at [b1] b3

test bed, advanced technology demonstrations across the board. I'll tell you Pete's got a great program going in AS&T, and there'll be new methods, new techniques, new intelligence information collected with national technical means because of what the AS&T Directorate is doing.

So if we put all that together we've got the "NRO Way Ahead" and it's a fight going forward. I'll tell you I have to leave here this morning to get down to the Pentagon to fend off the attackers and they are attacking. Everybody's got their own idea of how the NRO ought to move forward and I'll tell you it's an interesting time. So summary, "NRO Way Ahead", I think we sustained the critical foundational missions and it's terribly important we not take our eye off that ball. The President counts on NRO assets everyday and so does the Vice-President and he told me as much. I mean this is important stuff. Provides significant new space-based capabilities, increases the investment in research and development and puts the NRO on the path to persistence, that's the next "Way". We have got to get persistent collection.

Next. '05 is going to be an exciting year. I mentioned that we've got five launches planned in '05 and we'll start off in January with [b1] b3 It's being shipped even as we sit here from [b1] b3 down to the Cape and we'll successfully launch it, no doubt, [b1] b3 and this is so important. [b1] b3 must work and that's the next to the last Titan-4. That'll be followed by the last Titan-4 launching our [b1] b3 [b1] b3 Then we'll have a [b1] b3 in August as a first launch. [b1] b3 could conceivably go next December. It depends on Friday's launch of the Heavy Lift Vehicle because Heavy Lift Vehicle needs to be successful also. If it is successful it'll launch the final DSP in August and it'll launch [b1] b3 in December. Those two are vitally important missions as well. They all are.

A quick summary now of some of the things that I'll just mention. NRO in Action; our customers appreciate what we're doing. I'll tell you, I do get feedback from the customer base. DDMS, Irv Halter, DDNS, Mary Sturtevant, are doing great work with their teams in interfacing with our

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customer community, both the national collection customer community as well as the military community. And our customers want more. We have enormously strong support from the Joint Staff I can tell you that and it just helps a whole lot. Support services, I think, are doing great. I really commend Pam what you and your team in DDA are doing to support the major mission, and your good work is much appreciated. DDNS, Mary and I are meeting on interagency tracking of ships and cargo. What a huge market opportunity that is, I guess I would have to say, and so we're going to be trying to figure out how best could our systems help with this tough issue of b1 b3 COMM, also very, very busy and has completed the b1 b3 upgrade. Of course, b1 b3 b1 was launched in b1 b3 Vic, congratulations to you and your team, great job, you beat the hurricane. Guess you were enmeshed in hurricanes. Went up in the middle of them. And then of course, b1 b3 are moving ahead as well.

Next chart. A couple of quick examples, and I really am going to hustle over these cause I do want to take a couple questions from you all. Let me just say that our operating satellite systems are doing great work in support of military operations. This happens to be an b1 b3 that was operating in conjunction with a SIGINT, excuse me, an b1 b3 b1 b3 that confirmed an event in Iraq. It's just illustrative of what can happen. Similarly, our SIGINT support to Combat Search and Rescue has been absolutely fabulous and we get comments all the time from the warfighters in the field about saving lives and making a difference in what's happening.

Next. Irv Halter should be commended, patted on the back along with his team at DDMS for getting over to Qatar and making sure that at least in that field of operations where everyday airplanes are flying up into Iraq to do combat support missions they're getting national imagery now. It took a whole lot of drive and work and, Irv, I commend you and your team for doing it. And then lastly, Happy Holidays. And so, busy times, exciting times, a lot on the plate, we've got about seven minutes for questions. And we don't have any questions? I'm positive there are questions out there. Well, going, going, gone. Happy Holidays to all.

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TOWN HALL

Mr. Peter B. Teets
Director, NRO

04 August 2004

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NRO Highlights

- **Welcome**
– **Mary Sturtevant, DDNS**





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NRO Highlights

- **Congressional Budget Outcome**

- **FY 2005 NRO's Budget**

- SIGINT took some cuts
 - [REDACTED] ^{b3} limited to technology
 - Defense Appropriations is in White House for signature
 - Intel Authorizations expected in November



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Young Panel Review

- Positive acceptance and corrective actions taken
- Budget to most probable cost including realistic reserve
- Establish an authority that can resolve conflicts between DoD and IC regarding requirements and CONOPS
- Continue to build a credible acquisition work force with necessary space acquisition experience

suc-ceed'ing, n.
the place of at-
suc-ceed'ing, n.
which succeeds; a
suc-cess'ful, n. 1.
in certain church es-
2. a precursor's d-
suc-cess', n. [OP] in
event, from succeed-
1. result, outcome
2. a favorable re-
sult
the gaining
a success-
which

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NRO 2004 Climate Survey Relevance



NRO and National Security Space Top Priorities

**Acquire, Operate, and
Maintain High-Value Space
Reconnaissance Systems**

**Achieve Mission Success
in Operations and Acquisition**

**Develop and Maintain a Team of
Space Professionals**

NRO Climate Survey

- Facilities
- Tools/Information Infrastructure
- Physical Security
- Awareness of NRO Strategic Direction
- Leadership
- Supervision
- Government Task Management
- Communication

- My Job
- Team work
- Training
- Employee Development
- Performance Recognition
- Quality of Life
- Job Satisfaction
- Overall Climate
- Diversity
- Participation

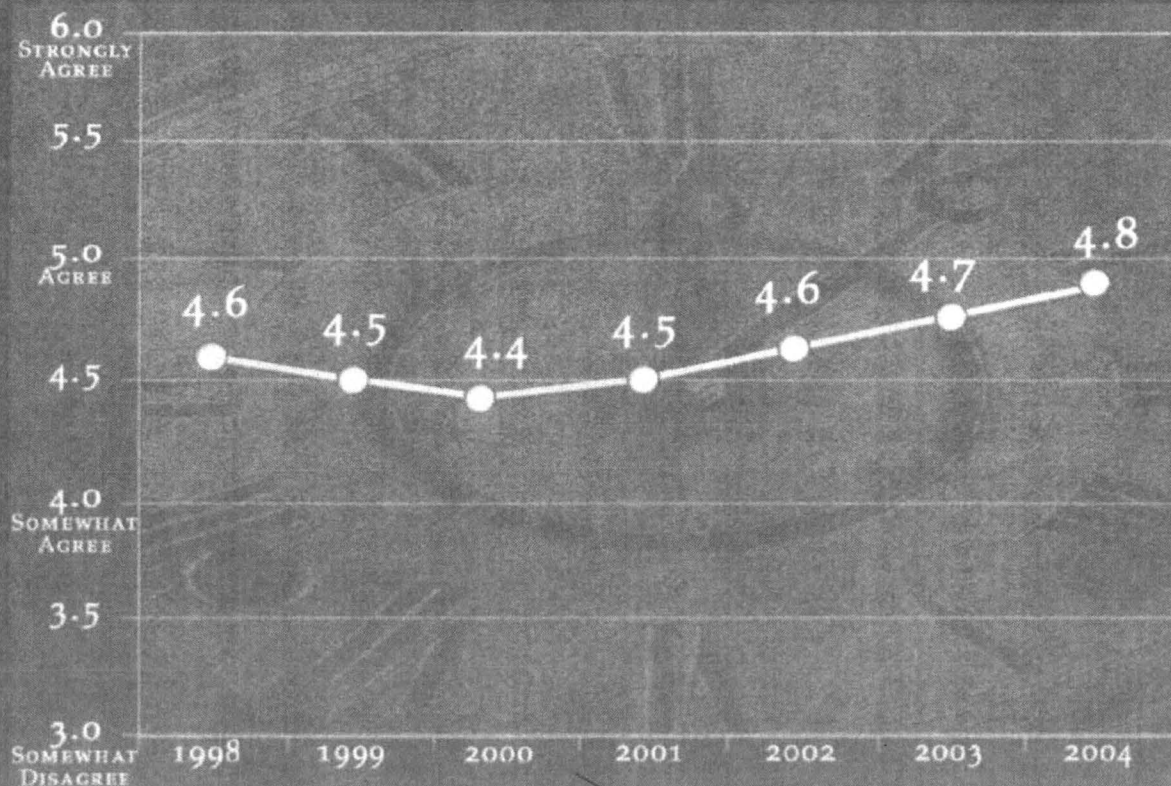


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NRO 2004 Climate Survey Results Historical Trends



- 61% rate was highest yet (people)
- Overall results indicate that the NRO is a good place to work, one where employees are happy with their jobs, work teams, and the organization as a whole

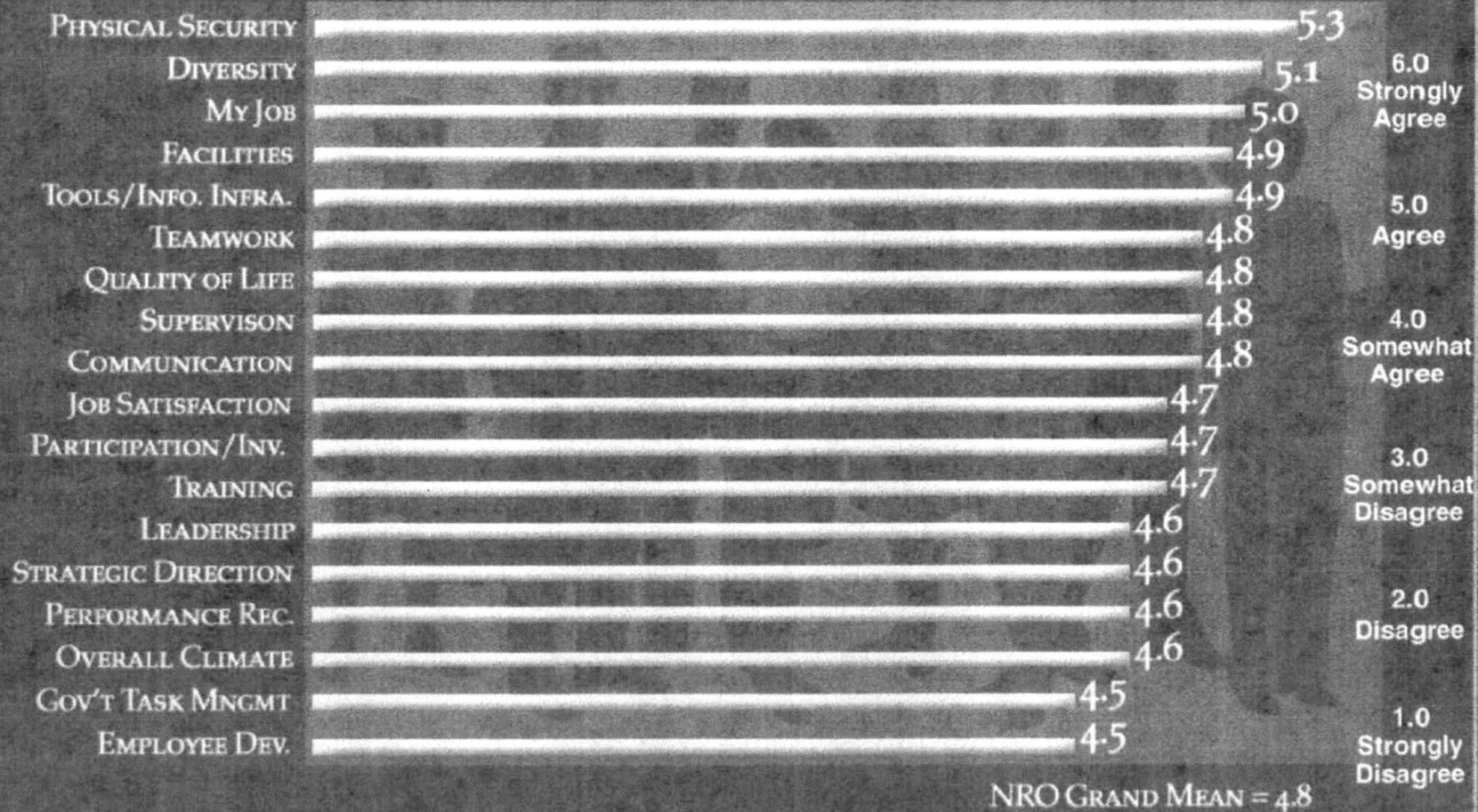




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NRO 2004 Climate Survey Results

Results by Category



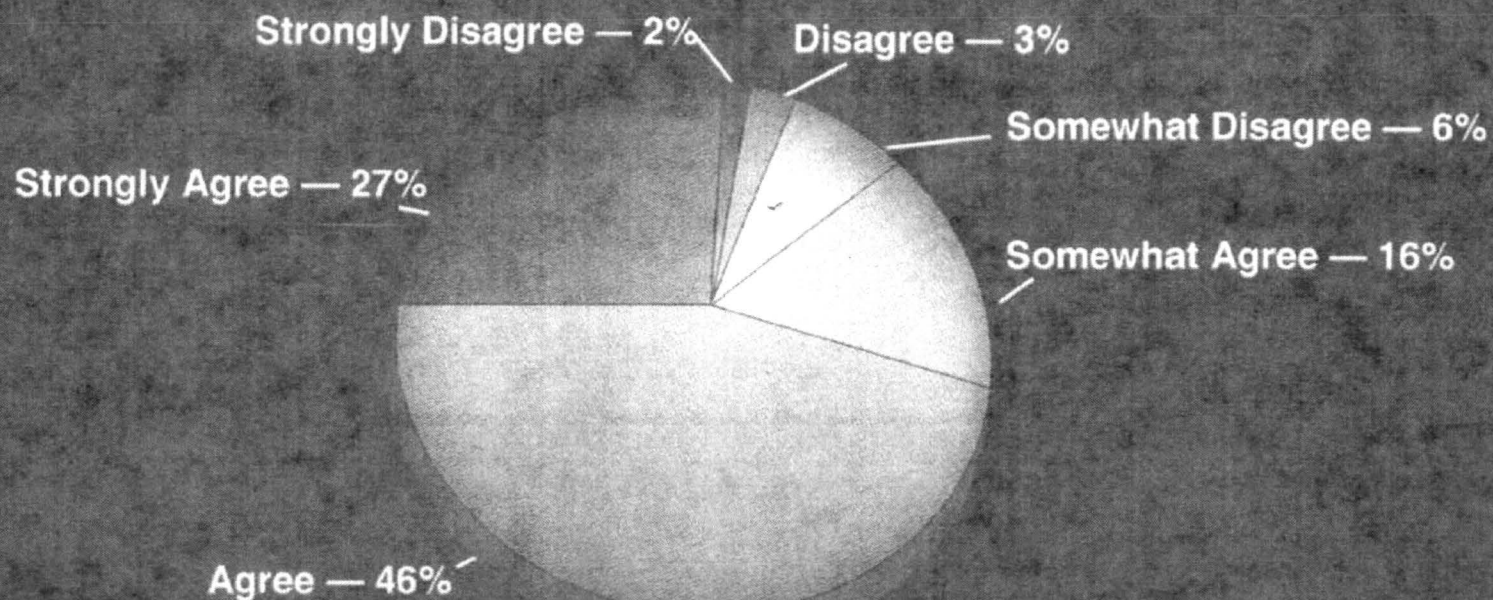
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NRO 2004 Climate Survey Results Job Satisfaction

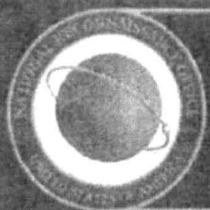


“ Overall, I am satisfied with my job ”



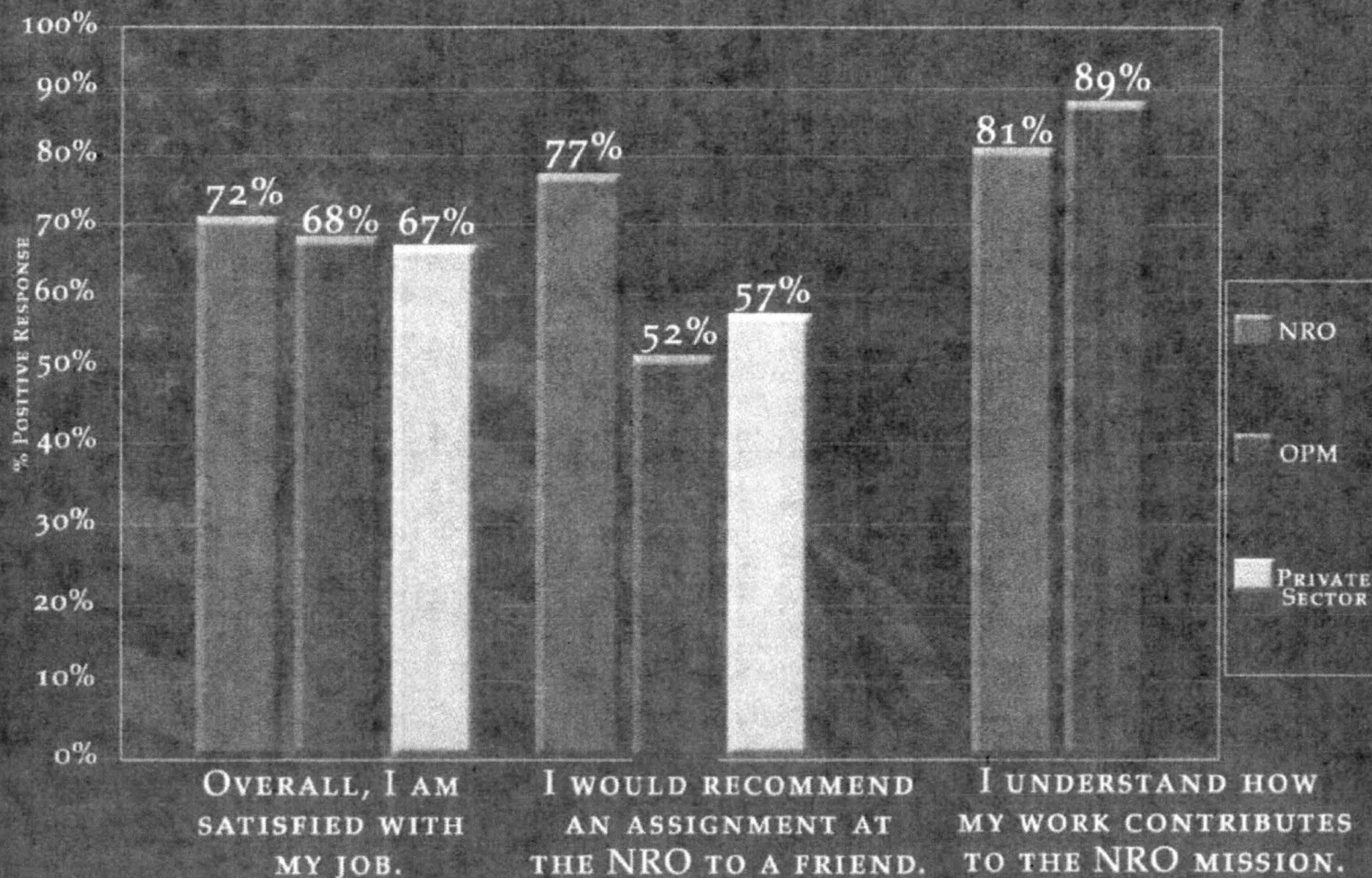
“I'm having fun and doing work that makes a difference. Being at the front end of the system (i.e. in the field) provides a sense of mission accomplishment that is not present at NRO Headquarters.”

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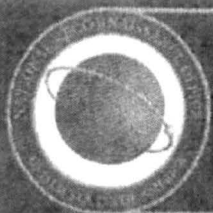


NRO 2004 Climate Survey Results

Federal and Private sector Benchmark Data



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2004 Climate Survey Results

Climate Survey Next Steps



- **Providing briefings to D/O's and sites**
 - 80% complete
- **Full survey results will be posted on GWAN in two weeks**
- **NRO seniors will meet to discuss actions**
- **DDA Pam Tennyson will coordinate component responses and share next steps with workforce**



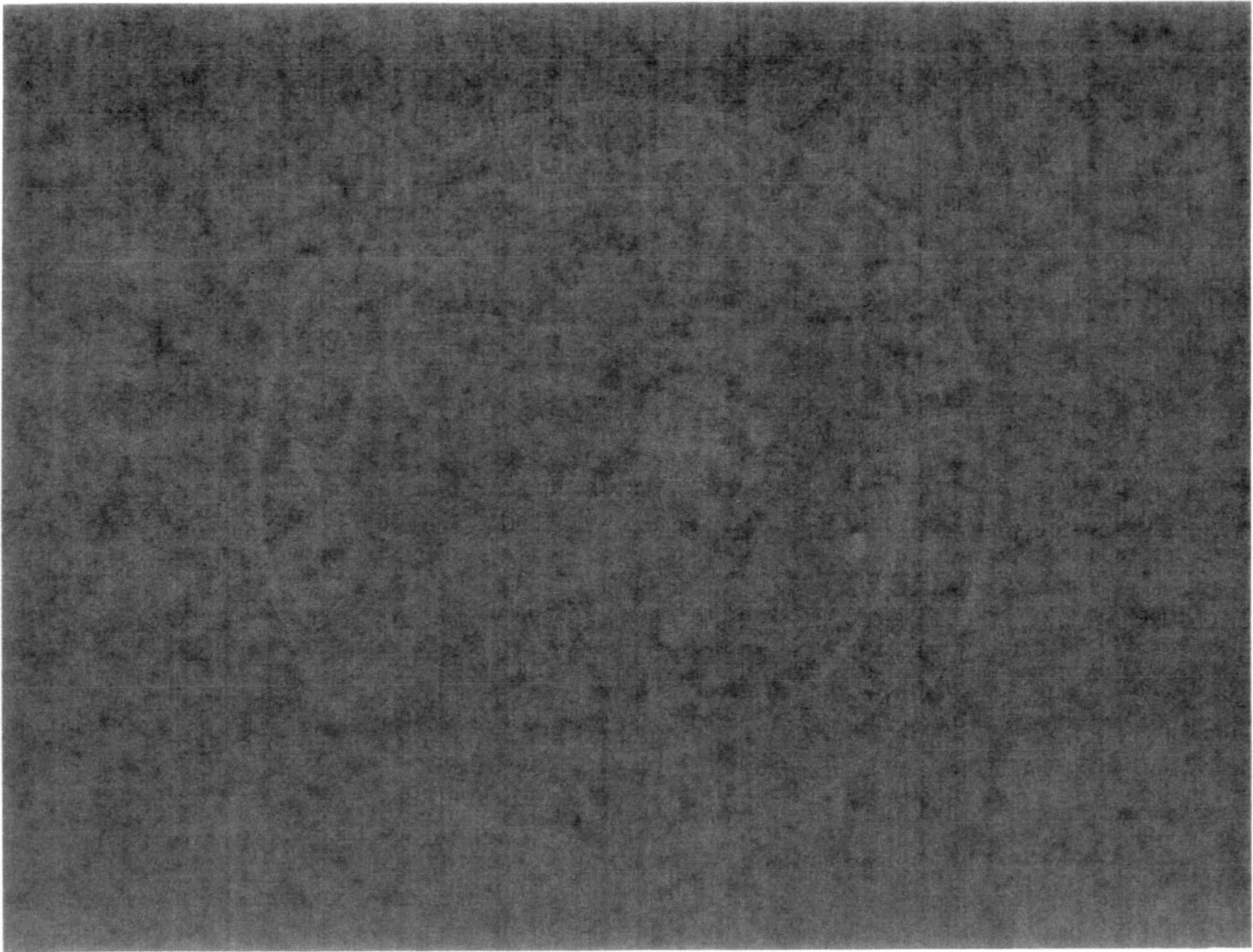
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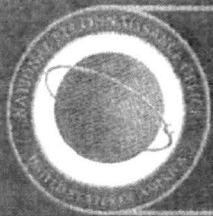
Air Force Celebrates

**50th Anniversary
of Space and Missiles**



Brigadier General David Frostman

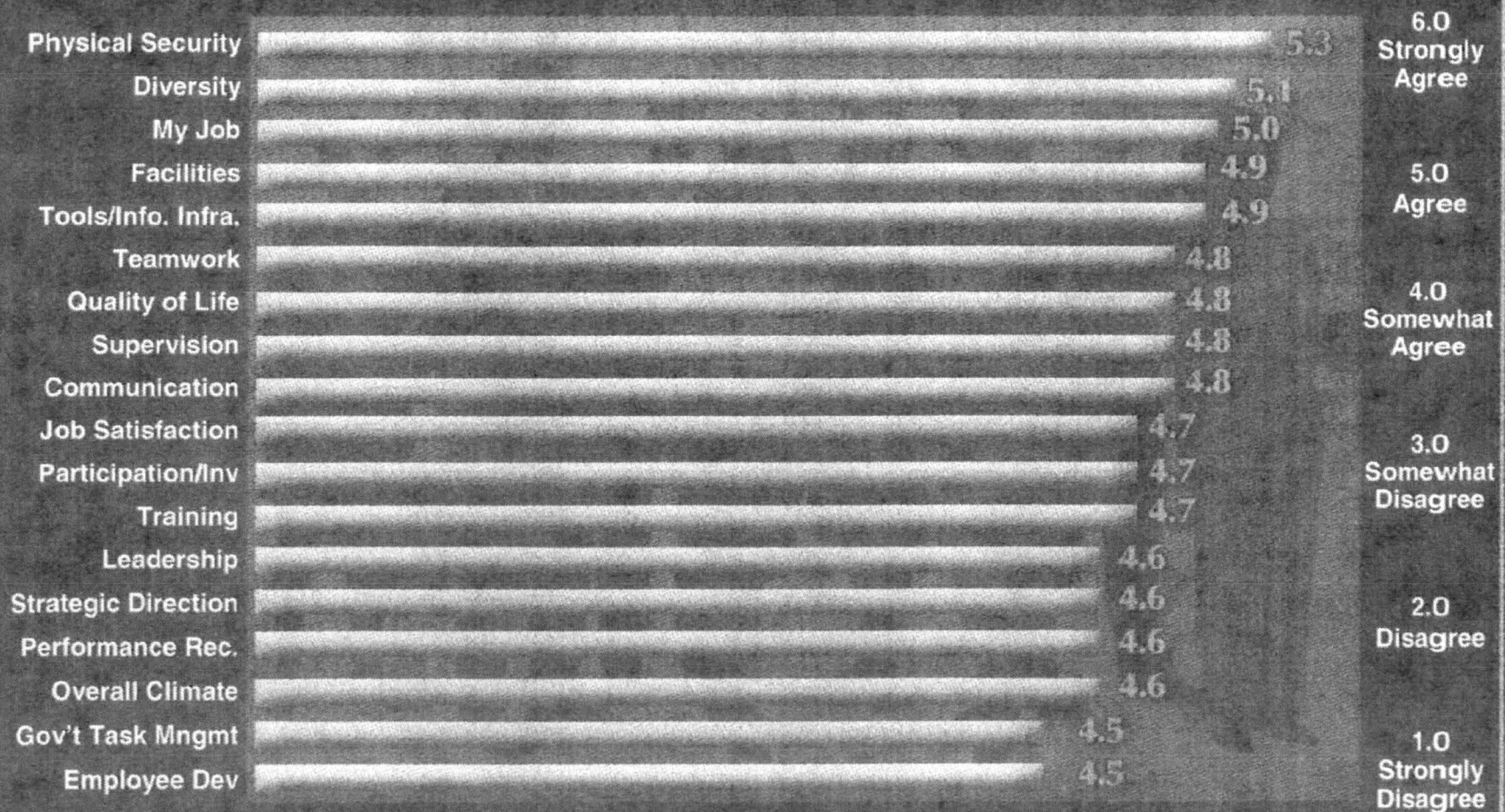




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NRO 2004 Climate Survey Results

Results by Category



NRO Grand Mean = 4.8

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Updating The NRO Way Ahead

Briefing to NRO Town Hall

14 April 2004

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NRO Way Ahead



-
- Develop the NRO Architectural Vision and Investment Strategy 2005-2020 for developing and deploying the Transformational Space Program
 - Ensure the right mix of capabilities within available resources
 - Lay foundation for development of the Integrated NRO Architecture and associated roadmap
 - Provide necessary long-range planning foundation for the FY06 Intelligence Program and Budget Submission (IPBS)

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FY06 Way Ahead Approach



- Define Future Architectural Drivers based upon Strategic Guidance and Intelligence Drivers
 - DCI, DepSecDef, and NSPD-26 (Nat'l Intelligence Priorities Framework)
- Understand where we are today
 - FY05 President's Budget
- Compare Alternative Means of addressing future drivers
 - Integrate vision options from specific overhead disciplines: IMINT, SIGINT, MASINT, COMM
- Establish a preferred direction
 - NRO leadership, in consultation with Mission Partners and Key Clients, to set direction to optimize alignment of overhead capabilities, within available resources, against key national security needs.
- Build the investment plan and go there
 - Program & fiscal guidance incorporated
 - FOL incorporated into final budget submission

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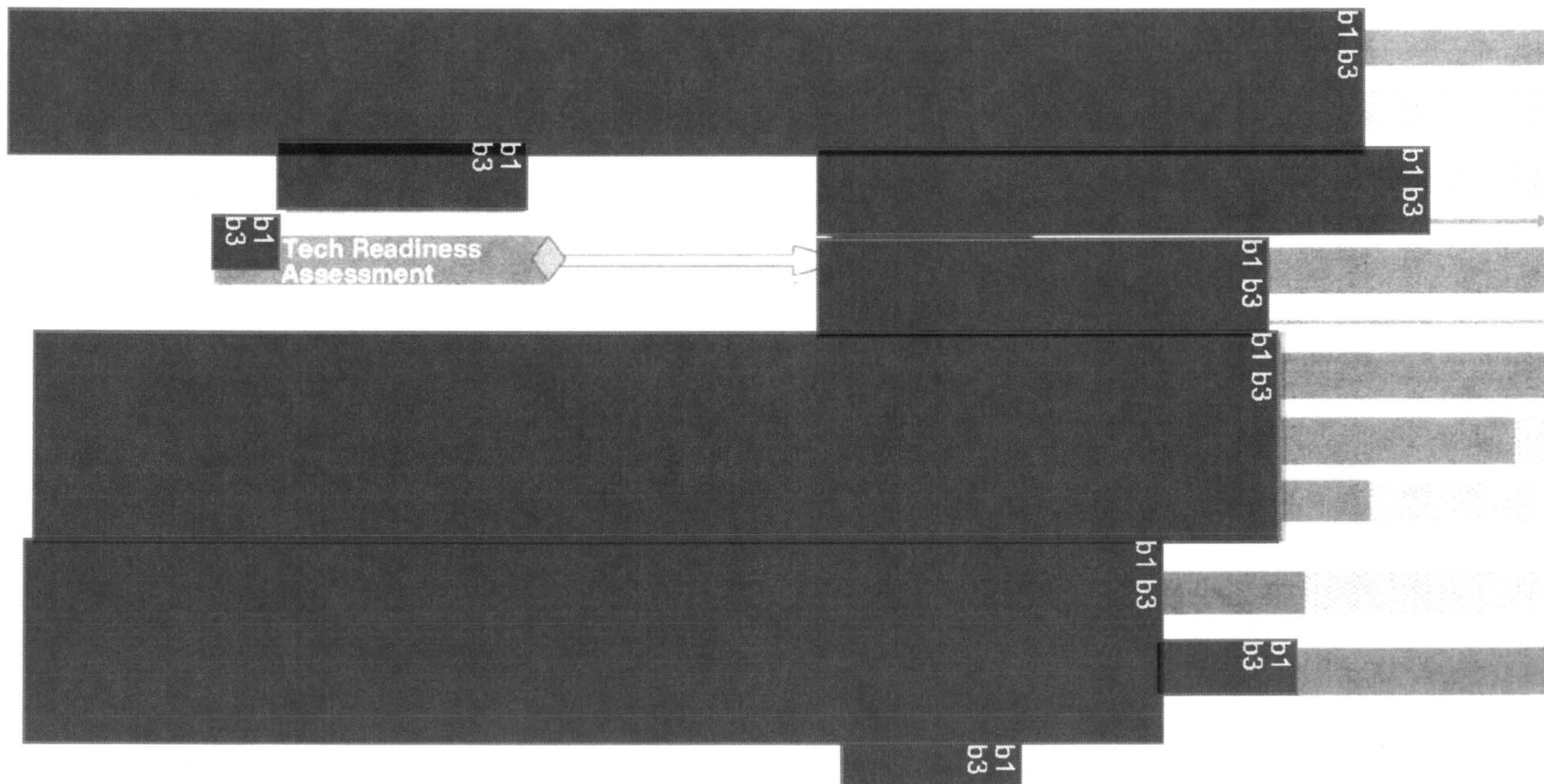
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NRO FY05-09 Program of Record



FY
 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020

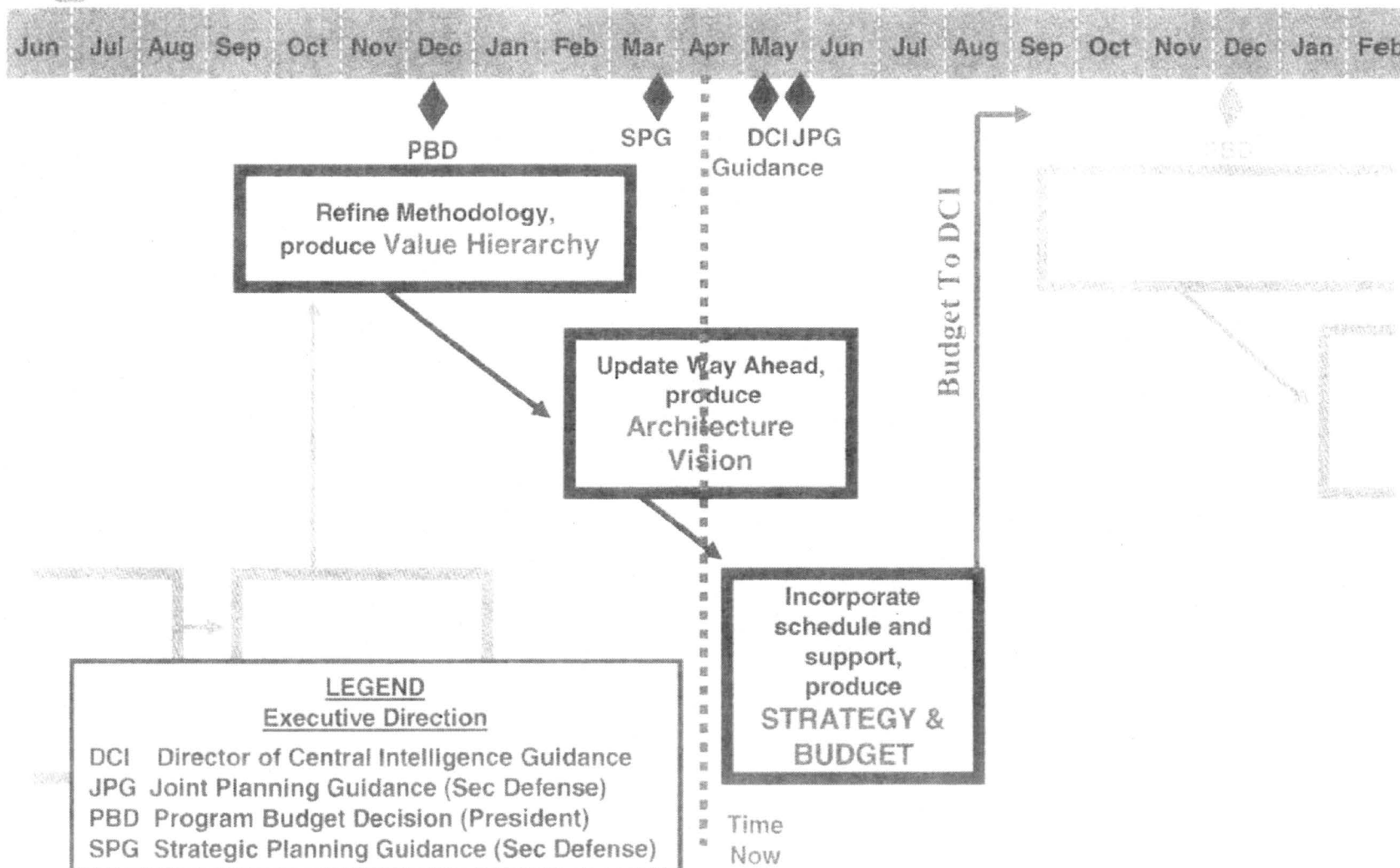


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WAY AHEAD



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FY06 Way Ahead



Our final products are:

- Order of Buy
- Program Guidance
- Fiscal Guidance

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TOWN HALL

Mr. Peter B. Teets
Director, NRO
14 April 2004

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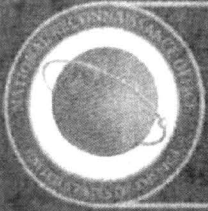
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Director's Outlook

- **Welcome and Congratulations**
 - Ms. Betty Sapp
 - Col Sue Mashiko
- **Kudos**
 - [REDACTED] b3 b6
 - [REDACTED]
- **NRO Climate Survey – 15 April 2004**
- **Congressional Hearings focus on programs / costs**
- **National Security Space Office synchronizes efforts**



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NRO Leadership Panel

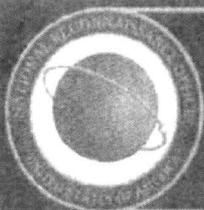
- **Program Managers' Meeting highlights**
 - Mr. Scott Large
- **NRO Way Ahead Evolution**
 - Mr. Dave Svetz
- **"Change Gang" serves formative role**
 - Gen Irv Halter



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Program Manager's Meeting

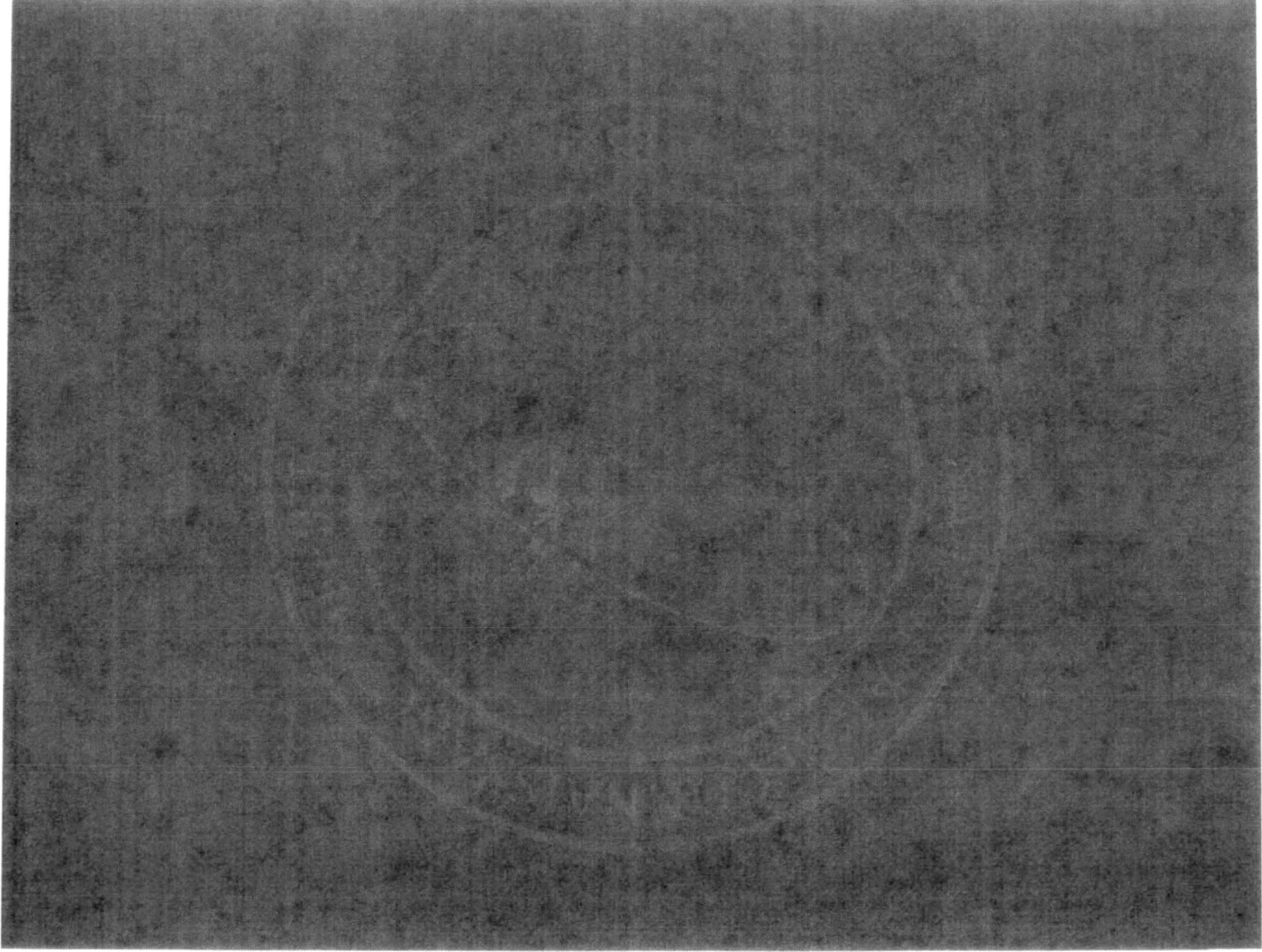
- **Program Management at the NRO**
- **Lessons Learned from Key Programs**
- **What do the Program Managers need from Senior Management**
- **Where is the NRO Headed**



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NRO Change Gang

- Corporate NRO leadership forum
- Members: Deputy Directors / Tower Directors / Others (as invited)
- Chaired by Deputy Director for System Engineering
- “Frank Exchange of Views”
- Decisions made or “prepped” for DNRO / DDNRO
- Develops “single voice” inside / outside the NRO



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DNRO TOWN HALL

April 14, 2004

Today must be due to the fact that you're all here to hear General Halter. I'm here to hear him, too, because he's going to reveal something about the Change Gang today. Actually we are going to have a little different format today. I do have a few remarks I'd like to make, probably take about ten or fifteen minutes and then we're going to have actually three distinguished speakers. Scott Large is going to talk to us and then Dave Spetz is going to talk a little bit about the way ahead and then General Halter is going to talk about the Change Gang and what we're doing and then, of course, we'll allocate some time for questions and more than happy to take on any questions you all might have or comments and feedback. I think these kinds of meetings are valuable because it does give us an opportunity to hear what's on your mind and hopefully provide some explanation to you for things you don't fully understand.

If I could have the first chair, please. First of all is the congratulations to Betty Sapp. Betty, of course, in early February became Director of Business Plans and Operations replacing Vincent Dennis and Betty is just a wonderfully qualified person. I can't tell you how pleased I am that she is part of this team and she has stepped up to this job in a major way. I've seen results. All the Tower Directors have seen results as well and Betty's just doing an outstanding job so welcome Betty and delighted that you're doing what you're doing. Also back to the NRO is Colonel Sue Mashiko. Sue is going to help me out up in my office area here in terms of coordinating activities, people's schedules, all things related to my activities here and Sue, of course, comes here having served as the SPO Director for EELV, did a wonderful job in that assignment and she's a talented person and she'll help me pull together presentations and as I say, help manage the schedule and so on and so forth, so welcome also to Sue. Delighted you're here, too, Sue. It's a real positive add.

We've had a couple of people who have received awards and I'd like to say a word or two about that. I know that some of you attended the Goddard Memorial Dinner here in March that the Goddard Space Flight Center, really NASA, sponsors on an annual basis and the NRO has been a participating member with the National Space Club, which really sponsors this dinner, and we had two very significant awardees this year. b3 b6 b3 b6 received the Goddard Astronautics Engineering Award and I was pleased to be there and be able to clap for him and b3 of course, did some great work for us in the imaging world and allowed really some breakthrough things to happen that will be just enormously important to our ability to have b1 b3 imaging and this new imaging system that some of you may have heard about. It had formerly been called b1 b3 and it's just some wonderful technology development and it was great recognition for not only b3 but for the NRO as well to have him receive that award. And then of course b3 b6 was awarded the Charyk Award for his outstanding contribution really to the National Security Space Community but to the NRO as well for the work he did in leading this Joint Defense Science Board,

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Air Force Science Advisory Board Panel that took a look at the National Security Space situation and gave us some really great recommendations for moving forward.

Another news kind of item tomorrow the NRO Climate Survey will be distributed to all employees of the NRO and I really would urge you to participate in the Climate Survey. It gives us some great feedback and I hope you'll be comfortable in taking a few minutes to just go through it and be real frank and candid. It gives us a vector, if you will, for things that we're doing well and things that we're not doing so well and how can we improve if we don't know what's on the plate that really needs improvement and so I'd urge you all to participate in that Climate Survey cause we do take it seriously. We, there's work done to analyze the inputs split it by demographics, do one thing and another and all in an effort to make the NRO a better place for all of us to work.

I wanted to take just a few minutes this morning and talk a little bit about the Congressional Hearings. I'll say that this year's been a very, very active year in terms of Congressional Hearings and I'll quickly tick through a little list of how the NRO has participated so far and then try and give you my impression of where we stand. Kind of started out on the 3rd of March when the House Intelligence Committee had an Information Technology in the Intelligence Community hearing and our CIO, Dr. Susan Gregg participated in that hearing. And then Larry Kinsvader presented the National Foreign Intelligence Program Budget to the Senate Select Committee on Intelligence on the 9th of March and then to the House Intelligence Committee on the 10th of March and Dennis Fitzgerald supported both of those hearings from a National Reconnaissance Program point of view and again those were useful and successful hearings. My first hearing came on March 11th, which was the House Intelligence Committee Hearing, and of course, I was strongly and ably supported by Betty Sapp and Ben Gimeno. I must say Ben has really stepped up and done a great job of filling in behind Sparky Olsen. Ben and his team, I should say really, cause he does have a team of people that support did just a fine job in preparing my written testimony and putting together the, the necessary background data and information that allowed my hearings to be, I think, very, very well received and very. It'll be a big help to us as we move forward in this whole budgeting cycle so thanks to Ben and his team. But anyway in this House Intelligence Committee Hearing that occurred here on the 11th of March, it was a really very candid hearing. It was closed, that is to say there were no press people there and that tends to have the members really engage more fully and more candidly frankly. I mean, they're open and candid and they're not grandstanding or trying to create a situation for the record. They're really putting out their thoughts and Porter Goss, in particular was remarkably candid in his comments and essentially I would say for probably close to a half an hour or forty-five minutes it was almost like just having a conversation with Chairman Goss as he would ask about what kinds of problems we're facing, what kind of challenges we're facing, what I thought was important about the National Reconnaissance Program going forward and I thought it was an extremely useful kind of a hearing. His, the ranking member, the ranking Democratic member on the Committee is Jane Harmon from El Segundo, California. She is very active, very engaged, very involved with some of our industrial partners that are in her district like Boeing and Northrop Grumman and others and, of course, space and missile centers in her district as well, and she has taken a very

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active role in trying to understand what our Future Imaging Architecture's going to look like, what some of our future thrusts are and she asked a lot of good questions and it was, I think, a successful hearing. On the 23rd of March I had a hearing at the Senate Select Committee on Intelligence on the subject of IMINT and General Clapper and I appeared together in that hearing. It was a little more contentious, very frankly. Senators Roberts and Rockefeller who are the Chairman and Vice-the Chairman of that Committee both have strong feelings about the notion that perhaps we have more appetite for imaging systems than we have money to spend on them and so we had a very open and wide ranging discussion about all of our Future Imaging Architecture and again I would say my view coming out of that hearing is that we made some progress. Last year that particular committee zeroed one of our very important programs and it was ultimately restored in conference but it was a very contentious kind of an issue and I, we talked very openly about that program and some of the ramifications going forward and I, I think we made some headway. Of course, we won't know until the marks come out and that'll be soon but then General Armor supported a Senate Intelligence Committee Hearing on SIGINT in support of Mike Hayden and that activity and that went very, very well. And then I was in the support of the DCI at a Appropriations Defense Subcommittee Hearing on the 31st of March which went very well but in the process of the hearing Senator Feinstein and several other senators that are on the Intelligence Committee voiced an interest in hearing more about satellites since they cost so much and so then that precipitated a several hour session over at the CIA the following Monday I guess it was March 6th that we had that hearing and that continued on. We had a good opportunity there to really kind of go through what the NRO does and what our systems are and the really enormous contribution they make to our intelligence collection activities. So all in all my feeling is that the hearing season has gone quite well. Next week we'll conclude it with the House Appropriations Defense Sub-Committee and one wrap-up hearing for the House Intelligence Committee. So we'll get that behind us now and move forward with our '06 activity.

I also wanted to spend just a couple of minutes here this morning and talk to you a little bit about some reorganization that we're contemplating doing at the National Security Space level, in particular we've been studying for a while whether or not it would be useful and efficient and a positive stroke in managing National Security Space if we were to take three elements that currently exist and combine them into a single office and we've kind of come to the conclusion that this is a wise thing to do. We're going to combine the National Security Space Architects Office with National Security Space Integration Office and then we're also going to create within this organization a transformational communications architecture activity and look forward to the time when we will create a functional integration office for intelligence, surveillance and reconnaissance activities and how they will, how we will interface with the aero part of the ISR world, and then in addition to that we'll at some point in the future probably want to create a function integration office for space control activities as well. So you'll probably be reading something about this in the media here over the course of the next few days. I expect to announce this either tomorrow or Friday and we'll get out some news information about it but I think it will be a strong and efficient organization.

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And if I could, what I'd like to do now is move on to the next part of this program which as I say is going involve three additional speakers and then when we're done I'll rejoin the panel here and we'll all four of us take some questions. So with that if the panel members would like to come right up here and I think, Scott, you're going to kick this thing off.

Scott: Yes, sir. Mr. Teets has asked me to give some impressions or at least a run down on a Program Managers Offsite we had on the 9th and 10th of March. See if I can do this. How about that. The, the objective of the Program Managers Offsite, and Mr. Teets led off with, I think, with a very good description of what he's hoping to get out of it, and frankly, I think that the payoff was to everybody in the, in the offsite, principally the program managers of our major acquisitions within the NRO, across all the Directorates, as well as the other senior staff in the NRO that in reality provide support to those program managers and that was part of the key of the offsite was to give the program managers an opportunity to dialog with senior management, for them to hear where we think we're headed but also, most importantly, for them to tell us what it is they need from us so they can be successful in delivering the programs they're responsible for. Mr. Teets led off by, by giving us his views on what's essential within the NRO and in essence what he said is program management is the hallmark of the NRO. Mission success is what we're here for but it's the program management aspect that is important to attaining that mission success. The first thing that he talked about was our ability to put together an effective program plan, an executable plan and as we do that to make sure that we have the right resources and the reserves for those resources, the right schedule resources and reserves as we plan our activities. Do not forget that we have to have independent review. Everything we put together is, as you just heard from the Hill as well as from other elements within the IC and the DOD, is being scrutinized now more than it ever has been in the past and because of that we have to ensure that we have the right independent review of all the plans we put together. This is not second guessing, this is a tool for the program managers to use and I think we've been very effective and I think a lot of what we heard at the offsite told us some of the effective tools that we have at the behest and at the beck and call of the program managers. One of those was the National, the NRO Cost Group for the independent cost evaluation that they do supporting the program managers. And the other thing that Mr. Teets talked about was that we need to ensure that we make decisions. Making decisions is a critical piece of being effective program managers and I think what we're trying to do is to provide the tools to the program managers so they can make the right decisions and at the end of the day it's the accountability to those decisions that we make that's going to be essential and standing up to the accountability and having senior management back-up our program managers as they make those decisions. But there are some other elements of what we talked about at the offsite. As it says here, lessons learned from key programs. b3 b6 b3 b6 who's IMINT Director running the FIA or the b1 b3 b1 b3 came up and gave a very, very good rundown of FIA, the history, where we had problems, how we got in trouble and what we're doing to get out of it, alright, ultimately coming up with essentially nine lessons learned from that. Also what we talked about was risk management. Mr. Fitzgerald came up and talked about a little bit of the history of risk management in the NRO but also kind of the ten rules of risk

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management and how do we deal with that. The other thing that we looked at is things like b1 b3 what's happened with b1 b3 how we've taken on risks with b1 b3 how we've moved forward with b1 b3 and the lessons learned from that. And then we heard from both the DDA, we heard from BPO and the cost, excuse me, and our Cost Group on exactly what they can provide to the program managers. There's a very good dialogue. There's a good combination of where we are, where we're going and the program plans we have in place to do it. We also had a round table session where the program managers actually just interacted with the senior management. Mr. Teets moderated it. Mr. Fitzgerald was very active in the discussion but the fact that we had our senior staff there supporting the program managers, I think, was a big plus. The feedback we got afterwards from the program managers was it was great, we ought to do this more often. The last piece that we talked about is where's the NRO headed and each of the directorates, each of the SIGINT, IMINT, COMM, AS&T, we all stood up and talked about where do we see ourselves going, what is the vision we have for each of our disciplines, what is the vision we have corporately for the NRO, and most importantly, how are they interactive because frankly the vision of where the NRO is going is an interactive vision between all the collectors and the organizations that support collectors. Not the least of which is COMM, which is an important enabler to where we all are going to be going in the future. We heard from the DDMS, we heard from DDMS giving us a rundown both on how we interact with the Mission Requirements Board for the IC that's chaired by b6 but also from the DDMS how we heard about or how we're interacting with our military customers, the effectiveness of having our technical support reps and our liaison officers out in the field with the combatant commanders and the effectiveness of that dialog absolutely critical to where we're going in the future. In a nutshell that's what we talked about. It was a very good dialog. We got a lot of good feedback looking at the survey results after the offsite. Mr. Teets, you may have seen some of the feedback we got but the write-ups were very complimentary. It's something that I think we want to do on a regular basis, once or twice a year and give the program managers an opportunity to interact with us and interact amongst themselves and share some of that experience and those stories. With that what I'd like to do is turn it over Dave Svetz from DDSC. He's going to give you some insight into the Way Ahead and some of the things we talked about as well.

Dave Svetz: Mr. Teets asked me to talk to you about the process the NRO senior leadership uses in updating the NRO Way Ahead for '06. My role has been in that as the briefer, facilitator and executive secretariat for that process and it is a process we use here to build the NRO program and eventually that feeds into the budgeting process and we produce the Intelligence Program Budget Submission that goes to the DCI. We first start out with, you need to take a look at what's the vision and strategy and we just can't go out through the FY depth. For instance, last year the FY depth was '05 to '09. This year we're now looking at '06 to FY 11. When our programs in terms of investments when you build a system here it may take five, six, seven years to build that system so investments in the FY depth will actually produce capabilities that are outside the FY depth. So we need to take a look, we take a look out to the year 2020, we have to look at NRO programs both in terms of what the NRO can do but also National Security Space and also all the other services providers that are out there and there's a number of ISR

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architectures and that brings me to the second point. You see a lot of ISR architectures, there's actually more desire for capabilities from space than there are resources so we actually do in this process is we cost constrain the various programs. For instance, last year we had the Transformational Space and Airborne Project that was looking at across the IC and the Department of Defense. That one was cost unconstrained and came up with a number of priorities. It's very difficult for us to implement that unless resources come with that. So and this does produce the program plan for the NRO and I did mention it goes and does build our budget. I want to talk a little bit here about where we are in the process for FY 06. The first step is getting Guidance from both, the DCI, the Department of Defense and also the President. Currently on the DCI side we don't have any Guidance. There's draft Guidance out there that has not been finalized yet. On the Department of Defense side there's actually two forms of Guidance that will be coming down, the Strategic Planning Guidance which we have which is fairly general, it's fairly broad and then we're looking at getting Joint Planning Guidance which is going to be much more specific. And again the Strategic Planning Guidance is out. The Joint Planning Guidance has not been completed yet. The other thing is NSPD 26, that's actually intelligence priorities framework. It was signed out by President Bush on 24 February 2003. And then Condoleezza Rice a couple weeks later, I think it was 3 March of 2003, actually signed out the Intelligence Priority Banding Framework. There's actually three bands, Band A, B and C. A is more important than B, B is more important than C. So that's the Intelligence Priorities that the NRO is responding to based on the direction of the President. The second step we do is understand where we are today in terms of the '05 President's budget and so we update the Way Ahead for the '05 President's budget and then the next step is to take all those architecture visions, capabilities, desires that are out there but then we've got to integrate those options into a program that fits within the NRO resources. We take the IMINT, SIGINT, MASINT and COMM's pieces and the COMM's piece needs to fit. If there's collection systems that need the COMM's relay capacity and the number of heads, we have to make sure that that all fits together in an integrated picture that we can present to NRO senior management. There's a series of meetings with NRO senior leadership. Last year we had seven meetings with the Director. This year we've started those last Friday. We'll have another meeting this Friday. It is the Director and the Change Gang. Irv Halter will talk a little bit more about the Change Gang. I expect there'll be maybe just as many meetings this year. We hope there'll be a few less meetings but the Director asks a lot of questions in terms of building the program. The other piece is we don't own the end-to-end piece of this. We have interact with the mission partners, understand how all that fits together and also look at our users and our customers out there and eventually building the NRO's program. And what comes out of this is program and fiscal guidance and then eventually we go in to a process looking at fact of lives as we go into the budgeting process. This is just the '05 program of record. What I show up there is the collection systems and again there's a lot of detail that goes into this. You're basically looking at the IMINT Program, the SIGINT Program and the COMM Program. There's AS&T Program. I don't show that chart. There's a lot of details in that also and there's a certain percentage of the budget that goes to AS&T. There's also embedded in this a lot of ground systems, operations that goes into this and also support functions in order to build the overall NRO Program. But I would point out on the chart that again we're looking

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now from 2006 to 2011. So as you move further out into the process some of those systems become less well defined out there in the future. So we have decisions to be made in terms of the future architecture for imagery, decisions to make on next generation IOSA and also the transition from b1 b3 to the b1 b3 Program. I would point out we have to look at this as a National Security Space perspective because we have b1 b3 that's currently DOD and DSRP funded and we have to look at how we come together as a National Security Space Community. This is a representation of the schedule. I would point out this is a year long process. If you look up there to refine the methodology and value hierarchy, we did do a lot of work when NSPD 26 came out because now we have Presidential Direction in terms of intelligence priorities so we had to work that back into the process. That's actually the first time we've had a comprehensive framework across the Department of Defense and the Intelligence Community. So we actually had to do that and look to changing priorities and methodology. You'll also see the next process I talked about we updated the Way Ahead and we're now in the process of looking in that vision and building that program roadmap with the NRO senior leadership. And then, we'll look for DCI Guidance and Joint Planning Guidance to come out in the May timeframe, and eventually that gets incorporated, we incorporate any schedule changes. We also look at support functions and that actually builds the strategy and budget for the NRO, which gets delivered to the DCI in the August timeframe and then there's a whole series of budget processes until we get a Presidential Budget decision in December. So a lot of things occur in terms of building the Way Ahead. Right now DDSC is leading the programming piece of this up front and then we do a handoff with BPO but we jointly do this with all the DDs and the Directorates to make this a success. And just as a summary these are the final products. There actually is an order of buy in terms of priorities for that. If the resource trades we try to use that order of buy, go up the order of buy. It is a complicated process depending on where the programs are, where the money is. And coming out of this is the Program Guidance and also Fiscal Guidance. There's a top level dollar amount that goes in and then that actually feeds into the budgeting process. And that's all I've got. Irv Halter will talk about the Change Gang.

Irv Halter: Good thing I don't have to do any of the technical stuff here cause I only have one slide. So that's good. The Change Gang and I didn't realize this until after I'd been in it for a while, apparently it's very mystical to lots of folks and think that we do black magic in there so I'm going to try to de-mystify it here a little bit for you for a couple of minutes. The Change Gang bottom line is defined, and it actually has little reg to define it, is a corporate leadership forum and I underlined several times, corporate. I have been here for fifteen months and during much of my first six months here I used to tell Mr. Teets, I don't understand why they sent a fighter pilot engineer here or history major here cause I'm not an engineer. I'm not an intel guy. One day, and he may not remember this, we were walking down the hall and I said, I finally figured out why they sent a history major here and he said why, because everything about the NRO is about history. And if you think about it, it is. The various programs that the NRO once or that constituted the NRO and now are all kind of here in one place together weren't always that way and so I will be honest with you, and I think you all know this, we don't always tend to speak with one voice. We tend to speak with separate voices. The Change

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Gang's job really is to make sure that we're speaking with all one voice. An opportunity for us at the senior level to let our hair down and share our perspectives, our experience so that when we talk to Mr. Fitzgerald and Mr. Teets as a group we can say, sir, here is the result of our common wisdom, if you want to call it wisdom, and what you might want to consider about these issues. Then, of course, we take their feedback and we go back and talk some more, but the corporate is the thing that we're trying to do here. Make the NRO speak with one voice. You see who the members are there, basically all the Deputy Directors except the Deputy Director, Mr. Fitzgerald's not there and then also all the Tower Chiefs. Occasionally other folks are invited in if they have an issue we think they can help us understand better, for instance, Ms. Platz-Vieno has been there when we've talked about personnel issues. We've had folks from within our own organizations come in if they are the person who has more details on an issue to actually brief the Gang, so it's not just all us cloistered together. However, those folks that tend to come in, they talk to us and then they're dismissed so that we can talk among ourselves. It's chaired by General Latiff at his point, DDSE, basically provides all the setups for this, manages the agenda and we all can nominate agenda items and do. In fact we have a long list of things that are in the queue that we haven't been able to get to because things change day-to-day of what becomes more important. Obviously we're spending a lot of time right now, as Dave mentioned, with the '06 Way Ahead and prepping ourselves for the meetings that we have with Mr. Fitzgerald and Mr. Teets on those. I think it's a diplomatic term that we say when they've had a meeting and there's shouting going on we call it a frank exchange of views. But, you know, it may, for younger folks they tend to think, you know, hey, you know, the older guys aren't like us, you know, they operate differently. No we don't. We still have to have a water cooler, sit around and bitch and talk to each other about what it is we think is bugging us or what we want to make sure that everybody else in that room knows about so that we all again talk with a single voice. We can vent our frustrations. We can vent our frustrations, I'm being honest here, with what the bosses might be telling us. We can also vent our frustrations with each other's organizations. I will tell you it's done in a respectful manner and it's also done with the idea that hey, friends don't sometimes just have to agree to disagree on things and that's okay but at least we all know where everybody's coming from so nobody's surprised in another forum later on about what it is we're all thinking. And I have found it from all the things that it's good about this forum for me, that's the thing that's most useful. Now the other part of this is, is that it's never wise not to be at a meeting because then you get chosen to be the briefer for the Change Gang. Often times again, and I'll give you a couple other examples, we talked about the prepping the boss for things like the Way Ahead, but for instance, the Program Managers Conference was an idea that sprang from discussions that were inside the Change Gang. We were sitting there talking about, well how could we possibly get the word out to a broader scope of folks who are the big bosses in the organization, the program managers, and so that they when they're speaking with CIA or OSD or Congress, whatever, that they know what the boss' messages, prime messages are and what we're trying to get out to folks. That's where that sprung up and we talked about it and debated on how we might do it and eventually voila, the Program Managers Conference. So those are the kinds of things we discuss. Again, single voice inside and outside and that voice is Mr. Teets' voice. When anybody in this room lips move, when you're talking about NRO things, what we talk about internally and advise

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the boss is one thing but once he decides what's going on and told us individually what's going on, we owe it to him to make sure that that's the voice that everybody hears. And that's the real principal thing that we do at the Change Gang. Mr. Teets.

Mr Teets: Thanks, Irv. Well, thanks a lot and I hope you enjoyed the discussions from these three distinguished folks and now we're ready for the Q&A session and I'll kind of just moderate it. I'm going to hand questions off to these folks.

Am I allowed to buy a vowel?

Well, we'll see. Let's, how about questions from the audience? Yes, please.

Question: Sir, this upcoming DCI SEC DEF Review is potentially going to offer some help to you and the organization, if so, what areas do you hope that they help in?

Mr. Teets: When you say the upcoming DCI SEC DEF Review, say a little more.

Question: The results of the Space, did we live up to the goals of the Space Commission?

Mr. Teets: Yes, I'm thinking that will ultimately become a forum, if you will, of various and sundry people who have stakes in National Security Space to vocalize their thinking as to how things are going. I actually think that it'll be very useful to get input from a wide of range of people in the Community as to how we are doing with implementing the National Security Space Commission's recommendations. Now, I kind of try and keep a chart on that and **b6** National Security Space Integration and the person who will run this new NSSO office, also has done a little bit of an analysis that would indicate that, you know, by in large we have really done a decent job of implementing the Space Commission's results, but that's kind of an internal look at it and this way we'll get some stake holder input. I know Steve Cambone will be engaged in that and Don Kerr from the CIA will be engaged in it and others as well. And we'll get some good feedback from it and again, it will be taken with a positive spirit. Have we done a perfect job? No. What have we done well? What have we done not so well and what could we do better, and so I take it very much as a positive stroke and I don't know if, Scott if you or Dave or Irv want to add on anything to that or not.

Scott: Just recently this past week, last week we had the Young Panel here and I think a lot of what the Young Panel focus was on exactly those kinds of things. How are we implementing some of the recommendations we've seen across the board and the interaction has been very, very good. I think in some areas, I think they've been very satisfied with what the NRO has been doing in other areas they're pushing back and there may be other activities that we can take on board but my view based on what the Space Commission recommendations were, as well as, what we have put in place over the last year or so is I believe we're chipping away at those recommendations pretty effectively.

Mr. Teets: Very good. Other questions from the audience assembled here? Yes, please.

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Question: Sir, we've seen a lot about Boeing in the media recently. Can you tell us the latest on Boeing being EELV suspension?

Mr. Teets: Yes, I can. It was last July now which is what some nine months ago that Boeing was suspended by the Air Force and actually, it was I that did that and since then I think Boeing has taken some strong steps and some strong corrective actions to improve the situation. You'll recall that the incident that really required in my view the Air Force to suspend Boeing, the two Boeing companies that were involved in the launch business only really, but those two companies needed to be suspended based on the documented evidence that during the EELV competition they were in possession of thousands of pages of Lockheed Martin proprietary information and it clearly illustrated a serious, serious violation of ethical business practices and conduct. And so we suspended them and Boeing took strong corrective action, they have taken strong corrective action. They were perhaps a tad bit slow in getting started but they clearly got the message that the Government of the United States was very serious about this suspension and they needed to take corrective action. Well, you know, as they started to implement corrective actions like having all employee kinds of meetings where they did ethics training. They instigated a special review committee under the leadership of former senator Warren Rudman, who did a very, very thorough review corporate wide of Boeing's business practices and standards of conduct and gave some recommendations back to the management and all, but then in the fall last year, frankly I thought, boy they've really turned to and they've been making good progress but in the fall, this business of the hiring of Darlene Druyun. You may have seen something in the press just recently about that which is another sad commentary in a way. But the hiring of Darlene by Mike Sears, the CFO of Boeing, and the conversations that they may have had before she recused herself, resulted in ultimately both Darlene and Mike Sears being dismissed from Boeing employment. And that's kicked off another wave of concern that gee, maybe the ethical conduct and business practices at Boeing are need even more revamping and so again former Senator Rudman ran a special review to go look at their hiring practices and then the Department of Justice got involved and did some investigation of their own relative to criminal charges. And I'll tell you it's a, you undoubtedly say the press reports yesterday and today. I guess today the Wall Street Journal had an article yesterday. The Washington Post had an article that, again I'll just report on the articles here. I've heard nothing more about it other than what's in the articles but the articles say that Darlene Druyun has agreed, potentially agreed to plead guilty to one count of, one charge and if that's the case it may be a plea bargaining kind of arrangement which would sort of say well, maybe there are other people involved. I don't know so it's kind of a tortuous path how that goes. The Air, the formal process is the Air Force Debarment and Suspension Official is a fine gentleman by the name of b6 [REDACTED] who's an attorney in the General Counsel's Office and he reviews this in considerable detail and in point of fact he has been working with Boeing to create an administrative agreement which would allow us to lift the suspension and then have this administrative agreement in place going forward. And it has to do with things like Boeing's going to be asked to pay for the expenses that have been incurred in order to carry out this suspension activity and there are certain agreements that they will make relative to ethical conduct going forward and one thing

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and another. The problem is that you get into in one of these things is that there has to be a period of time of stability really and as these as new things continue to crop up it becomes essentially very difficult for b6 to say, well, this is over, Boeing, these two companies are now responsible contractors and we're willing to do business with them again. I had, I have been quoted accurately as saying that it was my view during some Congressional testimony last month, actually, it was my view that the strong actions that Harry Stonecipher has taken since he became Chief Executive Officer would give me some reasonable confidence that Boeing is close to being able to be declared a responsible contractor and we'd lift the suspension. Well, I don't know how close we are right now because of these other allegations that keep coming forth and so it's impossible for me to call really. I can tell you that I do think it very important that Boeing take this matter seriously and I believe they have. I think they have strongly emphasized an ethics program, they've got a hot line, they've got their management is receptive to input from their employment force, they want to know what's going on and they want to have a strong program of Ethical Business Conduct and so, again I'd say I'd be optimistic that sometime in the relatively near future the Air Force would be able to lift that suspension but it's a little hard to call an exact date. Sorry that's an awfully long answer but it's a complex issue and it's one that deserves a full answer because it's so important that we all operate with high standards of business conduct. I mean, we are stewards of the taxpayers' dollars. We're involved in national security matters and we have to operate in a way that is above reproach and when certain bad apples, I'll say, behave poorly it's important that we recognize it and we take corrective actions and that we repair the breakage that's been done. Other questions out here? Yes, please.

Question: Sir, can you comment on any changes precipitated from the Program Manager Conference?

Mr. Teets: I'll ask Scott and Dave and Irv to think about it while I give you my answer which is I can't off the top of my head think of any big changes that came about. It wasn't intended to be a conference where we would create changes coming out of it but more a desire to communicate with this vitally important program manager workforce how important their job is, how our true desire here at the NRO is to make program management a core competency within this organization which means outsiders need to recognize the NRO as being an organization that has program management as a core competency and it is a matter of excellence. And so we were, I think we were successful in communicating that desire. I think we also did some excellent interchange of ideas and views in the sense that, well as Scott mentioned, b3 b6 did just a superb job of talking about lessons learned from FIA. Dennis Fitzgerald did a superb job and I know you've heard him. I think many of you have had an opportunity to talk about the risk equation and the changing face of the risk equation over the history of the NRO, a very, very worthwhile kind of a briefing. And so I think there was a lot of learning going on. There was a lot of good interchange, a lot of good dialog. I can't think of changes that came out of it but Dave, maybe you or Scott have some.

Scott: There weren't any specific changes that came out of it as Mr. Teets said. It was an interaction. There was a lot of good information passed back and forth. There were a

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few actions out of that. We are looking at having another Programs Managers Conference in October of this year so again we're still looking for feedback, but no specific changes per say. But it was the first forum that we actually got all the SPO Directors together to interact with both the Director and Deputy Director and Mr. Teets was there the full time. So it was a two-day forum.

Mr. Teets: Scott, how about you? Do you have any thoughts there?

Scott: Yeah, what I'd like to add is going through the responses to the survey that was handed out at the end of the conference for feedback from the participants, one of the things that came through very loud and clear was that the lessons learned portion of that, particularly from [b3 b6]'s briefing was very, very well received. They were hitting in areas like the contract award processes, the program initiation processes and then program execution, management team experience, making sure that we have quantitative requirements, making sure that there's a sense of urgency, that there's realism in what we do as we not only lead up to the program and estimate what the program's going to take technically as well as financially, but realism and discipline in the execution of the program. Not specific actions but this was a response from the audience after the fact saying this is the kind of information we need as program managers. Those of us that are gaining more experience, they thought it was great and I think, as Mr. Teets said, both [b3 b6] and with Mr. Fitzgerald's inputs on risk management, I really think hit the mark.

Mr. Teets: Next question from the audience, anything there or do we have some written or telemetered questions? Okay, okay this is going to definitely be one for Dave Spetz. No, we'll all help with this one. When can the outer facilities expect an upgrade or more bandwidths for the GWAN and dotmil accounts? Currently it takes many attempts to log on which wastes time. What do you say Dave, you're in charge of Systems Engineering around here?

Dave: I think I have to refer that to the COMM Directorate. Actually, the truth of the matter is at the DDSC level we work big enterprise system engineering kinds of issues. When you get down to that level that's really when you start getting the COMM Directorate, the interactions that go between the COMM Directorate and the other towers.

Mr. Teets: Well, let me just say this is a reasonable kind of question to ask. I don't have an answer quite honestly and but we'll get one and we'll get it out in the RECON or whatever or maybe there's a...Admiral Select Vic Sec.

Vic: I was playing chicken with Mr. Barlow. I would say, sir, it depends on the specific location that we're talking about. If they want to send me a direct e-mail we can look at the schedule and see when they're going to get the new servers allocated and delivered to their site once the CPU Upgrade gets incorporated. But if there's a specific problem they should send us something because maybe there's something in the network. But we are in the process of upgrading all of the small sites around the world, you know, we're about

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I think halfway through the upgrades of NGEL (?) and CPU bringing, you know, much more megabyte to the desktop so not very specific but we are on the path.

Mr. Teets: Thanks, Vic. Appreciate it and whoever asks the question wants to e-mail Vic, I'm sure you'll get a more explicit response. Okay, let's see, I've got one more of these. What changes do you foresee in the NRO's intelligence systems and intelligence mission practices to support the vision and urgency of horizontal integration? You know we've been working about a year now to define horizontal integration so this is a worthy question and I'm going to give you a couple of minute answer and then I'm going to turn to our expert panelists and take notes. I'll tell you the NRO has been instrumental, I do believe, in making some headway in horizontal integration but we're kind of a third party in a sense trying to facilitate the horizontal integration and the strength and power of it that we can so clearly see. The people who are intimately involved with horizontal integration are really our mission partners and the broader user community. And I've been arguing for a while now that the best route for getting horizontal integration is don't look for a future system to become horizontally integrated. Let's start to horizontally integrate the systems we all ready have and to some extent we're doing that. NGA and NSA and DIA are working better than they ever have together, I think, and part of that is they've kind of all three of those have coalesced along with us at the b1 b3

b1 b3 and there's been a lot of strong horizontal integration activity that's taking place at that b1 b3 Now that's clearly focused on the SIGINT world but there is linkage back into the IMINT world as well and I would tell you that NGA has a presence in b1 b3 and they are providing that kind of horizontal integration capability. NGA and NSA have done a fine piece of work up at Fort Meade. I don't know if any of you have visited the geo-cell up there but I have. And this is a really important piece of horizontal integration work where NSA and NGA have partnered using our assets, of course, but they've partnered to be able to collect actionable intelligence and get that information to the field in short order and the field can then take strong action on important war fighting operations. Horizontal integration is vitally important to be successful but it involves this dissemination part of the intelligence business and the intermingling of the various INTs. We're in a position at the NRO where we can try and facilitate that, we can applaud it but we don't have a big role in it. The biggest role we have in National Security Space, my opinion is to enable it through transformational COMM and that, of course, will involve both b1 b3 and TSAT. And horizontal integration will be greatly enabled, better enabled I should say, once we get transformational COMM in place because we'll be better interconnected. We'll have an Internet in the sky. We'll have an ability to horizontally integrate information from one source out to a soldier in a jeep in the desert. So all of that to say I think we're making headway and we're moving ahead. In terms of the exact question about business practices, well, I can only say it's all about teamwork. It's all about recognizing that we're all on the same team. Boy, you know, all this 9/11 Commission stuff, it tells you the whole Intelligence Community needs to get better horizontally integrated. We need connections. I think people's intent is real clear out there. People want, didn't want to have 9/11 happen, nobody wanted it to happen and yet, it was kind of this inability to connect the dots. Well horizontal integration enables you to connect the dots and we need to be a strong participant in that and an encourager of breaking

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down these stovepipes. Now I spoke a little longer than I wanted to but Irv, how about you. You got some thoughts on that?

Irv: We just recently, with a lot of help from through the entire NRO, put together a briefing about tactical applications and when we say tactical applications these tend to be things that help do the things that Mr. Teets was talking about, either disseminate information down to disadvantaged users in a quicker way and a format they can use. We do these things often with NSA and NGA folks in OSO do that for Meade with SAIO and other organizations. Plus the mission ground stations all have folks that are working along these lines, too. One of the things that we've given this briefing to a couple folks now, one of the first things we start out with is, you know, we were doing horizontal integration before horizontal integration was cool. In many ways this organization has been doing it. Mr. Teets is right, we can't, it's hard for us to take the lead because often times we have to be coupled so tightly with our mission partners but certainly from a technical aspect there are folks out there who know that technically we're the folks that you come to when you have a technical issue. Major General Barb Fast who's currently the J-2 in CJTF-7 in Baghdad, when I first met her about a year ago when she was still in Europe she sat me down, the first thing she said was, you know Irv I was a career intel person. I spent much of my life in NSA and I know that frequently you guys over at NRO get beat up for doing customer support but let me tell you we come to you guys cause you guys get things done and you keep on doing what you're doing because those things that you use to help us integrate and get to data and systems is very valuable to us and we count on it everyday. It saves real peoples' lives. So another point I would say is we are, while we have a long ways to go for sure, we also have to take credit for some of the things we've done and I know, I think Dave wants to talk because he's actually the h.i. guy here but he also has been broadcasting that in fact there are a lot of these tactical applications in other systems that we've been producing for a while that are going to help make us get there.

Dave: I'll talk a little bit about some of the initiatives and some of the strategic things that are going on. I mentioned the Transformational Space and Airborne Project and it's actually co-chaired by b6 [REDACTED] and a spin-off of that was the horizontal integration effort. It's actually Horizontal Integration Senior Steering Group with Mr. Teets as one of the seniors on that. The challenge with that group is they're having a hard time figuring out what the vision is, the con-ops and the implementation plan and that's why I say a lot of things we're doing in the NRO along with NGA and NSA, other mission partners is actually facilitating the horizontal integration but the strategic level it's been very difficult. I'm actually on the Horizontal Integration Management Group, which is co-chaired by b6 [REDACTED] and those groups have not met recently because again they're stuck on the vision and the con-ops piece of that. So they're trying to cut off too big of a piece, I think, in trying to formulate horizontal integration. We're actually going to see DCI inspective guidance but it'll be fairly broad in terms of horizontal integration. We've supplied to these various groups is a lot of the initiatives we have here at the tactical level and among the programs in terms of horizontal integration is examples of facilitating horizontal integration and things you can do to make a difference in the near term.

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Mr. Teets: Thank you. Dave. Any final questions? Our hour's about up but please.

Question: I have a tough question. In the spirit of the Change Gang and the open dialog, we're all NRO here. The question I have is in light of the perception on the Hill of the NRO and it's becoming largely irrelevant in the War Against Terrorism and terrorism activity, as powerful as our assets are they were designed for a different enemy, our rate of change is a long lead time because of the amount of time to bring up new assets and in a sense perhaps it's slower than the terrorists' ability to change. I was wondering what you think and the panel thinks of the future of the NRO in that regard.

Mr. Teets: Well, again I'll take a quick shot at this. We may be here through dinnertime. No that's an important question. It's a vitally important question and I'll just say that I would start out and I don't say this in any kind of defensive way but I would say that I question your premise just a little bit. I don't think that the people on the Hill view NRO assets and collection capabilities as being in a past era or applicable only to cold war activities. I think the future has everything to do with this thing called horizontal integration and connectivity and it has everything to do with getting the right intelligence or the right collected information the staff we collect to the right people in a timely way. And it has everything to do with this global information grid that isn't up and running yet either but it's part of the transformational COMM architecture, if you will. That is to say, the reason I would quiver with you a little bit is let me take a couple of examples. In the signals intelligence world I think it's pretty well recognized by all the committees that oversee our activities that the truly actionable intelligence that we have collected in Afghanistan and Iraq have dominated the whole war fighting effort.

b1 b3



I mean, it is truly remarkable and I think that's pretty well understood. As we push forward now and we start to talk about things like b1 b3 is a fully funded program, doesn't have a whole lot of publicity around it but it has strong support on the Hill. Why? b1 b3 offers us the opportunity to perhaps be able to identify locations where b1

enormous benefit that could be to b1 So, I guess what I'm saying is, I see our space systems growing in importance not decreasing. I think the challenge in front of us is two-fold. I think we have to keep pushing the technology, broader spectrum, more and more spectrum has to be collected and analyzed and thought through and then we need to find better ways to disseminate it, quicker to the people who really need it. That's an awful long answer, I know, but and I want to give our panelists an opportunity as well. So Scott, do you want to start?

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Scott: Well, let me, I know Irv's got something to say but let me just build on what Mr. Teets said just from experience from my previous assignment over at CIA Headquarters. The Overhead systems, particularly the SIGINT systems, played an integral role, not just
b1 b3

problems within the terrorist threat. So the Overhead systems have played a direct role, I mean absolutely a direct role at the lowest level or even at the highest level depending on how you want to describe it, in the War on Terrorism and I think that's an important fact that a lot of people don't understand. Irv

Irv: I would have to agree to, you know, I would take issue, I mean, I think it's a valid point and certainly we have to work very hard and do work very hard to talk to folks in Congress. Every time we have a Congressman over to the area Mr. Teets drags me along and I get to brief specific things that the systems have done that we can run the direct line through to say, from here to here Overhead played a role in killing a bad guy, blowing up and finding a SAM system, tracking where a missile was launched from to get ordinance on target, whatever from a military standpoint as well as many of the other folks that use our data and they are all, I think it's safe to say, every time incredibly impressed. Sometimes surprised I will admit but that's part of the education process. You know, a couple things, one, don't it is true it takes us a long time to get systems up there and they're very expensive but the fact is you all know better than I do much of our the things that we're doing are because of things we've figured out how to do on the ground, not because of new systems that are airborne, as great as those are. There are systems up

b1

Why, cause we figured out cooler ways to do things on the ground and that is an area where we continue to do lots of great work and we can demonstrate it and I think it's fairly supported in Congress in terms of spending money on those types of things.

SIGINT, you know a lot of people talk about b1

b1 and we're working on ways to get imagery more persistent in the correct way. The other part is in BFT, Blue Force Tracking. National systems are very useful. There are over ten thousand systems out there now used by a lot of folks, not just military folks but others, but they are using our systems to be able to go after bad guys, especially in places like the Afghan mountains. That's absolutely necessary and enabled by national systems, and again our Congressional friends, OSD, others know that. Ship tracking, you know we're all getting really concerned now about ships and I will be honest with you, there were people who weren't all thrilled that we had that thought we were going to have too many planes of
b1 b3 out there more than we needed. You're not hearing that anymore and the reason you're not hearing it anymore is because people figured out that b1 b3 and we need to know where certain bad ships are because we're afraid they're going to pull up next to the border and do bad things to us. I've got lots of other things. We've got folks from MDA, NORTHCOM, STRATCOM beating at the door and our traditional

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operational folks like CENTCOM, etc. are still that we're involved everyday. We have a team over at CENTCOM right now, CENTCOM Ford updating their systems. So the point is, and I know we're running out of time, you know, we're doing a lot of things. The issue is do people know about it and I think you can rest assured that we're working very hard to make sure that people, the right people, the people who send us money do know that.

Mr. Teets: Thank you all very much. Appreciate it. I guess we really ought to bring this Town Hall Meeting to a close now, honor the time commitment and thanks all for being here.

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TOWN HALL

Mr. Peter B. Teets
Director, NRO
14 January 2004

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National Security Space Top Priorities: Challenges for Government and Industry Partners

- **Achieve Mission Success in operations and acquisition**
- **Develop and maintain a team of Space Professionals**
- **Integrate space capabilities for national intelligence and warfighting**
- **Produce innovative solutions for the most challenging national security problems**
- **Ensure freedom of action in space**



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DNRO TOWN HALL

January 14, 2004

Good afternoon everyone and welcome to our first Town Hall Meeting of the year. We start by wishing a very happy, successful, prosperous New Year to you and your families. We have some challenges ahead and we're up to meeting them, so I thought it would be appropriate to take a little time to talk about priorities for the year going forward. In the process of doing that, I'll talk a little bit about some of the important activities that happened in 2003 and some of the lessons we can learn from that and apply to our activities going forward.

I will start with a very heartfelt thanks to all the people of the NRO for the fine job that you did during 2003. It was a very challenging year and there probably has never been a year that wasn't a challenging year for the NRO because of the importance of our mission and the emphasis that

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decision makers put on the product we deliver. I thank you all for your outstanding work! It was an excellent year in many, many ways. Across the national security space community we had something like 11 launches and all of them were successful; two NRO launches--and they were vitally important. Of course, we had the Titan IV with **b1 b3** in September and it is on orbit and in the midst of checkout and performing magnificently. Same with **b1 b3**. **b1 b3** is up, having been launched in December, and doing great. I certainly think all of that is a tribute to the people here at the NRO.

The other thing I would say is we now have visibility into what the President's '05 budget will look like and I think the NRO did very, very well. We worked hard, as you well know, throughout the course of 2003 to develop, discuss, and push our NRO way ahead. We did that in an effort toward making certain that we all have a relatively long-term vision as to where we're heading and then throughout the

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course of the summer and the fall (November/December) we engaged in the budget battles. They truly are budget battles, which comprise lots of players and people adjusting priorities and activities, but we came out extremely well. I think our NRO way ahead is in tact. It isn't perfect. It isn't exactly what I had hoped we would have and there are a couple of minor disappointments in it, but overall it's certainly a budget that we can live with; a plan that we can execute well and that, once executed, we will certainly be on the road to the way ahead. I feel good about that and, as we start this year, I would like to spend the next few minutes really, talking about priorities going forward in 2004 and then open the floor up to questions and have some interchange and dialogue. If I could have the first chart, please.

It probably doesn't surprise you to see the first item on the chart – *Achieve Mission Success in Operations and Acquisition*. This is a theme I feel very, very passionately about and I think

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the NRO models in a very strong way. This is an organization that's committed to mission success and mission success may mean a lot of things to a lot of people, but I can say that the most visible and most active way mission success as a term even came into being had a lot to do with the launch business, because launch is instant knowledge of success or not success. We've got an ambitious launch schedule ahead of us in 2004. This year there will be, if they go as planned, eight national security space launches, three of them NRO launches. We'll have a ^{b1 b3} launch in the June-ish time frame to replenish our ^{b1 b3} constellation. In late October, we'll have a ^{b1 b3} launch, a vitally important launch which will be going on another Titan IV. Then, we'll have a ^{b1 b3} launch in December. It'll be ^{b1 b3} number one that'll go in December. All three of those launches are really important to us and I'm certain we'll do well.

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We also need to focus on mission success in our operations. I'll say again, the track record is outstanding. The people of the NRO do such a wonderful job at all of our ground stations and my hat's off to them. Sometimes I think if we have had some problems, it was in some of the quality of the spacecraft in the sense that we have hiccups on orbit, but the people at our ground stations just respond so strongly and develop work arounds. I was very impressed to see some data this morning from Scott Large that indicated ^{b1 b3} I which, as you know, had a whole series of early hiccups in on-orbit performance, but ^{b1 b3} I is now collecting roughly ^{b1} of the ^{b1 b3} imagery our nation receives. There was a day last week where that single satellite captured on the order of ^{b1 b3} images out of the total take of ^{b1 b3}. That is a true tribute to the men and women at our ground station who found a way to work around and develop some operational procedures that allow us to live with a ^{b1}, which causes us to have to essentially cycle

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power on [REDACTED] on a very rapid basis. It's a tribute to our people at the ground stations who really do understand what mission success in operations is all about.

We need to continue to drive hard on our acquisition programs. We're doing better. FIA is righted. [REDACTED] b3 b6 and his team over on the FIA program have done an outstanding job of restructuring the Boeing contract on FIA. That restructured contract required a lot of additional resources to be brought to bear. At this point in time, [REDACTED] b3 b6 is operating with some reasonable amount of program reserve so he can apply resources to problems as they occur and they always will occur in the development of a first-in-family of satellites. [REDACTED] b3 b6 has some modicum amount of schedule reserve as well. Schedule reserve is a little touch-and-go right at the moment, but the FIA program is in so much better shape now than it was a year ago that I really take my hat off to [REDACTED] b3 b6 and the team. They, too, know what mission success is all

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about. I've said it before and I'll say it again, mission success is all about putting the quality of the product, the technical aspects of the program, ahead of cost and schedule in terms of priority. I feel real passionate about that subject. We need to be thinking about developing products that work when they're delivered, that satisfy this mission's success drive and do what it takes to get those products developed and delivered properly. But mission success goes beyond all that, too. Mission success is a component in everyone's job at the NRO. It has to do with support functions. It has to do with how we approach our jobs. It has to do with the fact that we're an organization that's a *can do* kind of organization. We have wonderful support here at the NRO by all the supporting organizations and I take my hat off to the people here who do such a fine job with it. I would urge us all under the banner of this first one, Achieving Mission Success in operations and acquisition, to continue to make the NRO such a great place to work. I can't tell

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you how proud I am to be here at the NRO.
Thank you for your great work here.

The second in the list of top priorities is *Develop and Maintain a Team of Space Professionals*. This is a priority that flows directly from last year. We made some progress last year but we need to make more progress this year. What could be more important than attracting and retaining top talent here at the NRO and across the national security space community? What could be more important than making our national security space activity an activity in which people want to work? They want to engage and be involved with our national security space program and it's incumbent upon us to attract that talent, develop the talent, and retain it. I think we're making good headway here. (MGen) Bob Latiff has taken over as Deputy Director for Systems Engineering and he has a major thrust going for, not only systems engineering, but program management as well. I certainly encourage that

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activity and Bob's activity crosses the entire NRO. It will be military people in uniform as well as civilians. What we want to do is develop program management talent, develop systems engineering talent, develop operations talent, and then retain it within our national security space infrastructure. This space business that we're all involved in is important now. It's growing more important. It's going to continue to grow in importance for many years to come. I've worked diligently over the course of this last year with Air Force Space Command (General) Lance Lord. We, thanks in large part to (BGen) Jim Armor and his strong efforts on behalf of the NRO, have merged a culture of space professional development with Air Force Space Command. I think there's every reason to think that Air Force people can have rotational assignments, can have longevity here at the NRO, but also have tours of duty out in Air Force Space Command, rotate in, rotate out, and in a way develop a very broadly based and outstanding career. Similarly, we need to move

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forward in the same way with our Navy, Army, and Marine Corp professionals. Dennis Fitzgerald has placed great emphasis on development of the space professional cadre as it relates to CIA people. I urge all of us to keep the energy up and continue to develop and maintain this team of space professionals.

The third item on the list of top priorities is to *Integrate Space Capabilities for National Intelligence and Warfighting*. I know we have heard a lot about this buzzword called 'horizontal integration'. But, integration across the various 'ints', integration across intelligence community to warfighting community is so important now. There are a couple of really important initiatives underway that will test us all in finding a way to integrate horizontally. The first tester, and it's been testing us for probably a couple of months at least and still is testing us this morning, is Space-Based Radar (SBR). This nation will have, in my opinion, a very significant and very capable new system

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coming on line called SBR. SBR will serve the needs of both the Intelligence Community (IC) and the warfighting community. This is kind of what horizontal integration is all about. It's going to take some real teamwork for NRO people who will have the lead on the payload development and acquisition. Real effort here to make a teamwork with the NRO doing the payload development, Space and Missile Center out in Los Angeles doing the spacecraft development, and having the System Program Office headquartered out in L.A. We'll then bring on board teammates like Air Force Electronics System Center (ESC) to do command and control because this this SBR needs to be connected into the main communications infrastructure of our warfighting community. ESC knows how to do that. Obviously, maintain or even expand our ongoing partnership with National Geospatial-Intelligence Agency. We will be taking synthetic aperture radar images with SBR system, and gaining surface mobile target

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indications as well. All of that information needs to be merged; it needs to be put on a global information grid. That information on the grid needs to be able to be extracted by multiple users with different application programs and put to work for either intelligence analysts or warfighters in the field. SBR gives us a terrific opportunity to model teamwork and break down some organizational barriers, not change the organizations. The NRO has a unique identity and a wonderful place in our nation's space program—we are going to maintain that--but we can operate as teammates, too. Being a teammate with SMC and bringing on line SBR is going to be terrifically important to us all. A similar program, parallel really in a transformational way, is the Transformational Communications System. In this case, (RADM) Rand Fisher was responsible for bringing on the architecture by which we will be able to feel the Transformational Communication System. Just last week, we had an NRO Acquisition Board meeting on [b1 b3] [b1 b3] will be one of the

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satellite relay constellations, which will be an integral and vital part of Transformational Comm. Meanwhile, ^{b6} [REDACTED] and the Joint Program Office out at SMC in L.A. will be acquiring TSAT--Transformational Satellite, which will be another vitally important link in the Transformational Comm System and, again, will be a system that will allow us to put necessary, useful, and actionable information on a global information grid and have a wide variety of users, needing it for national security purposes, have access to the information. I think that all of this integration and new transformational kind of capability coming on line will allow us to have new and better ways of dealing with this incredible war on terrorism that we face because we'll have more persistent collection, better collection than we've ever had before, and it will pay huge dividends to us. In terms of this integration, I think there is also some gold to be mined, so to speak, by doing some integration ^{b1 b3} [REDACTED] ^{b1 b3} [REDACTED] for ^{b1 b3} [REDACTED] operations. I think

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one of the things we need to take on as a challenge this year is to find a way to integrate, in a horizontal way, the ^{b1 b3} information coming out of the ^{b1 b3} ground station with ^{b1 b3} information that comes out of ^{b1 b3} into our ^{b1 b3}. If we can merge that kind of information and, again, horizontally integrate properly, we ought to be able to look for other ways that we can integrate and be efficient consumers of our nation's resources.

The next item here is *Produce Innovative Solutions for the Most Challenging National Security Problems*. What instantly comes to mind here when I think of that imperative is ^{b1 b3}. It is, again, an example and only an example because we need lots of these kinds of things but certainly ^{b1 b3} is an example of a new and innovative technology that shows great promise for helping

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b3 b6 and her crew in AS&T have done a really good job of bringing that program along. I talked to b3 b6 just the other day and they're on course there. Again, it's no piece of cake, but she has some reserve in both schedule and dollars and I'm hoping that they'll be able to launch in late 2005. b1 b3 is a program that certainly will bring on line dramatically new and better innovative spectrum to solve problems. It's a real pleasure to have Pete Rustan on board as Director of AS&T. Welcome back again Pete. Pete's got some great ideas for other innovative technologies. This b1 b3 technology is a wave of the future. That kind of ties, in a way, with a program that will be a strong program in our future called b1 b3. As you know, b3 b6 leads our b1 b3 b1 b3 program office now and, as the budget deliberations have all come together, there's a lot of money in five-year program being poured into b1 b3 because there's a strong desire for b1 b3

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imagery. I want to say this is a real technological challenge. This is a large leap in terms of being able to collect high-quality, b1 b3

b1 b3b1 b3 of

coverage. It will be, I think, achievable at some point down stream, but only achievable if we can make some real technological

breakthroughs. Pete has been working hard on this b1 b3 technology that is likely to be a prerequisite for having a successful b1 b3

b1 b3

program.

The NRO has been at the forefront of innovative solutions for our nation's most pressing intelligence problems for its entire existence. I can't tell you how important I feel it is for us to continue to be at the head of that list. As we go forward, we're going to be looking for ways to help support Pete and get more resources into the AS&T arena to maintain this leadership role.

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The final item I would put on this priority list is --*Ensure Freedom of Action in Space*. Here's another high priority item. What do we mean when we say freedom of action in space? One of the things we mean is operationally responsive launch. Truth is, we don't really have operationally responsive launch right now, and I'll say one of the elements of it will be an improved, enhanced, expendable launch vehicle--EELV. I think one of my real strong pushes this year in the National Security Space arena needs to be to get EELV on solid footing. It is a troubled situation. I think all of you know that the commercial market for space launch has kind of had the bottom fall out and so, as a result, we have two suppliers of launch vehicles that are not exactly engaged today in real successful businesses and unsuccessful businesses, in general, don't produce quality products. We need quality products when it comes to EELVs and we need to be strong enough because our space systems are so important that if one of those EELVs has a

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hiccup and goes down for a year, we're not grounded. We really need two resilient, strong suppliers of EELVs. I have a challenge, I think, to put together a strategy that will allow us to achieve that going forward. At its best, EELV isn't going to be operationally responsive enough for warfighting operations. So we have a program underway in the Air Force for operationally responsive lightweight launch, talking about a thousand pounds into low earth orbit and operationally responsive, meaning that you can decide you want to launch within a couple of days, have a launch vehicle and a spacecraft erected on a very simple launch pad, and launch something into theater. We've been talking a little bit with Chief of Staff of the Air Force, General Jumper, and we're going to mount an effort that will hopefully be a demonstration program that will allow us to bring on line one of these operationally responsive, lightweight launch vehicles. I've asked Pete Rustan in to give some thought to exactly what we could do in terms of either an

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b1 b3 satellite capability or maybe again, it's a thousand pounds, so it's not a real big satellite but b1 b3 may be b1 b3 I don't know exactly, but a useful tool to a combatant commander in a theater and then tailor an orbit. If the theater is at 30 degrees north latitude, put it into a 30 degree inclined orbit, and then support that combatant commander with extra support. He'll be getting all national stuff through standard means and all but this would be supplemental help to the combatant commander. This is the kind of thing we're talking about when we talk about *Ensure Freedom of Action in Space*.

As we think about operationally responsive launch and we think about where we're starting from which is hopefully an improved EELV system. We're going to start getting some lightweight capability into operationally responsive launch. We also need to be charting the course for next generation launch. I must say that I'm disappointed, frankly, that we

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haven't done a better job in the launch world. You know this year, I think, the Air Force is going to celebrate the 50th anniversary of Titan flight. Titan I flew first in 1954 and so this year when Titan flies in a launch at DSP here in February. When Titan flies it will be the 50th year that Titan has flown. Now Titan IV is a long way from Titan I but fundamentally it's a lot the same. You have a large vehicle with a controlled explosion all the way up and you throw everything away at the time you dump off the spacecraft or payload into orbit. I must say after fifty years we're still doing it that same way. I would really like to see us get ourselves in a situation where we could chart the course for, ultimately, fully reusable space lift operations and until we do we're not going to have low cost access to space and we're not going to have an ability to be truly operationally responsive. I definitely want to see if we can't get on a course to move off the rut that we're in.

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The other part of *Ensure Freedom of Action in Space* has to do with space control. This is a mixed mission. I think there's a definite role in this space control mission for the NRO. One of the roles is intelligence, space situational awareness. We, as an element of the intelligence community, have the technological capability to learn a whole lot about our adversaries' space capabilities and space assets from the point of view of using NRO satellites. We need to mount some effort there to help the Air Force and SMC improve space situational awareness. There is, of course, the next step of space control, which is defensive counter space. That is to say, once we are aware enough of what's going on in space to know whether or not we're under attack, we need to be able to defend ourselves and, depending on what threat it is that would be coming at us, need to be able to develop counter measures to defend ourselves. When it comes to that kind of capability, you have to also put on the table the notion that says that we may be in a conflict

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downstream, at some point in time, when we want to deny an adversary the use of space for their purposes. We need to develop, think about, and get in position to be able to do just exactly that.

Those are the five top priorities that I've identified for the National Security Space Community going forward in 2004. I've talked a little longer than I thought I would, but I've enjoyed doing it and now I'm going to stop and hopefully get some questions.

Questions:

Where does horizontal integration fall within your priorities for the NRO and who is the lead office?

DNRO: I think we're all the lead office. I'm the lead office. Horizontal integration is something that all of us in the national security space community need to embrace and go to

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work on. We can leverage capabilities in a way that will allow us to achieve objectives better if we will horizontally integrate.

Other questions or comments?

Yes, please, Lance.

Question: You spoke about ^{b1} [REDACTED] space control. There's a legitimate debate as to ^{b1} [REDACTED] at a cost versus proliferating our architecture where you realize the benefit of the additional vehicles proliferation of the architecture 99% of the time versus the ^{b1} [REDACTED] which you make an investment in which the likelihood of using them may be a fraction of the percent of the time. Where do you come out on this debate?

DNRO: I tend to want to have more space assets. I mean, for sure. As you look at the state of our current constellation, which we've been kind of doing recently, ^{b1 b3} [REDACTED]

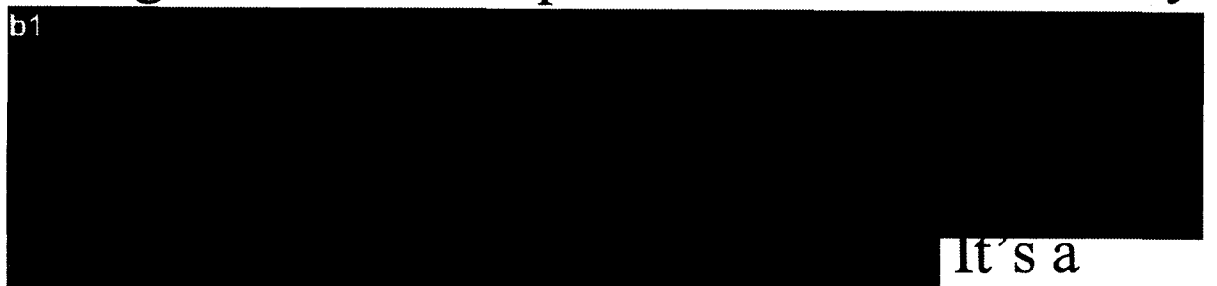
[REDACTED]

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satellites and our launch rate, as you've undoubtedly noticed, isn't as high as it once was. I want to have more satellites. I tend to lean in that direction. I also think that it relates to this idea of operationally responsive launch. If we lose a satellite, due to an attack, it would be darn good to be able to replace it, that implies some spacecraft in the barn, so to speak, and some launch vehicles that are capable of launching it. I think we have to take a steady movement, though, toward, first of all, learning more about space situational awareness, and knowing more about what our adversaries are doing for offensive space control. If somebody

b1



It's a mixed bag, Lance. It's a good question. I don't have all the answers to that. We need to get an analysis going that would provide the answer, but it's probably a mixture of both.

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Other questions or comments, thoughts, ideas, complaints? Please.

Question: What other programs are becoming more and more joint? Has Congress become more sensitized to what's happening on the programs in terms of budgets and the risks involved?

DNRO: I think Congress is getting the message that we are getting more and more joint in all of our operations and I think they're getting more and more attuned to that notion. Certainly, our senior leadership, Secretary Rumsfeld, is very articulate on the subject of jointness. I should also mention that last week we had the Naval NRO Conference 2004, which Rand and his organization put together, but General Myers, Chairman of the Joint Chiefs, came out and gave a terrific speech all about jointness, all about horizontal integration, all about the need to share and share information, take a little better risk in sharing information, but make

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certain that the people who really need the information get it. I think Congress is seeing it that way too. There's little doubt in my mind that it will be more and more moving in that direction. The law of the land does establish Title 10, though, and so the services exist; the services will organize, train, and equip, but that whole function will be in support of joint operations more and more. I think you'll see more joint task forces--standing joint task forces. You'll see more joint operations and joint training. We're clearly fighting as a joint team.

Yes, please.

Question: We hear the Byeman system may be going away; what is the status of that?

DNRO: At the initiative of DCI George Tenet, we are in the process of eliminating the Byeman system as a kind of--like the final move toward NRO, into overt operations and what we have

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underway is really under Ken Renshaw and b3 b6
b3 b6 Under their stewardship, we have some effort underway to put together a plan that would essentially phase most of the Byeman controlled information that is in existence today into the SI/TK kind of level of compartmentalization. We will establish a small, specially controlled, access compartment that will, hopefully, maintain the kinds of technologies and know-how that have separated the NRO from the rest of the world and will allow us to continue to separate ourselves from the rest of the world. But, that doesn't have anything to do with the information that is collected itself. I'll just say that there are some techniques and technologies that we're going to need to protect in a very meaningful way. Today, I think you would find that there are something like 130,000 people with Byeman clearances. The Byeman system, over time, has just grown to a point where it doesn't have real special protection. Frankly, I think there's little reason that we want to protect the fact that what

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the name list of our contractors are. You pick up the newspaper and read the list of our contractors. For many years that I've been involved with the NRO, and I'm sure the same is true for most of the people here, the name of a contractor that had a Byeman contract was a very, very tightly held kind of a secret. It's not a secret anymore. So all of that sort of information can, I think, be freed up and then we will be in a better position to protect what we really need to protect. It's the kind of information that no warfighter cares where the information came from, what technique was used to collect it, what secrets there are in terms of being able to collect information without your adversary even knowing he's being collected on. All of those kinds of techniques need to be in a highly compartmented security system. The rest of the things we can certainly share as a using community. I would say, we're on a timetable, that by the first of October (by the new fiscal year--FY05), the Byeman control system will be out of existence.

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~~Top Secret//SI//TK//Bye~~

Other. Yes, please, [b3 b6]

Question: One of my perennial questions has to do with UAVs. One of the space commissions last year recommended the NRO get more involved in the development, one went as far to recommend we reconstitute the Reconnaissance Office under your auspices. What are your thoughts about us helping support UAV?

DNRO: Off the top of my head, I would say at first blush when I thought about that I thought, gosh, we probably don't need the diversion. I mean, we have a lot of challenges on our plate and it's probably not something that we ought to be re-engaged about. Last week, I had a conversation with [b6] and he feels on the other side of that argument that discussion and he's a very smart guy. There are reasons why we could think about such a thing as that, and I'll just say I think we need to see what happens going forward, but maybe give

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~~Top Secret//SI//TK//Bye~~

that some thought. At first blush, I thought it wasn't a good idea, maybe it is. I do know that we need to get whether it's in the NRO or outside the NRO. Again, it's this horizontal integration thought. We need to recognize that you don't want to collect all this information in a bunch of stovepipes where the right hand doesn't know what the left hand is doing and they're not complementing one another when they could. We need to look for ways to leverage our assets and we ought not to have JSTARS collecting the same information that SBRs is collecting. We ought to use one to tip the other and cue the other. At this point in time, I think we can get smart enough to be able to do that.

Other questions. Yes, please, b3 b6

Question: There's been some talk about reconstituting the Rumsfeld Space Commission. I was wondering if you had any thoughts about

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whether that will happen and, if so, what do you think they will say about how and when?

DNRO: I occasionally hear some commentary about maybe they're going to reconstitute the Space Commission to take another look. I kind of doubt they're going to do that. I do think there's going to be an effort that Secretary Rumsfeld and DCI Tenet have kind of decided they want to take a look from 10 feet or 20,000 feet away. What is this picture now as it relates to national security space? I think what you're going to see is a panel of people constituted that'll go examine that. I think what they'll find is that we've made good progress in a journey, but we're not at the end of the journey. While many of the Space Commission's recommendations have been implemented, virtually all of them are in the process of being implemented. We have a lot of work to go in front of us. How they'll judge that, I'm not sure, and they'll undoubtedly have some constructive comments. And, going forward

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we'll be able to improve the way we're implementing those recommendations. All of it will be with the spirit of continuing to push toward getting a more capable, better national security space system or systems in place and it'll have to be merged and integrated information-wise, with air breathing assets and all the other collection systems that are around.

Other comments or questions? We have a written one over here. Thank you.

Question: What role will we play in the President's new space initiative to go to the Moon, and ultimately Mars, as a partner to NASA?

DNRO: Maybe we ought to collect some reconnaissance information over Mars. What do you think, Dennis? I think that the role that National Security Space will play is going to be likely limited to technology partnership and

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perhaps a role in launch, and I don't know that we will play a role in launch, but I can say that I think that NASA is going to be very challenged to move out rapidly here on this new civil space initiative and, in the process, they're going to need EELVs, for sure. I think that we may be asked to provide those EELVs. I would have to say that if they're talking about man rating EELVs, we surely don't have the resources right now to man rate EELVs and if we were asked to do such a thing, it would have to come with resources. I think that's the extent of our involvement in the President's new space initiative.

Other comments or questions? Well, thank you'all very much for being here and look forward to a brand new, fresh, good year. Thank you.

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Implementing the NRO Strategic Framework

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UNCLASSIFIED//FOUO

NRO Enabling Transformation

Will :

- Better align the acquisition and operations approach to successfully achieve the goals of the NRO Strategic Framework
- Ensure the responsiveness of the architecture will stay ahead of the decision cycle timelines of the most dynamic users in the most remote locations
- Enable the NRO to be a stronger partner in the DNI's plan to integrate the IC and enable cross-organizational collaboration.
- Bring cross-INT information together to provide comprehensive access and navigation to our mission partners and other consumers
- Leverage current commercial IT technologies and business processes to provide cost effective means to enable robust collaborative enterprise solutions



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Compelling Opportunity

To increase the intelligence value of what we do

- We already collect more than we know wrt volume and **content**
 - There is more to be mined and correlated from the data we collect in the near term without a large investment in platform advancement
 - Unique data from our systems coupled with specialized processing will be merged to provide a cross-referenced data “package”
 - **This information is not “just lots more of the same”**
- As we bring cross-INT information together we will provide comprehensive **access** and navigation to our mission partners and other consumers
 - Leveraging metadata correlation and publishing of content in a web/networked manner will allow users to better “reach in” for problem/information-need oriented data
 - **It’s all worthless if they can’t get to it**
- Responsiveness of the architecture will stay ahead of the decision cycle **timelines** of the most dynamic users in the most remote locations
 - Front end and back end performance will be commensurate with the capacity of the communications networks
 - **Targets or indicators missed due to latency will make us irrelevant**

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Notional Future Architecture

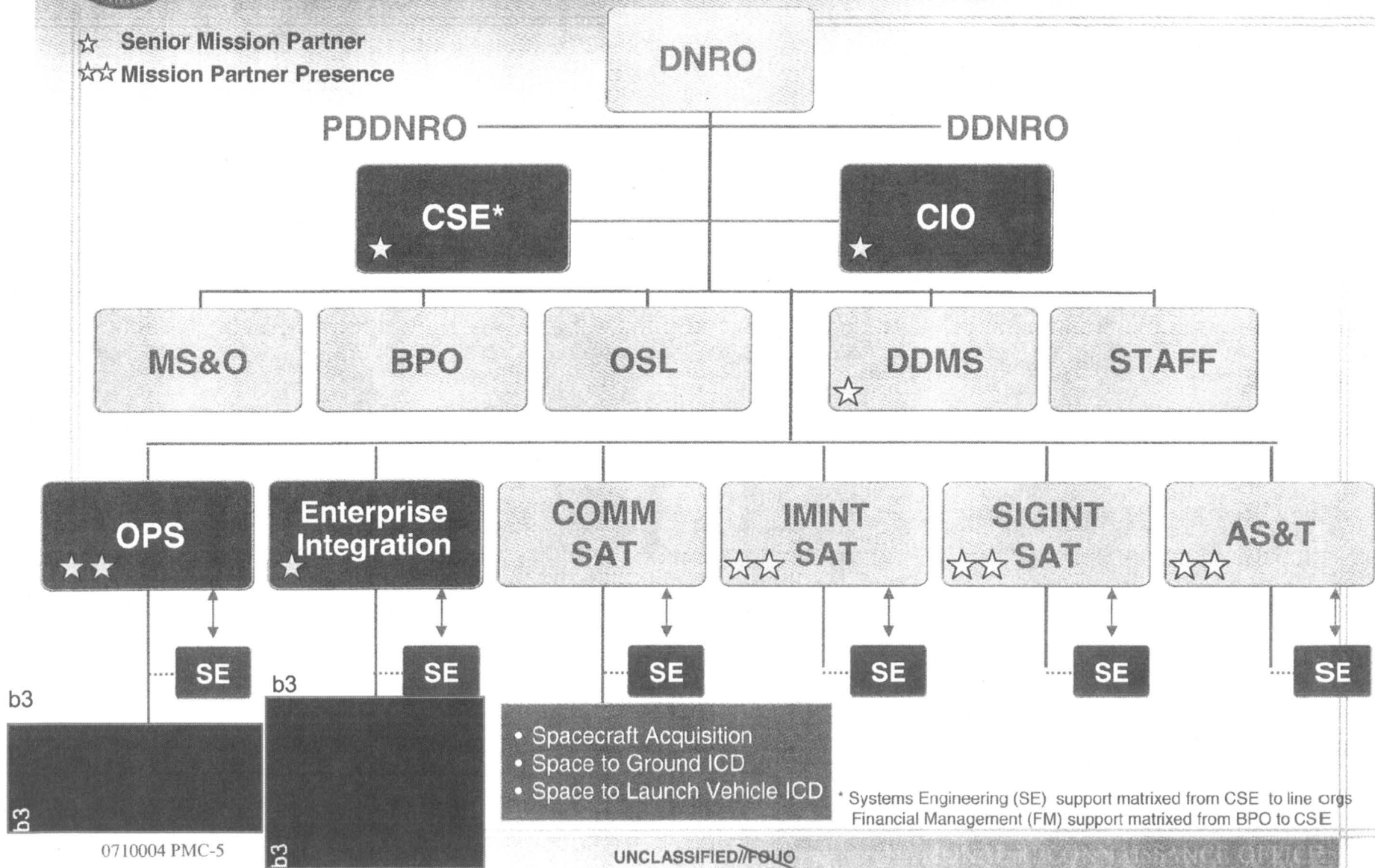


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End State

☆ Senior Mission Partner
☆☆ Mission Partner Presence



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Chief Systems Engineer (CSE) Chief Information/Technology Officer (CIO/CTO)

- **CSE**

- Acquisition quality Systems Engineering (SE)
- Ensuring enterprise wide segment deliveries
 - *Spacecraft to operations*
 - *Ground systems to operations*
- Acquisition process control

- **CIO (CTO)**

- Establish enterprise common service layer architecture standards
- Ensure currency of enterprise IT – open and service-oriented architecture
- Enterprise wide IT certification and accreditation

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Mission Partners

- Continue to engage mission partners throughout our evolution to this organization
- Work with Mission Partners to re-align and as appropriate expand their deployed personnel in the new organization
- Ensure this new construct meshes with Integrated Collection Management and Integrated Ground Architecture initiatives

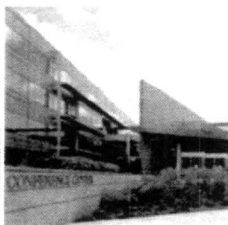


NRO CONTRIBUTIONS

TRANSFORMATION | STATEMENT OF INTENT | TOWNHALL | DIRECTOR'S COMMUNICATIONS | SPEECHES

2005 NRO HALL TOWN

HOME | MISSION/VISION | NRO ORGANIZATION | OFFICE OF THE DIRECTOR | NRONET



Town Hall

DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

2005 Town Hall

08 December 2005	December Town Hall's Remarks
08 December 2005	December Town Hall

NROL-20 Launch video shown at the December Town Hall

05 August 2005	August Town Hall
21 June 2005	June Town Hall
12 May 2005	DNI Town Hall

2002

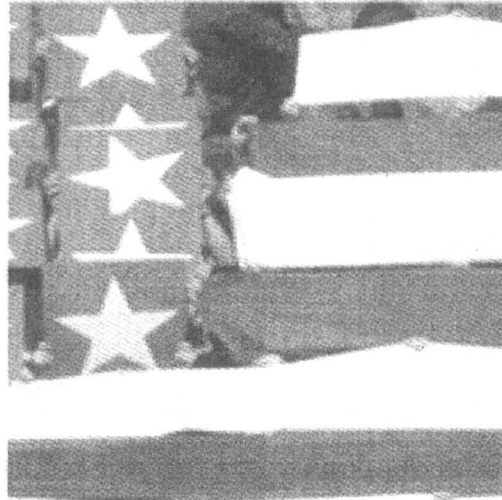
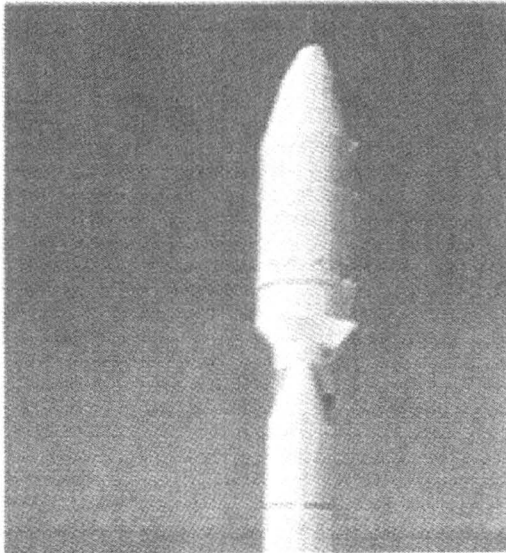
2003

2004

2005/2007

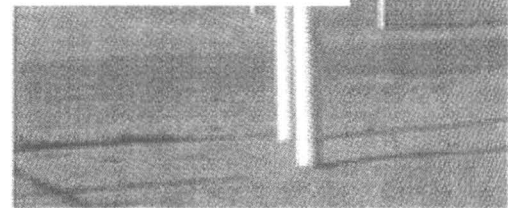
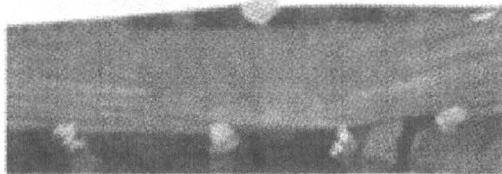
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Please refer all comments and questions to the subject of this and all site design comments and questions to the webmaster.



NRO Town Hall

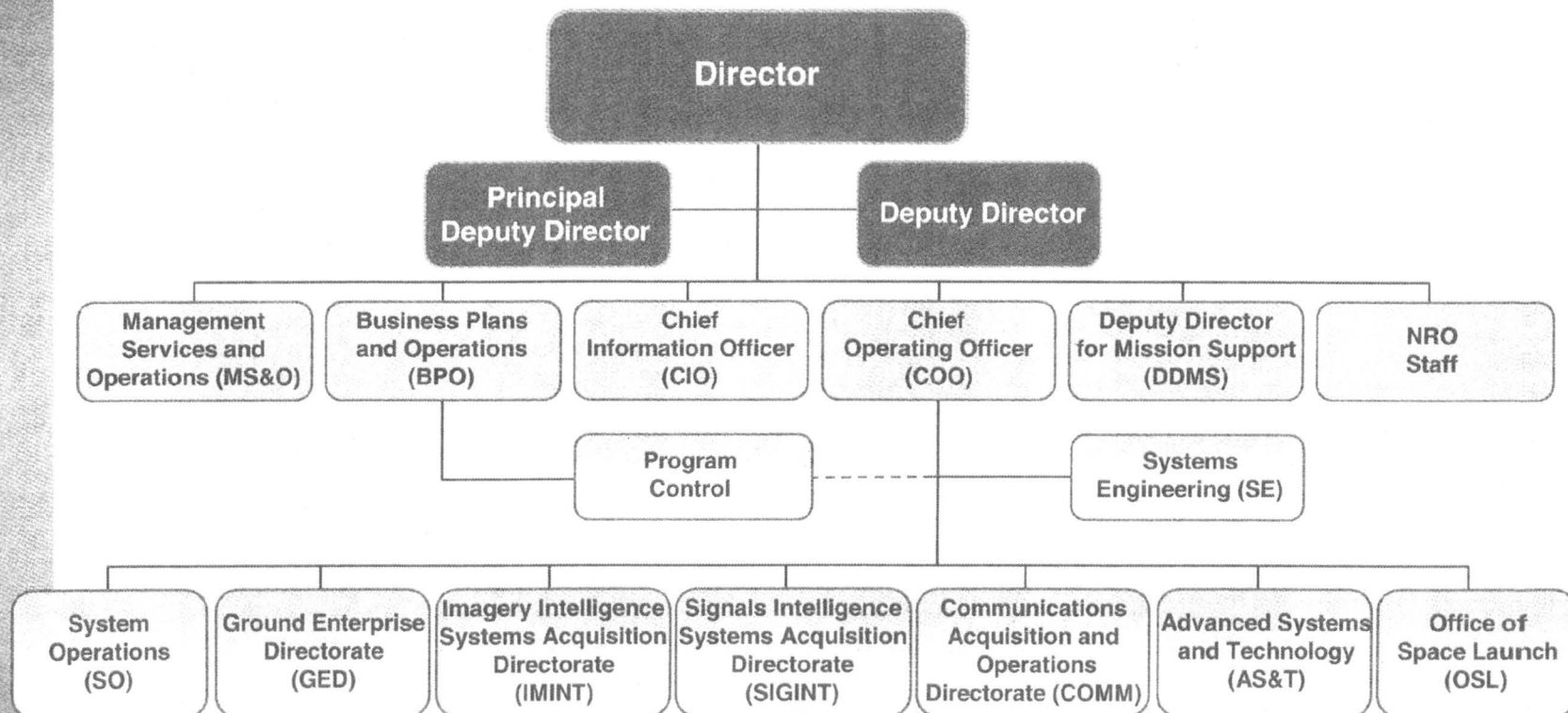
31 March 2008



UNCLASSIFIED

Transforming the NRO

Organizational Structure

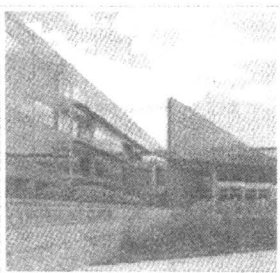


UNCLASSIFIED

PLANS AND GOALS | STATEMENT OF INTENT | TOWNHALL | DIRECTOR'S COMMUNICATIONS | SPEECHES | ROLES & RESPONSIBILITIES | NI

2008 NRO TOWN HALL

HOME | MISSION/VISION | NRO ORGANIZATION | OFFICE OF THE DIRECTOR | BYWAY



Town Hall

DIRECTOR, NATIONAL RECONNAISSANCE OFFICE

2009 Town Hall

9 March 2009 March Town Hall

2008 Town Hall

23 April 2008 April Town Hall
31 March 2008 NRO Transformation Structure

2007 Town Hall

22 October 2007 Implementing the NRO Strategic Framework (Video)
22 October 2007 Implementing the NRO Strategic Framework
23 Mar 2007 DNI All-Hands Transcript

2006 Town Hall

18 Dec 2006 Town Hall Transcript
14 Nov 2006 DCIA Hayden All Hands Transcript
08 Aug 2006 DNI All Hands: Additional Q&A
06 July 2006 DNI All Hands Transcript
20 April 2006 Town Hall Transcript
20 April 2006 Town Hall Q&A Transcript
20 April 2006 April Town Hall

2002

2003

2004

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Please refer all comments and questions pertaining to the content of this and all site design comments and questions to the webmaster.



NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road
Chantilly, VA 20151-1715

7 December 2012

This is in response to your letter, dated 20 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 "an electronic/digital copy on a CD-ROM or by email of each transcript or summary linked directly (for 2006-2008) or indirectly (for years 2002-2005) to the NRO Town Hall page on your internal website at: <http://frontoffice.gwan.npa.ic.gov/townhall.htm>."

Your request is being processed in accordance with the FOIA, as amended, Title 5 U.S.C. § 552. The NRO has provided three interim releases to you in response to your request, dated 23 July 2010, 19 August 2011 and 26 October 2011. Details of these releases were included in the letters that accompanied the released documents

At this time, as a fourth interim response to your request, we are releasing to you 70 pages of additional information. These pages are being released to you in part.

Information withheld from release is denied pursuant to FOIA exemptions:

(b)(1), as properly classified information under Executive Order 13526, Sections 1.4(c), (g) and (e);

(b)(3), which pertains to information exempt from disclosure by statutes, specifically 50 U.S.C. § 403-1, which protects intelligence sources and methods from unauthorized disclosure; the Central Intelligence Act of 1949, 50 U.S.C. § 403, as amended, e.g., Section 6, which exempts from the disclosure requirement information pertaining to the organizations, functions..., including those related to the protection of intelligence sources and methods, names, official titles, salaries, and numbers of employed by the Agency; 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 Public Law 86-36; and

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


Additional documents responsive to your request remain in consultation with other agencies. We will provide responses to you with regard to those documents as they become available.

Since we have been unable to provide a final response within the 20 working days stipulated by the Act, you have the right to consider this as a denial and may appeal to the NRO Appeal Review Panel. It would seem more reasonable, however, to have us continue processing your request and respond as soon as we can. You may appeal any denial of records at that time. Unless we hear from you otherwise, we will assume that you agree, and will proceed on this basis.

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 above date. Should you decide to do this, 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 F09-0009.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Doug Davis', is written over the typed name.

Douglas J. Davis
Chief, Information Access
and Release Team

Enclosures: 70 pages, release-in-part



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TOWN HALL

Mr. Dennis Fitzgerald
Acting Director, NRO

21 June 2005

CL BY (b)(1)
CL REASON: 1.4(c)
DECL EN: X1
DRY FROM: NRO CG 5.1
1 May 00

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Hails and Farewells

Hails:



Farewells:

- SIGINT: Major Gen James Armor
- DDMS: Major Gen (s) Irving Halter
- SIGINT: Susan Smith
- DDA: Stephanie Platz-Vieno

~~SECRET//TK//25X1~~

Successes

- (b)(1)1.4 [redacted] 1 February
- Launch of (b)(1)1.2 [redacted] 3 February
- Ship of (b)(1)1.4 [redacted] to VAFB 24 April
- Launch of (b)(1)1.4 [redacted] 29 April
- NRO Technology Forum 18 May
- Byeman Retirement 20 May
- (b)(1)1.4c [redacted] 20 May
- Ship of (b)(1)1.4 [redacted] to VAFB 10 June

~~SECRET//TK//25X1~~



(b)(1)(1.4)

Aerial Order of Battle

(b)(1)1.4c, (b)(1)1.4e, (b)(3) 50 U.S.C. 403-1



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FY06 Congressional Outlook

	FIA	(b)(1)1,4	AS&T	Launch	(b)(1)1,4
HAC/D					
SAC/D					
HPSCI					
SSCI					

(S//TK)

= Strongly negative

= Supportive

= On the fence

= Supportive with plus-up

~~SECRET//25X1~~

FY06 Congressional Outlook

- No significant issues with SIGINT or COMM programs
 - Some concern regarding level of SIGINT funding vs IMINT
- FIA program under intense scrutiny
 - Frustrated with continued cost and schedule overruns
 - Concerned about technical viability of the program
 - HPSCI directed formation of "Red Team" to evaluate FIA & alternatives
 - Multiple committees likely to cut and/or fence funding
- b1 b3
(b)(1) funding at significant risk
 - Congress not ready to embark on another big, high-risk IMINT program
- AS&T programs will fare well
 - Hill strongly supportive of new, revolutionary technologies
- Launch slips may result in funding cuts
 - FIA launches moving to the right; will seek Hill support to retain the funding for other NRO programs

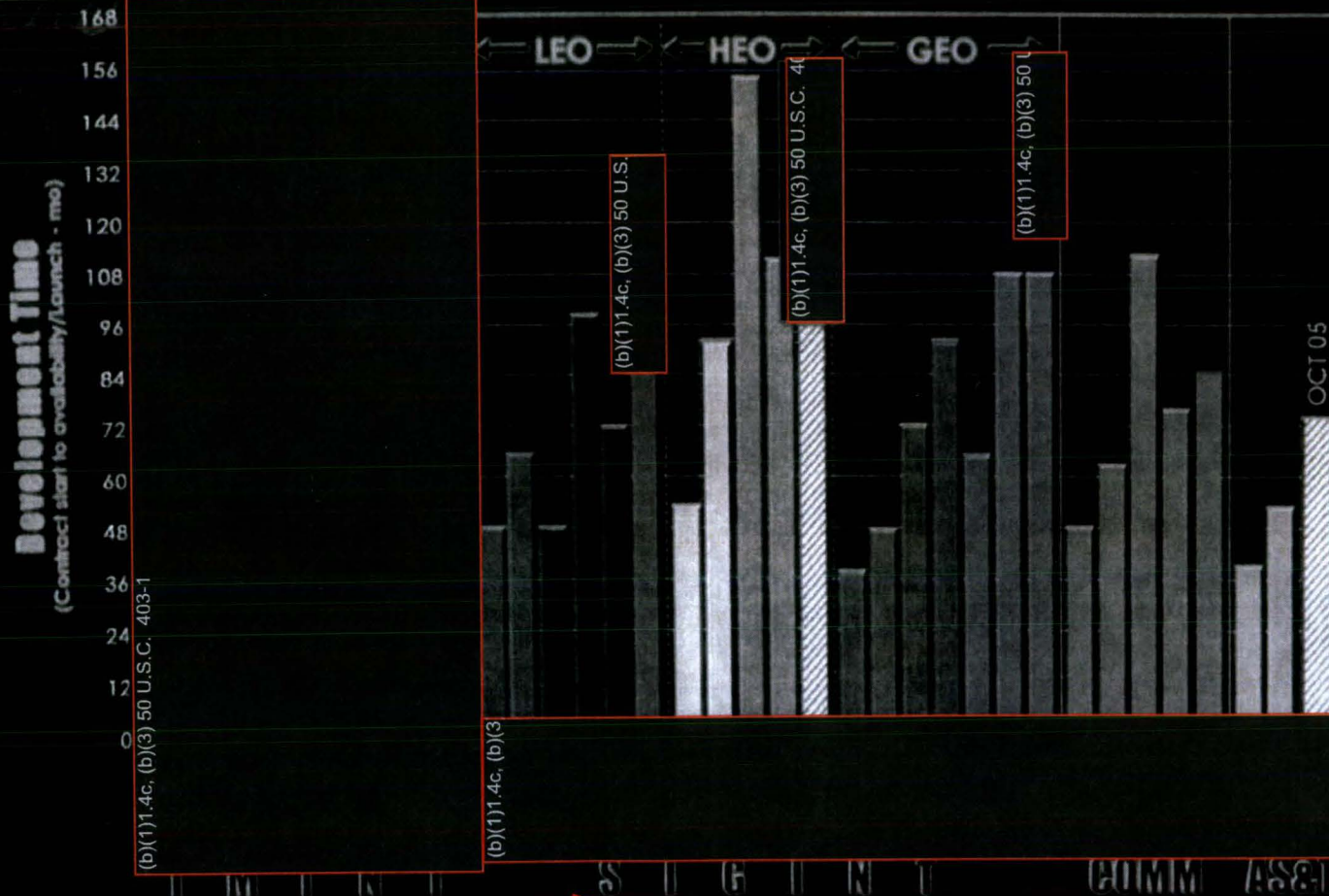
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TOP SECRET//TK//NF//X1

NRO Historical Development Time

(1st Satellite Delivery in Block Series)





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(b)(1)1.4c, (b)(1)

COMPARISON

"1st" Unit Investment (Space Segment NR and AUC)

(b)(1)1.4c, (b)(3) 50 U.S.C. 403-1

~~SECRET//TK//25X1~~



~~SECRET//TK//25X1~~

(b)(1)1.4c, (b)(

COMPARISON

"1st" Unit Space Segment NR Investment

(b)(1)1.4c, (b)(3) 50 U.S.C. 403-1

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~~SECRET//25X1~~

FIA Red Team: Charter

- AD/NRO and D/IMINT convene Red Team
- Review FIA Baseline and Alternatives
- Acquisition Strategy next 4-8 years
- Focus on (b)(1)1.4C
 - Is (b)(1)1.4 achievable?
 - If not, are management and design modifications available?
 - If not, are there viable alternatives?



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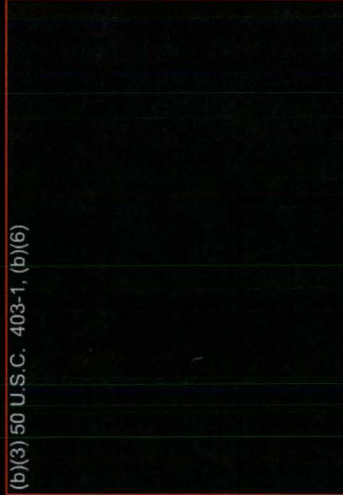
FIA Red Team: Organization & Composition

Study Facilitator: Ralph Haller

FIA Options Team



Alternatives to FIA Team



External Observers

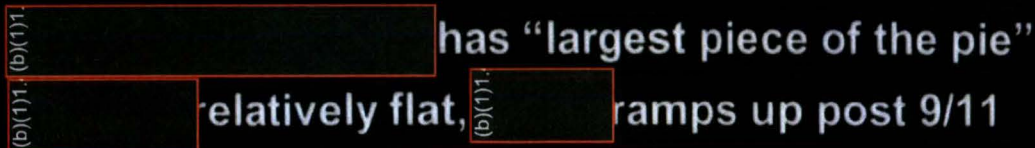
Al Krum – CMS

Jerry Carter – CMS

Robert Hegstrom – USDI

Final report date 20 July

SIGINT & IMINT Budget Trends FY97 President's Budget to FY07





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Future Overhead SIGINT Architecture

Members:

- | | |
|------------------------------|--------------------|
| 1. Mike McConnell (Chairman) | 8. Don Walker |
| 2. Jon Bryson | 9. Kerry Rines |
| 3. Dan Goldin | 10. Carol Staubach |
| 4. Reg Heitchue | 11. Larry Mitchell |
| 5. Bob Korte | 12. Alden Munson |
| 6. Peter Marino | 13. John Stenbit |
| 7. Bob Mueller | 14. Bill Thoet |

Final report date 20 July

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What's Wrong With Space Procurements

Causes

- Spacecraft are becoming increasingly complex
- Parts are a huge problem
- Testing flight software
- Budget inflexibility
- Experience of contractor and government workforce

Solutions

- Emphasis on production versus innovation
- Better upfront parts screening
- Software architecture designed for testing
- Less cost optimism
- More budget flexibility

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NRO Manifest

Launch Pad	CY2005												CY2006												CY2007																								
	2 nd			3 rd			4 th			1 st			2 nd			3 rd			4 th			1 st			2 nd			3 rd			4 th			1 st			2 nd												
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M										
CCAFS	SLC-40 Titan IV	(b)(1)1.4c, (b)(3)																																															
	SLC-36 Atlas II/III	(b)(1)1.4c, (b)(3)																																															
	SLC-41 Atlas V													(b)(1)1.4c, (b)(3) 5c												(b)(1)1.4c												(b)(1)1.4c											
	SLC-37 Delta IV													(b)(1)1.4c, (b)(3) 5c																								(b)(1)1.4c											
VAFB	SLC-4E Titan IV	(b)(1)1.4c																																															
	SLC-4W Titan II																																																
	SLC-3E Atlas II/V																									(b)(1)1.4c												(b)(1)1.4c											
	SLC-6 Delta IV	(b)(1)1.4c												(b)(1)1.4c												(b)(1)1.4c																							
	SLC-2 Delta II													(b)(1)1.4c																																			
OTHER																																																	
<div>Atlas V</div> <div>400 Series 4m PLF 0-3 SMs REG DEC</div> <div>NEW 4m PLF SEC DEC</div> <div>400 Series 4m PLF 0-3 SMs REG DEC</div> <div>NEW 4m PLF SEC DEC</div> <div>Delta IV</div> <div>400 Series 4m PLF 1 SMs</div> <div>400 Series 4m PLF 2 SMs</div> <div>400 Series 4m PLF 3 SMs</div> <div>400 Series 4m PLF 4 SMs</div> <div>400 Series 4m PLF 5 SMs</div> <div>400 Series 4m PLF 6 SMs</div> <div>400 Series 4m PLF 7 SMs</div> <div>400 Series 4m PLF 8 SMs</div> <div>400 Series 4m PLF 9 SMs</div> <div>400 Series 4m PLF 10 SMs</div> <div>400 Series 4m PLF 11 SMs</div> <div>400 Series 4m PLF 12 SMs</div> <div>400 Series 4m PLF 13 SMs</div> <div>400 Series 4m PLF 14 SMs</div> <div>400 Series 4m PLF 15 SMs</div> <div>400 Series 4m PLF 16 SMs</div> <div>400 Series 4m PLF 17 SMs</div> <div>400 Series 4m PLF 18 SMs</div> <div>400 Series 4m PLF 19 SMs</div> <div>400 Series 4m PLF 20 SMs</div> <div>400 Series 4m PLF 21 SMs</div> <div>400 Series 4m PLF 22 SMs</div> <div>400 Series 4m PLF 23 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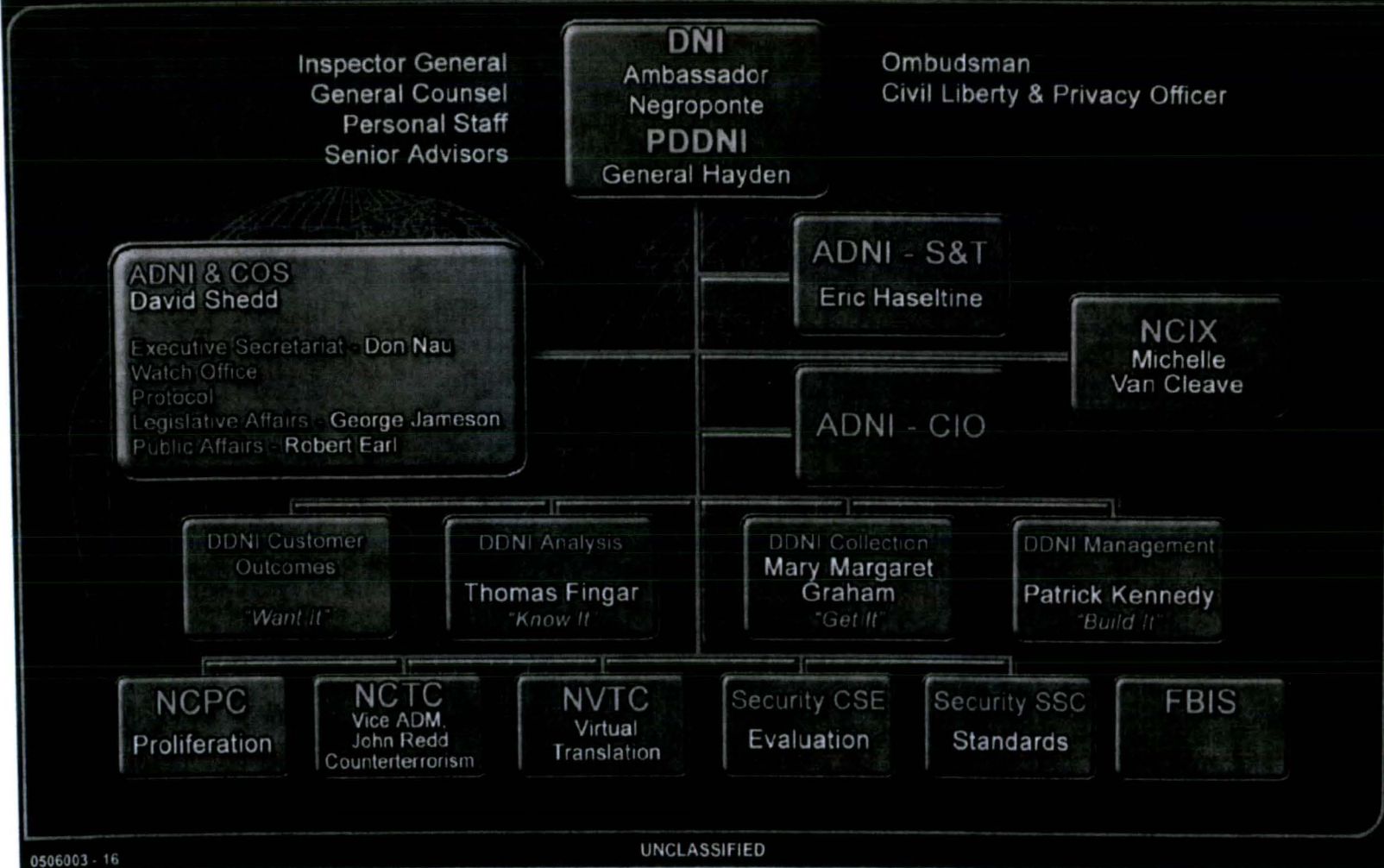
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Director of National Intelligence Outlook



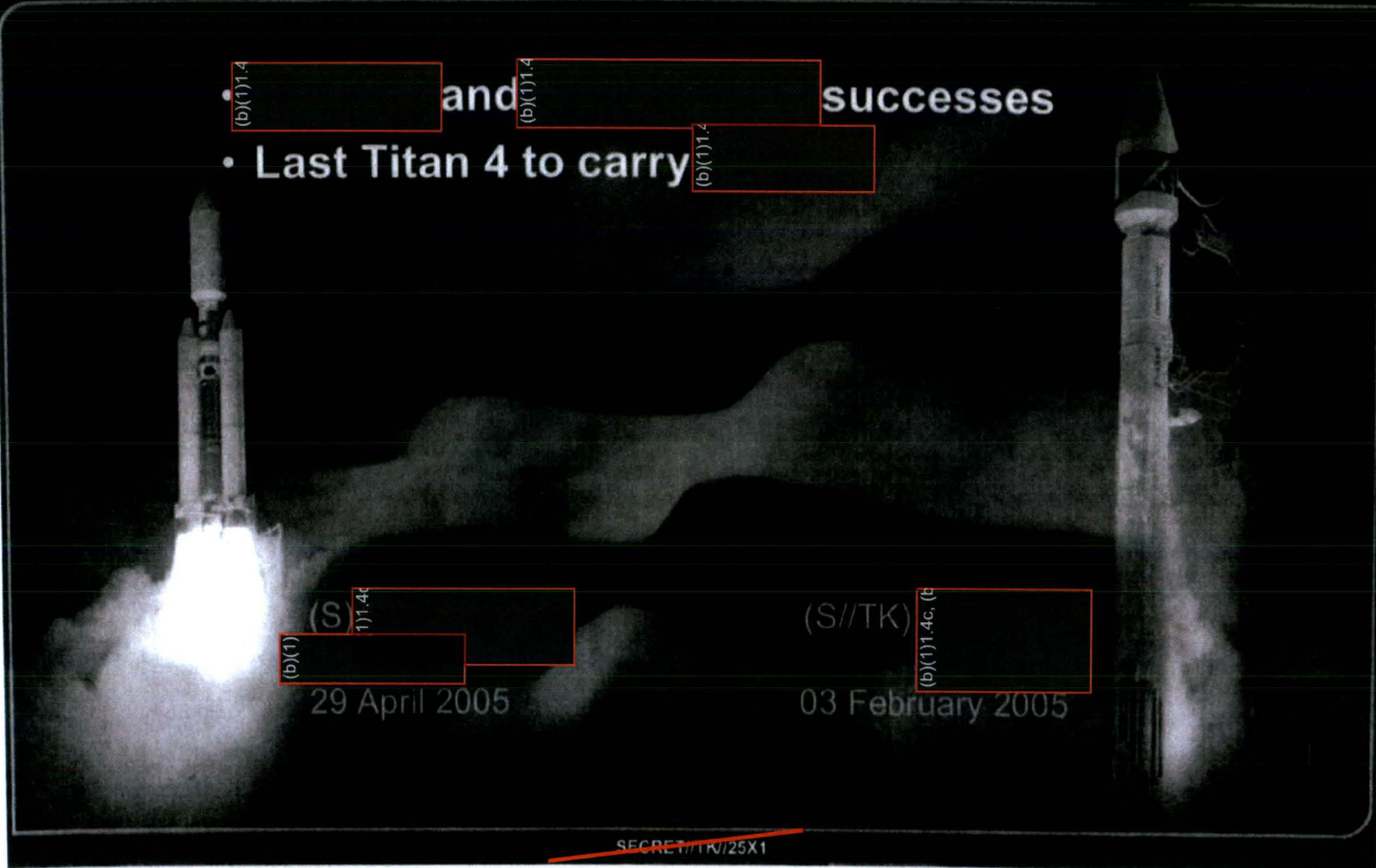


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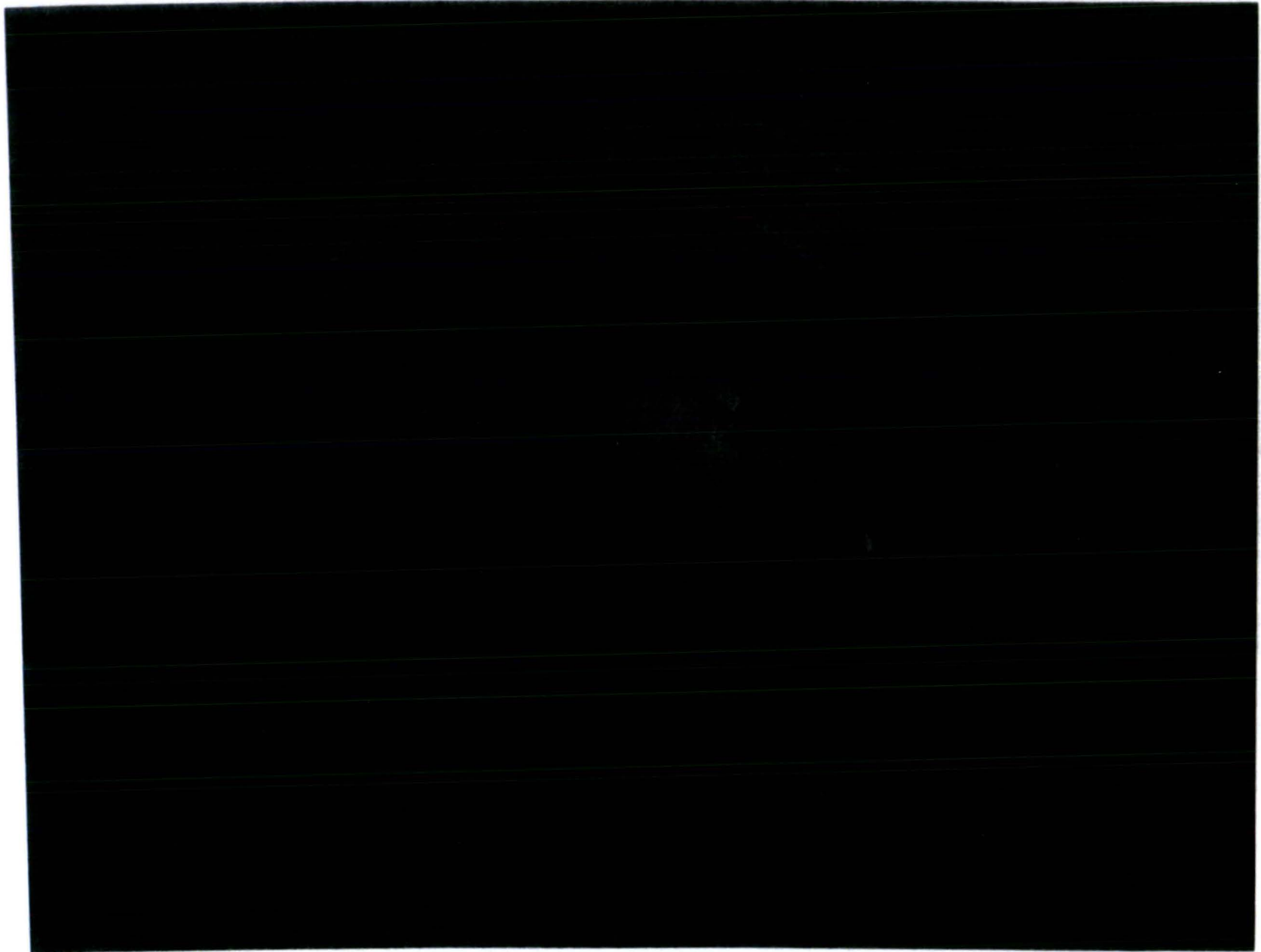


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NRO Strategic Guidance

- Regain credibility and deliver on promises
- Continue horizontal integration
- Pursue innovative sources/methods with operational capability
- Seek a DNRO budget margin line
- Continuity of operations important

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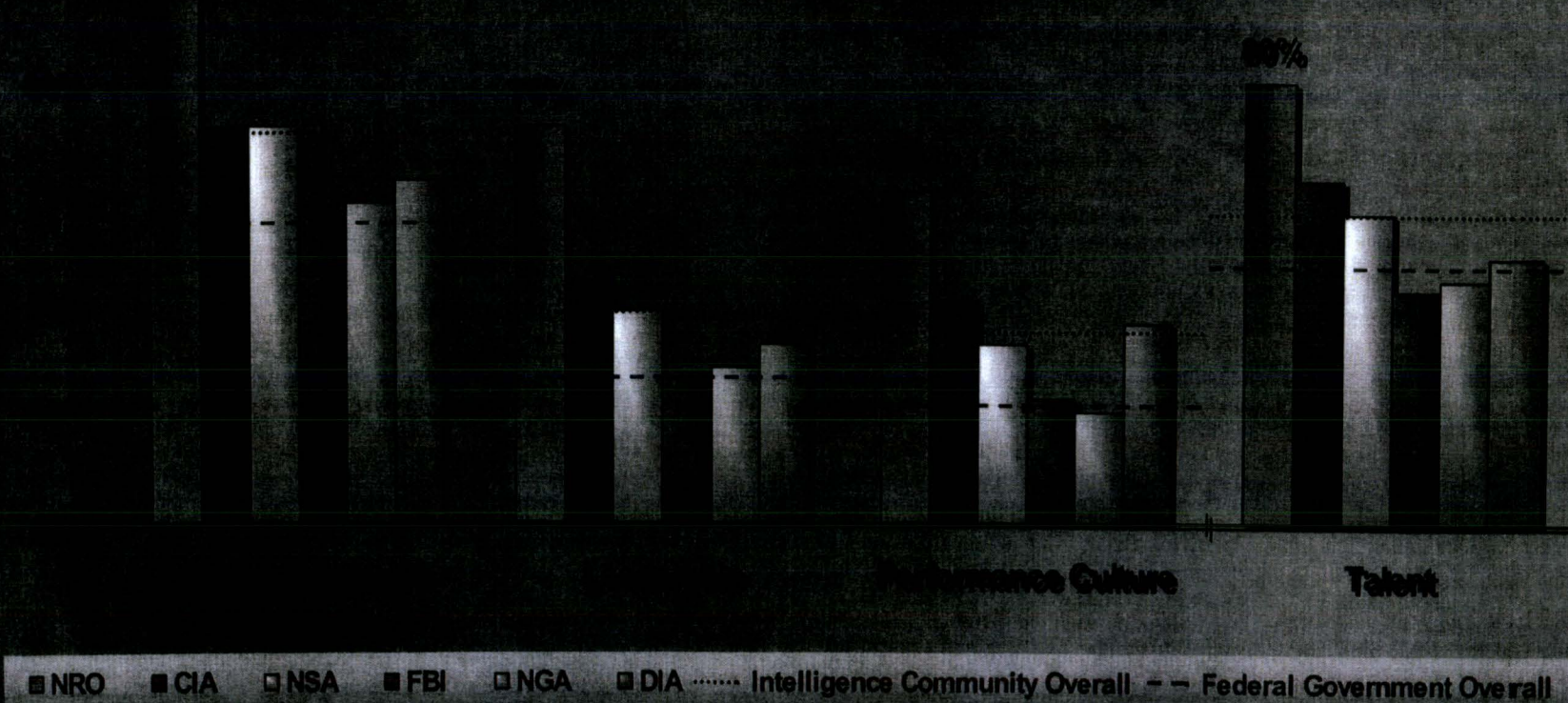
TOWN HALL

Panel with Sen. Ron
Wassenaar, NRO

20 April 2006



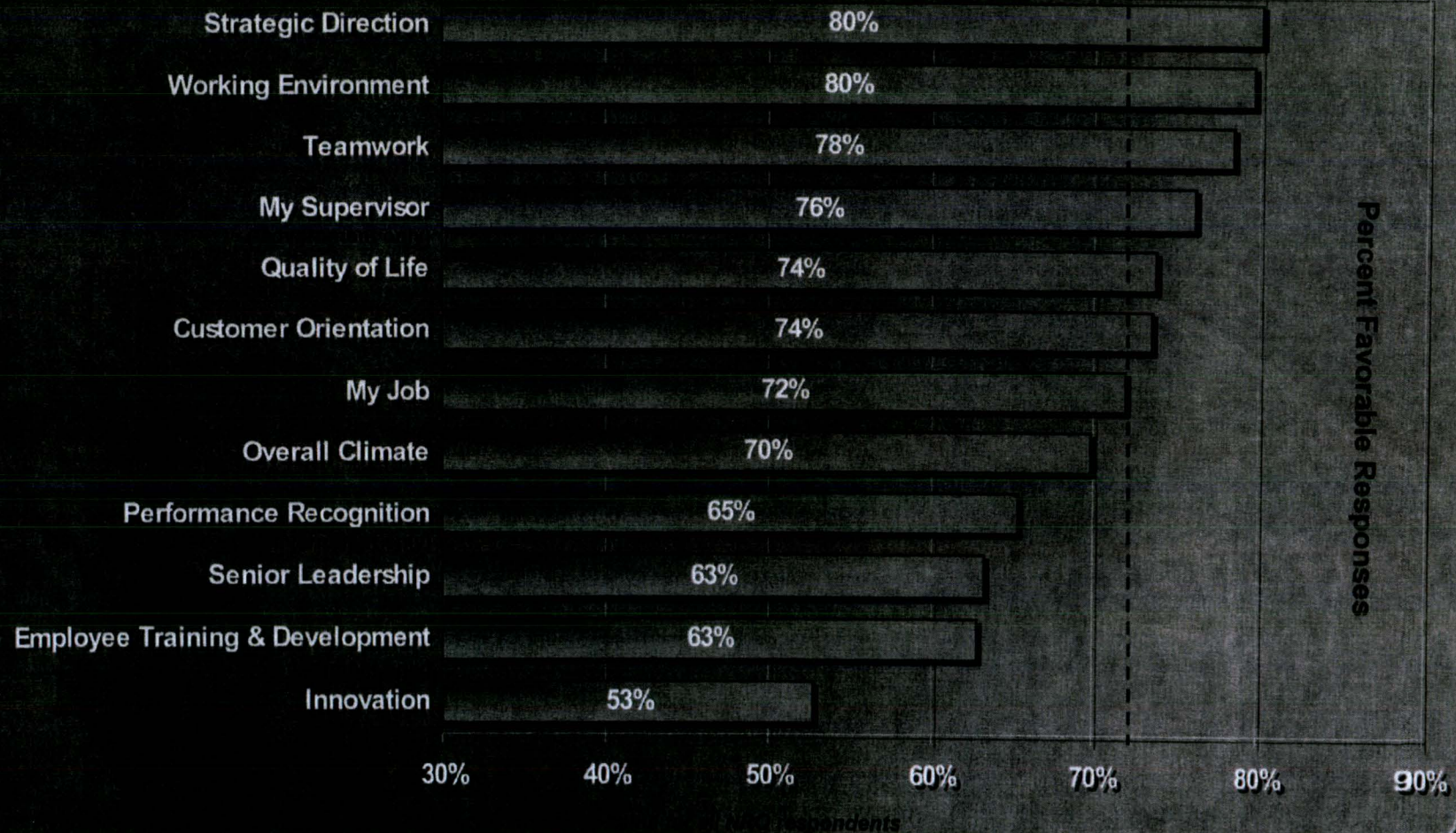
Annual Survey Results: Employee Satisfaction – Intelligence Community and Federal Government





NRO-wide 2006 Climate Survey

Favorability Index**, 72%



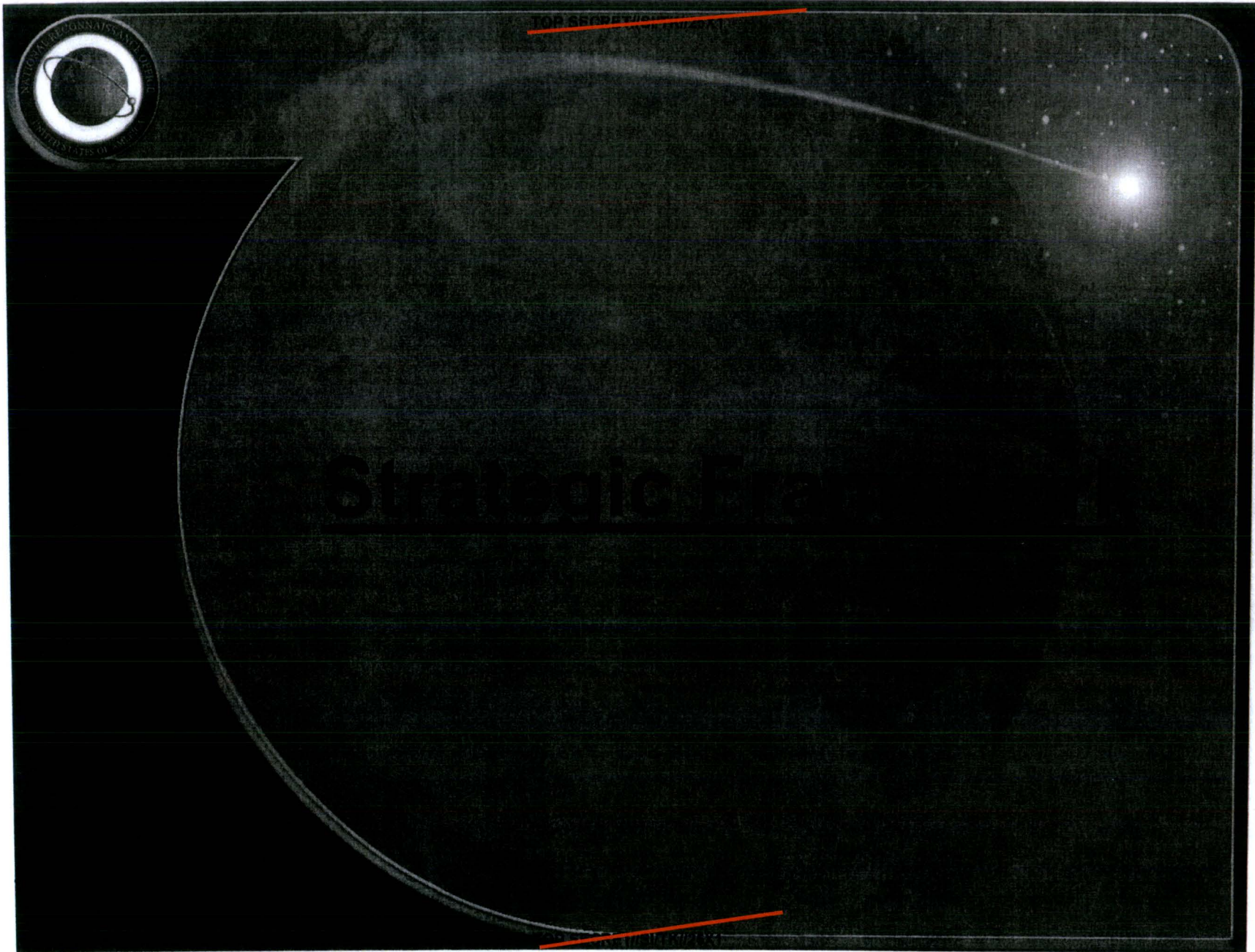


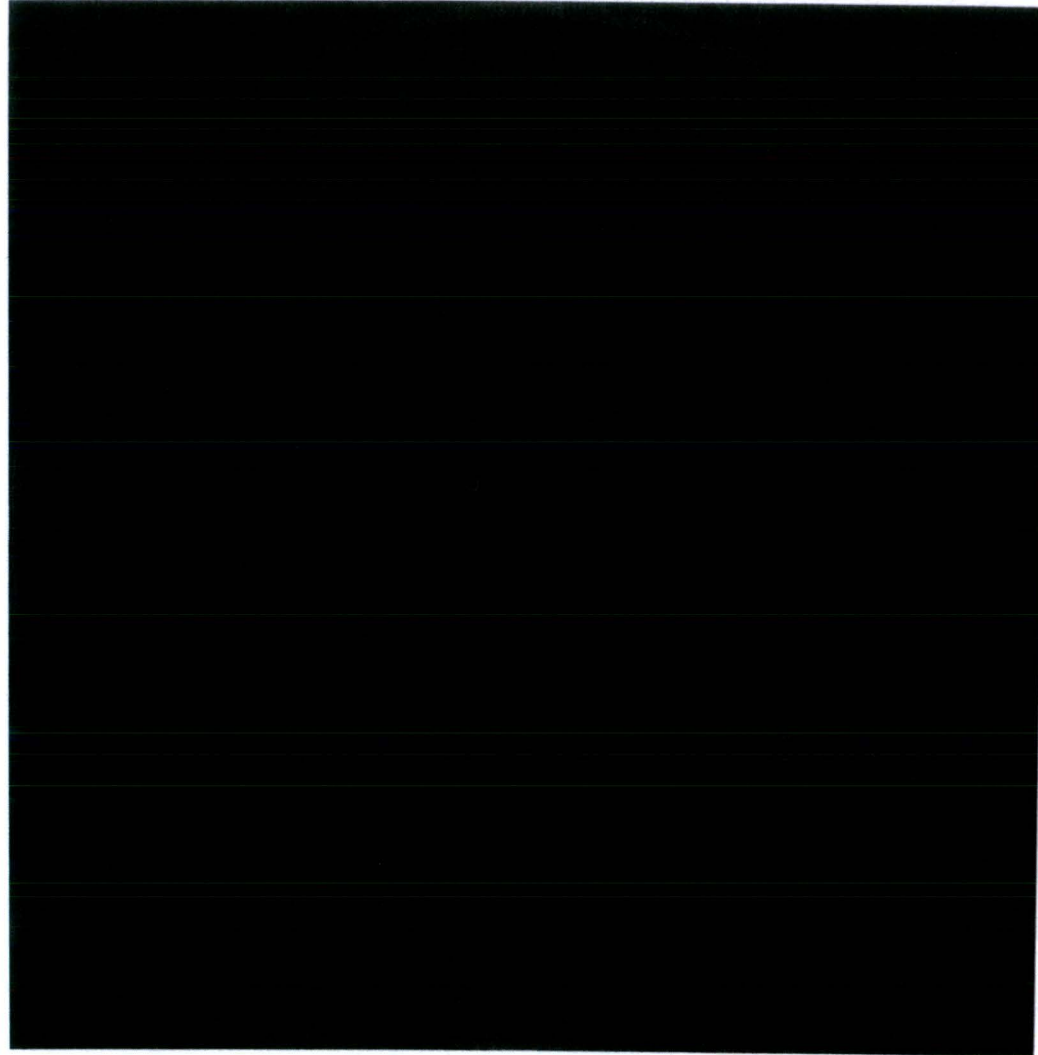
...employees identify a major direction as the
...to improve the quality of the next two years

WHAT ARE WE GOING TO DO?

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D/NRO Town Hall Meeting
20 April 2006

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Thank you all for coming.

This is my third Town Hall. At the first one, I introduced myself; at the second, I spoke extensively about the EYES ONLY "White Paper," in which I sought the Secretary of Defense's and the DNI's support in addressing a range of external issues that are affecting our ability to effectively execute our mission. Today, I am here to discuss the strategic framework for our future. This framework provides the context for the NRO to re-examine the way it approaches the business of overhead reconnaissance with the clear intent to transforming itself from a stove-piped organization to a dynamic intelligence-gathering organization providing *value-added information*. This new framework is the first step in addressing the internal changes necessary for the NRO to produce the results we need.

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But before we move fully into a discussion of the new Strategic Framework, I want to briefly touch on the top-level results of the recent employee climate surveys conducted by the Director of National Intelligence (DNI) and ourselves.

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Last fall, the ODNI mandated that each intelligence agency conduct an identical employee survey with the intent of benchmarking the state of the workforce across the Intelligence Community.

The results of this survey are now in and they say a lot about how we, the NRO, view ourselves, and how we stack-up against the rest of the IC. I'm sure you won't be surprised to see that the NRO ranks significantly higher in most key performance areas than the rest of the IC.

This chart (ODNI survey) reflects the favorable responses across the "big six" intelligence agencies in four key performance areas

- The NRO is the dark blue column on left of each category;
- The horizontal dotted line is the IC average; and
- The dashed line is the Government-wide average

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As you can see, the NRO ranks significantly better than all other IC components in:

- Overall employee satisfaction -- "Overall, I am satisfied with my job;"
- Leadership -- the extent to which the workforce is satisfied with its immediate supervisors and senior leaders;
- Performance Culture -- the extent to which the workforce perceives its culture as high-performing and mission driven; and
- Talent -- the extent to which the workforce is satisfied with the quality of its staff and its ability to recruit and retain.

Although our results certainly look good relative to other agencies, we get more useful insights and perspectives from our own internal Climate Survey in which we assess ourselves against our own standards and our own expectations.

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The NRO has been conducting these surveys annually since 1998 and we shifted to a bi-annual schedule in 2004. The intent is to assess the state-of-health of the NRO workforce at the Agency, Directorate and Site levels. Unlike the DNI survey, our survey includes contractor as well as government responses. This year we had a 58 percent response rate, which we believe is representative of the entire workforce. Overall, the survey looks at 12 dimensions in various levels of detail that envelope the NRO workplace experience. (NRO Climate Survey)

With the exception of Innovation, which is a concern, all categories look good - any candidate for office would be ecstatic with 63_percent_or more of the vote.

Although the summary-level data looks good, the results take on a somewhat different flavor at the detail level. In response to a question asking you to select the top area where you believe the NRO should focus its improvement efforts, this is what we got:

It is interesting that although Strategic Direction was the highest scoring dimension at the summary level, it is also the area that you believe needs the most improvement. (Chart on improvement areas) It is also significant that the lowest scoring item within the Strategic Direction section of the survey was the question of whether the NRO's strategic direction is clearly defined.

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I believe the quote at the bottom of the chart is an excellent summation of the situation; it says a lot.

The quote: "Dr. Kerr, where are we going? We'll get you there if you share your vision."

I want to thank whoever made this comment, and I would now like to spend the rest of my time this morning addressing this issue. I also intend to take you up on your offer to help us get to where I think we need to go.

Before I begin speaking in depth about our new strategic direction, I will briefly comment on the environment in which we find ourselves. First, the intelligence environment has changed -- the threat is no longer predictable and confined to specific geographic areas; it is mobile, dispersed, dynamic, and distributed. Certainly, Intelligence problems are now moving much faster than ever before and some cases they are moving faster than our acquisition cycles.

It should come as no surprise that in such a changing environment, there is a need for both internal and external changes to address those changes. My November memorandum to the SecDef and DNI was the opening gambit in addressing the external issues that need to be addressed to ensure the NRO's continued success.

I would like to take a few minutes bringing you up to date on where we are regarding the issues raised in that memo. I am pleased to report that issues we raised are getting the highest level attention, and the DoD and ODNI are now working together to provide a joint response. I can also report that we are, in fact, making progress:

- **Financial Flexibility** – We may, and I emphasize the word "may", have actually overachieved in this area. Although I am not sure how much was due to our prodding and how much was due to "enlightenment" at the ODNI level, I am nonetheless pleased with the result
 - We had originally asked for authority to implement a single program -- single expenditure center (EC) budgeting approach. Instead, the entire Community has been asked to submit budgets with single ECs encompassing all major acquisition efforts. As long as the ODNI doesn't revise its direction or change the current reprogramming guidelines, this will give us

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all the financial flexibility we could have possibly hoped for. I am told, however, that there is still some discussion on this issue at the DNI staff-level and that we may be seeing revised guidance.

- **Staffing** -- As a result of our memo, we are now in ongoing, and I might add spirited, discussions with the USD(I), the Secretary of the Air Force, and the Chief of Staff of the Air Force regarding Air Force staffing policies *vis-à-vis* the NRO. In addition to the staffing issue, these discussions have expanded to include:
 - Enhancing the lines of communication and collaboration on issues of common concern;
 - Reaffirming the Air Force's commitment to the NRO;
 - Supporting Air Force efforts to strengthen its space professional discipline and talent pool;
 - Looking for additional opportunities to cooperate in R&D; and
 - Collaborating to achieve mission success across the entire operational enterprise and in overlapping mission areas.

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I met recently in Colorado Springs with the Air Force Chief of Staff, the Acting Air Force Space Command leader, and USD(I) to discuss actions that will move us forward.

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- **Milestone Decision Authority (MDA)** -- The latest policy directives from the ODNI contain provisions allowing the DDNI/Management to delegate major program milestone decision authority to the agency level at his discretion. Although such delegation is a long way from a done deal -- and we still have a lot of work to do -- the DNI had the opportunity to shut the door completely but decided not to.
- **Mission and Structure of the NRO** -- My primary concern in this area is preserving the original flavor of the organization as we go through the process of updating the 40 year old agreements establishing the NRO. These include the organization's can-do spirit, innovation, and take-on-the-hardest-problems culture, as well as the management authorities and oversight flexibility required to enable mission success.
 - Although the NRO Charter revision process is now on temporary hold per the request of the ODNI, we have continued

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to update the draft document, so that we can move out quickly when the effort finally resumes.

- o In the meantime, Gen. James Cartwright and I have signed an MOA and reached an agreement in principle with the CJCS and USD(I) to allow the NRO and STRATCOM to develop relationships designed to ensure effective advocacy for NRO systems within the Combatant Commands and to increase shared situational awareness in the operating environment.

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- **Requirements** – Despite the complexity of the challenges in this arena, I see many in the IC, the DoD and on the Hill beginning to talk about the same concerns we raised. And I have seen a real effort on the part of the DoD not to require the NRO to go through the JROC process when the NRO has already gone through the MRB on a given issue. We hope to continue this dialogue with both the DoD and ODNI in making sense of the requirements process.

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- **Oversight** -- Next to requirements, this is the toughest area to deal with. To some extent we cannot realistically expect to make progress until the new DNI staff is fully in-place and up to speed. And in reality, the DNI staff has a lot bigger issues on their plates right now than joint oversight of the NRO. Our only option is to continue working this issue at the tactical level and hope that common sense and good government ultimately prevail. The fact that the DNI and USD(I) plan to issue a joint reply to my memorandum is a positive sign.

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Earlier, I mentioned the changing environment in which we find ourselves. I could have added to that list by mentioning that our capabilities as an acquisition and operations organization are legendary.

- As an engineering organization, we have no peer;
- We bring tremendous technical capability to the table that is unmatched anywhere else in the Intelligence Community;
- Our on-orbit systems are the finest ever built -- bar none; and
- To a large extent, our collection capabilities are still the bedrock upon which a large percentage of the entire U.S. intelligence effort is based.

We had the opportunity on April 19, 2006, to celebrate the 30th birthday of [REDACTED] They are doing things now that were unimaginable when the [REDACTED] happened. We recognized that what we

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do isn't simply those intelligence nuggets that get to the President, but the day-to-day work that supports mapping, geodesy, and situational awareness for combatant commanders.

However, as successful as we have been, this is no longer good enough. In light of the changing environment, we need to reassess the way we think about our products; how we can best support our users; and how we approach the way we define, acquire and manage our systems.

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The primary purpose of today's meeting is to discuss where we must focus our attention and where we need to go to remain relevant in today's dynamic environment.

I will draw many of my comments directly from our new Strategic Framework which will be available when you leave today, in hard and soft copy.

This document is intended as the first step in a multi-step process that will ultimately result in major changes in how we are organized, how we do business, and how we support our users. The document is deliberately concise, and it is only intended to outline *where* we need to go; the *how* will be the result of a NRO-wide process that will unfold as we move forward.

As an aside, my approach to strategic planning may be somewhat different than what you are accustomed to. In my view, the Director of the NRO is the chief strategic planner and should personally be involved in determining the overall direction in which the organization needs to move and its long-term goals and objectives. This document reflects that thinking.

As we get deeper into the strategic planning process, we will eventually get down to specific engineering performance requirements, program mixes and operational concepts. Many of you will be involved in these discussions. Today, I will discuss the front end of this process and where I think it will lead.

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This document describes where we need to get to and the overall strategic construct within which we will operate. I expect this document to drive two separate but related processes.

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- The first is on the organizational side. I will be working with the Change Gang to determine what organizational, business process and leadership changes are required to achieve the overall goals, objectives and intent of this document. I will announce some of these organizational changes today. Others will follow as we work through all the issues and ramifications raised by this approach.
- In parallel, I will ask the operating components and key lines-of-business to either develop new Operating Plans or revise their existing plans if they are already in alignment with the general direction provided in this Strategic Framework. These plans are intended to add the next layer of technical detail required to change our course and get us moving in the direction in which we want to move. Operating Plans will be tactical in nature and they are expected to evolve over time based on changing technologies, changes in our business environment, and most importantly, our improving ability and sophistication in our priority business areas. The preparation of these plans will also involve a much larger group of people with the specific intent of including subject matter experts.

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Let me now speak to the new Framework itself. The document is deliberately concise – it is only eight pages in length. Think of it as an architect's concept drawing for a new building. It defines the overall size, shape and function of the proposed structure. Once approved, this concept is then turned over to the engineering team for detailed design and then to the construction team for actual implementation. This is similar to the approach we will use.

Today I will only cover its key provisions and discuss, at a top level, what I believe it means for the organization. I would, however, ask you all to read it after you leave. As we move forward, it is my intent to meet with as many of you as possible to further discuss the document and solicit your suggestions. In addition, you can submit your good ideas on how we can reach these goals. There will be a link attached to the Strategic Framework posted on the BYWAY allowing you to submit your ideas electronically.

At the top level, the mission of the NRO remains the same. We will continue to build and operate overhead reconnaissance systems and execute other intelligence missions as directed.

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However, the *way* we execute our mission and *where* we put our technical and programmatic emphasis will change significantly:

- Our primary deliverable will now be *value-added information* instead of increasing volumes of data;
- The emphasis will be on integrated, multi-discipline products and capabilities;
- Ground capabilities will have equal priority with collection;
- Quick turnaround support and enhancements to existing systems will have the same the same priority as long-term, big system acquisition;
- Our engineering and management approach will change -- NRO systems will now be developed and operated as a single, integrated architecture managed at the NRO level; and
- We will also implement a rigorous process to reduce indirect costs and reapply those resources to core mission areas.

Only two mission-based goals and four objectives will drive what we do.

- **Goal 1 - Be the foundation for global situational awareness**
 - Objective A: Provide global situational awareness through on-demand access to intelligence targets of interest and the ability to cue other collectors.
 - At the macro-level, this objective speaks to providing an integrated world-wide trip-wire capability to detect anything of intelligence or operational interest, anywhere, anytime, under any conditions.
 - Objective B: Provide on-demand surveillance capability to focus on particular targets or areas of interest for sustained periods.
 - This objective will lead us to fielding a suite of high-sensitivity sensors providing enhanced temporal, spatial and frequency coverage, as well as the associated ground tools necessary to effectively fuse, integrate and synergistically task them. This objective will also drive us to closer integration with airborne and other collectors.
- **Goal 2 - Provide intelligence information on timelines responsive to user needs.**
 - Objective A: Optimize existing capabilities for current user needs.

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- This objective specifically addresses leveraging the latent capabilities in our existing ground and collection systems to better support quick-reaction intelligence and operational support.
- Objective B: Rapidly develop and deploy new or appropriate solutions to evolving user needs.
 - We have to find ways to keep up with today's rapidly changing intelligence environment and this objective is intended to address that issue. The intent is to speed the time to market for new capabilities. In addition to targeted, limited-scope development, this objective would also include leveraging commercial capabilities, both space and ground, to more quickly address intelligence problems.

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We have a good example at [REDACTED] with the global situational awareness cell. That effort brings together the whole SIGINT constellation, some imagery direct from the [REDACTED] and the overhead [REDACTED] capabilities.

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Although we are clearly doing part of this mission today, we are doing so in a fragmented, "INT-specific" way that is focused more on providing point-solutions than intelligence value.

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Achieving these goals and objectives will require us to:

- Reassess our corporate systems engineering model;
- Realign our engineering focus and programmatic priorities to emphasize the ground;
- Begin managing at the architectural level; and
- Start the process of breaking down our "INT-specific" culture and begin focusing it on *integrated*, multi-sensor solutions to intelligence problems.

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I have already taken a number of actions to begin implementing this Framework and I intend to take more.

- As a first step, I am appointing a mission manager to begin the process of evaluating all existing and planned ground segment capabilities. This function will initially function in much the same

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b3 b6 manner as the current Special Communications Program Manager. I have asked [REDACTED] -- and he has accepted -- to step into this position and begin assessing the situation across all programs, identifying key issues, and making recommendations on how best to proceed.

- Increasingly the application of currently available technical capabilities is providing near-term solutions to military, IC and DHS operational users. I have, therefore, decided to build on the operational support capabilities resident in DDMS and DDNS and create a new organization for Mission Support, led by General Carpenter. Although the acronym for this new organization -- DDMS -- will be the same as that of one of the predecessor organizations, that is purely coincidental.
 - The new DDMS will be an entirely new construct tasked with ensuring that we present a consistent face to our users and that we have a coordinated and integrated window back into the NRO for all operational support activities.
 - General Carpenter will lead a small NRO enterprise transition team, which will present its recommendations to me by 1 June with a formal transition to occur no later than 1 July. Among other issues, this team will have to address how best to service all NRO operational users; how to best link back into AS&T, COMM, SIGINT, and IMINT; and how to effectively integrate their quick reaction efforts with those going on in other areas of the NRO.
- The new role I have defined for Mission Support does not cover all of the NRO's key stakeholders. I have asked Mary Sturtevant and the experts in DDNS to assist me in developing a corporate strategy and plan for engaging the elements of the community above the operational user level, to include ODNI, NSC, and DHS. Obviously, these policy-level stakeholders need to interact with the NRO at a different level and in a different way than the operational user. The criticality of these organizations combined with the fact that some are in themselves new and evolving will make this a significant challenge. I expect that Mary will provide me with her recommendations on the same timetable as Gen. Carpenter's effort.

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- The creation of an effective architectural management function, and then making it work, is absolutely essential -- we have to get it right. I have tasked a working group, led by General Latiff, [REDACTED] b3 b6 and Betty Sapp, to develop options on what that new organization should look like. This group will return to me and Dennis with its recommendation by 15 May. Please note that we envision this new Systems Engineering function to serve as a technical advisor, not as a layer between me and the program directors. We need to think about how we function as an integrated constellation with other organizations which also operate in and require access to space.
- I have also taken the initial steps to reduce our indirect costs.
 - As you already know, the office of the DDA will not continue.
 - CI has been merged with Office of Security.
 - We will soon create a new Office of Strategic Communications composed of LL and Corporate Communications to ensure a robust and consistent external communication strategy.
 - The Executive Secretariat reporting has been realigned to the ODNRO -- not the DA.
 - We will also establish a uniform NRO travel policy.

I view these as the first wave of organizational changes. There will be more as required. As I noted in my initial Town Hall immediately after coming on board, I do not make organizational changes for the sake of change. I will only make changes when they are required to improve our ability to execute our primary mission.

The Change Gang will function as my primary forum for vetting organizational issues. I will look to that group to quickly identify the key issues and develop recommendations. Hopefully, they will develop consensus recommendations, but if not, I will decide the best course of action.

I also want your input and ideas on how we can best meet the goals and objectives of this plan. I'll be the first to tell you that management doesn't have all the answers and I need your help to develop the details. As I mentioned a few minutes ago, the Framework is intended to outline where

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we need to go as an organization, I now need your to help to determine the best way to get there.

Implementing this plan will significantly change the way we view ourselves and how we interact internally. It will also improve the way we support our Mission Partners and users. I believe this plan also creates new business opportunities for the NRO.

These organizational changes will establish the initial framework necessary to begin redefining our engineering and investment priorities and the architectural construct within which we will operate. It will ultimately result in a revised mix of programs, technical initiatives and R&D priorities.

In my last Town Hall, I talked about what it would take for the NRO to recover its reputation for excellence. I noted that my letter to the SecDef and DNI was intended to address the external issues affecting our performance. This Strategic Framework is the first step in addressing the internal issues.

The NRO has historically been known for engineering excellence, responsiveness and technical innovation. We could always be counted on to be forward leaning and deliver on our commitments. The approach outlined in our new Strategic Framework is intended to establish the conditions necessary to continue that tradition into the 21st Century

Before I open the meeting up to your questions, I would like to deal with two important issues that will undoubtedly come up:

Will this strategic approach change our existing relationships with our Mission Partners?

- Our existing relationships with NSA, NGA, and CIA are, for the most part, working well.
- But they are fundamentally built on "INT-specific" and program-specific planning.
- We need to elevate those relationships and address cross-INT synergies and what Space is capable of bringing to the table.
- We also need to expand our intelligence relationships with what I will call 'emerging' mission partners. These include the Air Force, the Navy, the Army and STRATCOM.

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STRATCOM has important operational relationships with the Air Force that may improve both our products and theirs, particularly in the geolocation area. We are talking more with Navy leadership. Several of us had the privilege of visiting the aircraft carrier USS Eisenhower. A Carrier Strike Group is an impressive instrument of national power, but more importantly, it's a mobile ground station. They have direct feeds from the national systems. They have SIGINT analysts, imagery analysts, and they can acquire almost everything for preparing target folders and planning to apply their incredible striking power as directed. We have to think hard about what capabilities we can develop that integrate with that mobile, afloat ground station.

We have formed closer ties with the Army. The Army Space Council conducted a visit and meeting at Westfields. They have been considering what steps they should take with the NRO to ensure our future plans match their needs. Likewise, we have hosted a group from the Army Science Board.

Across the board, we're trying to look at the user community and get them involved in our process.

Why the new emphasis on the ground? What has changed?

- We are already collecting vastly more data than anyone can possibly use.
- The key from an intelligence perspective is to not necessarily increase the volume, but to find better ways to use what we already have and to develop better ways to be more selective and surgical in what we collect.
- While I certainly expect that our new collection systems to provide increased capacity, we also need to provide the tools our users need to better cope with that volume and manage their collection resources.
- The ground is also the only place where we can do quick reaction support. We simply can't make near-term, operationally responsive modifications to our satellites. We can only do it on the ground.
- I also believe the ground is significant new business area that is relatively untouched and one that the NRO is particularly well-positioned and suited to address. The reality is, no one else in the community can match our engineering capabilities and innovation, and I believe we should leverage those strengths.

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~~SECRET//TK~~**What kind of ground capabilities are you talking about?**

- The Framework is not prescriptive, and we will rely on the collective creativity of the entire organization to develop the specifics. But in general terms, we're talking about tools to support:

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- The intent is to use technology to better *enable* our users to do their jobs, not do their jobs for them.

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A rough analogy of what we are talking about is the way [REDACTED] operates today. We automatically collect the data, automatically identify what is significant, and then automatically disseminate *information* directly to users in formats compatible with their existing systems and on timelines that meet their operational needs. And this entire process is done with the approval of our Mission Partners and in coordination with our users. Although this is an "INT-specific" example, it is representative of where we need to get to at the multi-INT level,

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I do not expect to see all facets of this plan implemented overnight -- and neither should you. For a variety of reasons -- not the least of which is that no one individual or one component has all of the answers -- many of the organizational, technical and programmatic changes required to implement this plan will emerge and evolve over time. But I want to emphasize, I envision a relatively short period time. The Framework document alludes to a 12- to 18-month window, which I believe is realistic.

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Strategic planning, in my view, is only meaningful if it drives an organization's decision-making processes. I and my senior management team intend to act on this new Strategic Framework,

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Strategic Framework

Strategic Framework Feedback Form

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DNRO Town Hall, 20 April 2006

Questions and Answers

(U) Q: You mentioned what the future of the rest of the DA elements would be. Would you care to talk about the functions of the Office of Policy?

(U//FOUO) A: We [my leadership team and I] are still talking about it, because what the Office of Policy (OP) does is multifaceted. For example, the Center for the Study of National Reconnaissance lives with the OP today. Other parts of the OP are our representation to some of the outside groups. So, I think the correct and honest answer is that part of what Mary [Sturtevant], Bob Latiff, and Floyd Carpenter are working on will impinge substantially on what we do with the OP. That said, it's not disbanded.

(U) Q: You mentioned that we were going to be having a focus on integrated results and products. Does that mean that the way ahead that we take for IMINT, SIGINT, COMM, and other areas where we have overhead resources are going to be looked at and evaluated in an integrated fashion, as to what they produce and how they do so together?

(S//TK) A: You just eloquently put on the table why we need a corporate systems engineering capability. It's because we can't evolve the SIGINT constellation independently of the imagery constellation. In fact, our two mission partners [NSA and NGA] are working together at the processing and exploitation end. Clearly the ability, for example, to do collaborative tasking between SIGINT and IMINT is going to increase in value over time. So by having a corporate systems engineering view, we can help that a great deal. With regard to COMM, it exists fundamentally to support bringing data back from the overhead constellation. They built [the COMM system] so well and with such wonderful capabilities that we also have a lot of other "people" riding on our networks, as kind of a lesser-included case. Importantly, we have a new mission called "special comms," which also [redacted] and has a growing user community. That needs to be taken into account. That doesn't fit with imagery or SIGINT; it really fits more with the COMM discipline.

(U) Q: The Office of Space Launch is effectively managing access to space for the Intelligence Community. Is there really a chance that the Air Force would succeed in acquiring this part of the NRO?

(U//FOUO) A: As long as I'm responsible to the Secretary of Defense and the DNI for system performance as delivered, where launch is an important part of that, where we buy the booster, we're going to have an Office of Space Launch. We have to. There's a fundamental difference between what we need when we put, say, a payload that's got \$2 billion of the taxpayers dollars invested on top of a booster and a system where maybe it's a \$63 million payload. So, we need mission assurance activities at a level that is done really only in the manned [space] program as a consequence of the value of human life.

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We will build on all of the Air Force approaches to mission success, but we have to—recognizing the responsibility we have to those who fund us—have an Office of Space Launch. I don't see giving that up as anything that I could live with.

(U) Q: You spoke encouragingly about improving relationships with Air Force Space Command (AFSPC), but our interface with the Space and Missile Systems Center (SMC) has been strained and less productive than in years past. What is your assessment of the NRO's relationship with SMC at both the senior and working levels, and are there any plans to improve communications?

(U) A: This question takes off on what I said about our relationships with Air Force Space Command and, really, with the Air Force as a whole. [tape ended...] At the working level, we have very good relationships relative to specs, standards, sharing our knowledge about vendors, parts, and space qualification. That is led by General Latiff, and many people contribute to it.

(U) From time to time, there are those who would argue that we are somehow in a competition with SMC. I don't see it that way. We have a different mission. We exist to provide overhead access for intelligence purposes. That's clear in our charter, whether it's the old one or the one in draft. It's clear in the way we're funded. And it's clear in the way oversight is provided. That's why we go [are accountable] to the intelligence committees.

(U//FOUO) The Air Force has a different mission, which is to recruit, train, and equip to provide forces to combatant commanders, including what they need to deal with space threats, for example, to the United States. That's a different mission. It's one that overlaps, in part, because of the professional skills required, but I don't see it as a competitive thing. In fact, in part, it's a military mission, which would never be ours to execute. So, yes, there's occasionally noise in the system with SMC, and I think when [SMC Commander] General Hamel figures out how to deal with [REDACTED] and NPOESS and a few other headaches, that it'll die down.

(U) Q: I have the best job in my 20+ year contractor career. Can you please comment on what "one team" is supposed to mean to me as an NRO contractor?

(S//TK) A: If I had to visualize a good example of that, I only need to recall what we saw yesterday at the [Consolidated Washington Mission] Ground Station. We were celebrating the 30th anniversary of that ground station, and, at the same time, we celebrated the people who work there. Over 30 people were honored for their 30 years of service to the NRO at the ground station. I think most of them were contractors. So, what does that mean? That means those people were part of our team through the whole evolution—from film return to electro-optical to, now, [REDACTED] What it means to me is that we go on the floor at [REDACTED] or at any of the other ground stations, and what we have is an integrated team of government and contractor personnel who make the NRO what it is today.

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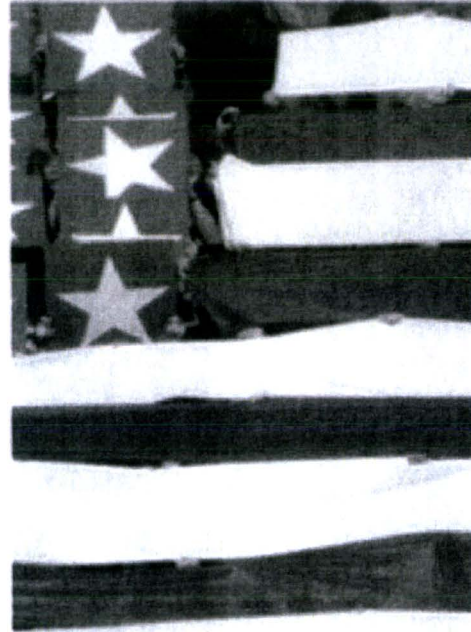
(U) I don't see any distinction, for most any function we carry out, between contractors and government employees, with one specific caveat. There are a set of responsibilities that can only be exercised by employees of the U.S. government. That's why we have government employees as part of our mix. But with that one caveat, I think that the "one team" is something we *live*; we don't just talk about it.

(U//FOUO) Q: In the past, the Board of Directors minutes and Senior Staff Meeting minutes were published on the Byway. Will you revisit posting the minutes?

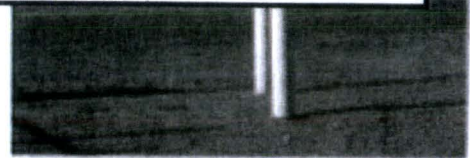
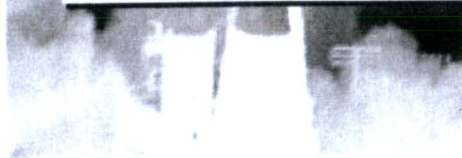
(U//FOUO) A: On the one hand, I think it's very important to communicate. The way to have a *meaningless* senior staff meeting is for everyone there to believe that minutes are being taken, and what might be half-formed thoughts are going to be captured and shared with the world. I don't want to inhibit their discussions, so I think [we need] to work harder on our internal communications of those things that we've thought through, and not inhibit those who are doing the thinking with me, as it's taking place. I don't think you're going to see minutes on the Byway. I'm hoping that out of what we're initiating today with the Framework, you're going to see more communication about what we're thinking about, how we're thinking about it, with an opportunity to react to it.

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NRO Town Hall 23 April 2008



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(U) Today's Topics



- **(U) Climate Surveys**
 - We like our jobs
- **(U) Transformation**
 - Compelling opportunity: Access, Content, Timeliness
- **(U) How are we doing?**
 - DNI, Partners, Congress
- **(U) Mission Highlights**
 - Who do you call -- the NRO

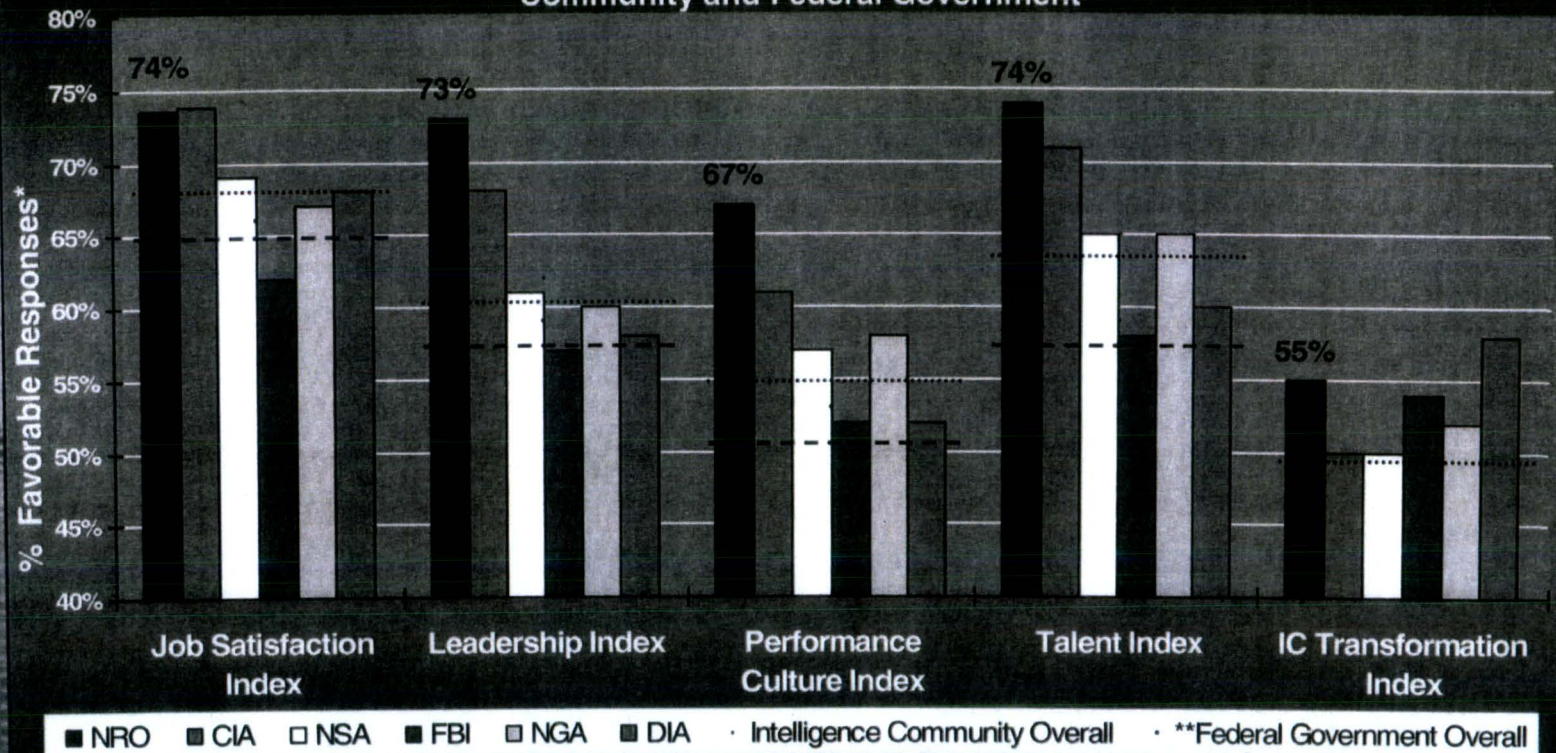
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(U) IC Benchmark Data

IC Survey Results: Employee Satisfaction Across Intelligence Community and Federal Government**



Source: ODNI IC Employee Satisfaction Survey, administered November-December 2007 on a 5-point scale; Includes Government responses only

* Percent of respondents who "Agreed" or "Strongly Agreed" with positively worded statements about the climate

** Source: 2006 Federal Human Capital Survey

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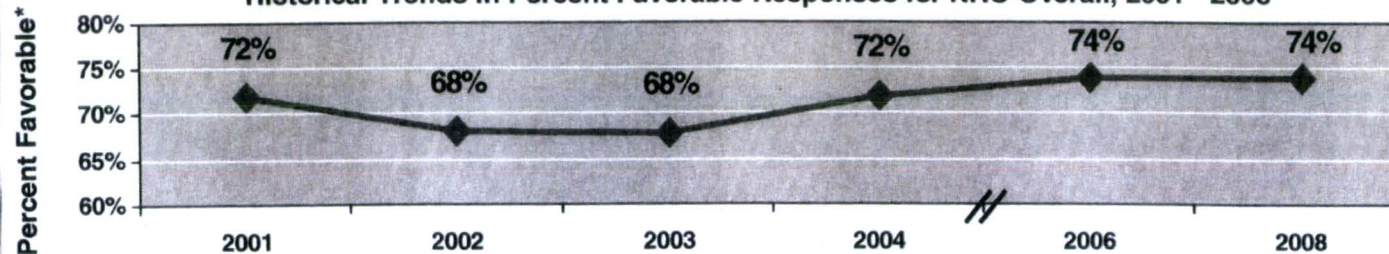
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(U) Trends in Job Satisfaction at the NRO

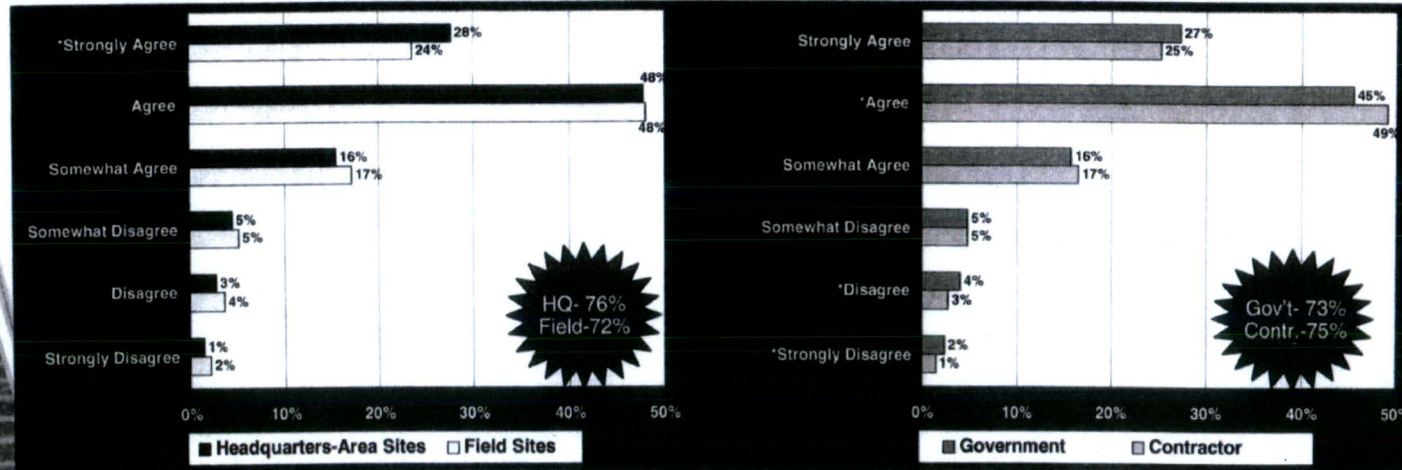


Survey Question — "Overall, I am satisfied with my job"

Historical Trends in Percent Favorable Responses for NRO Overall, 2001 - 2008



Differences in Percent Favorable Responses for NRO Subpopulations in 2008



* Percent of respondents who "Agreed" or "Strongly Agreed" with the statement "Overall, I am satisfied with my job."

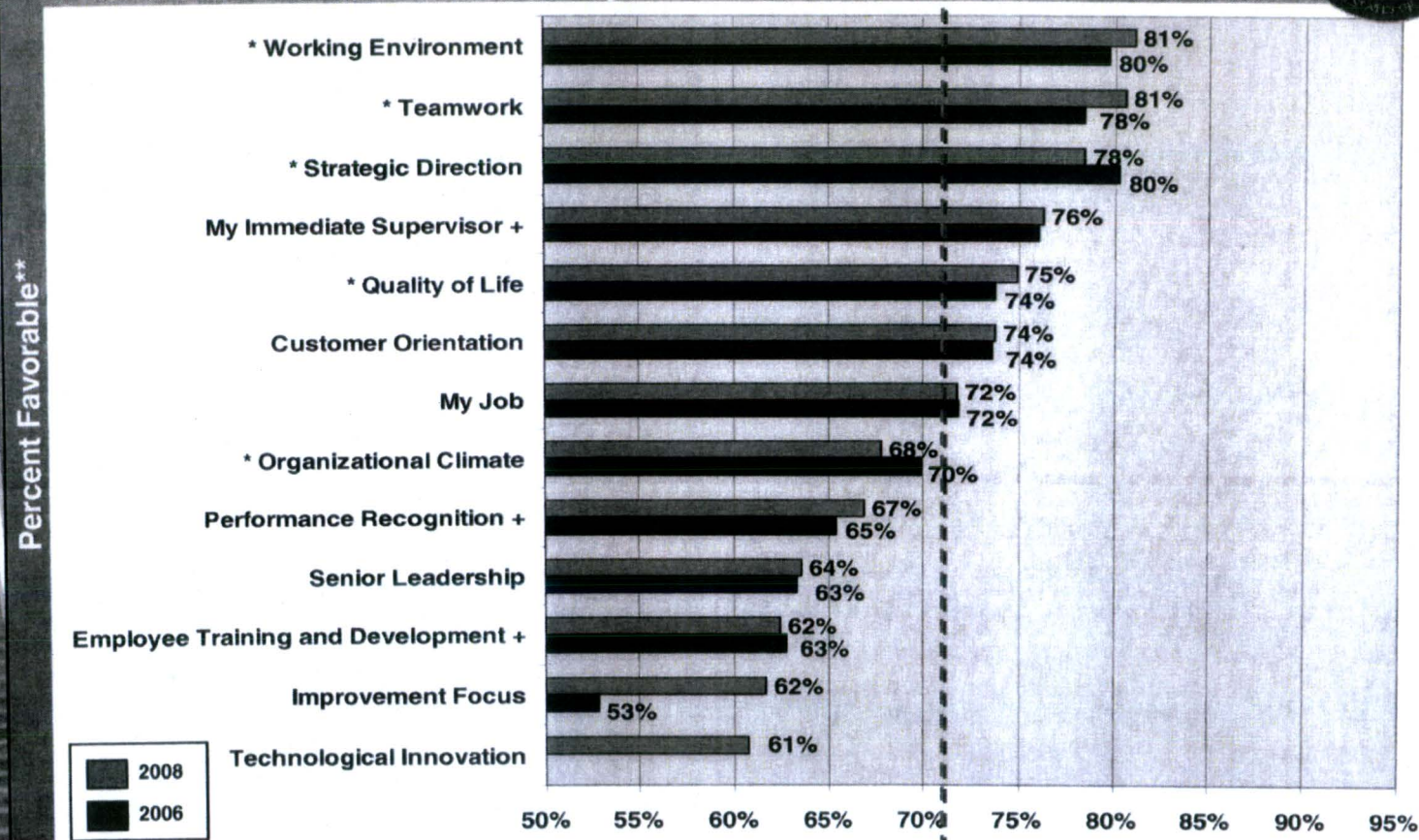
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(U) 2008 NRO Climate Survey Results by Dimension



NRO Favorability Index: 2006 71%, 2008 71%



* Indicates a statistically significant difference between years

**Percent of respondents who "Agreed" or "Strongly Agreed" with positively worded statements about the climate of the NRO

+Government only dimension

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(U) Today's Topics



- **(U) Climate Surveys**

- We like our jobs

- **(U) Transformation**

- Compelling opportunity: Access, Content, Timeliness

- **(U) How are we doing?**

- DNI, Partners, Congress

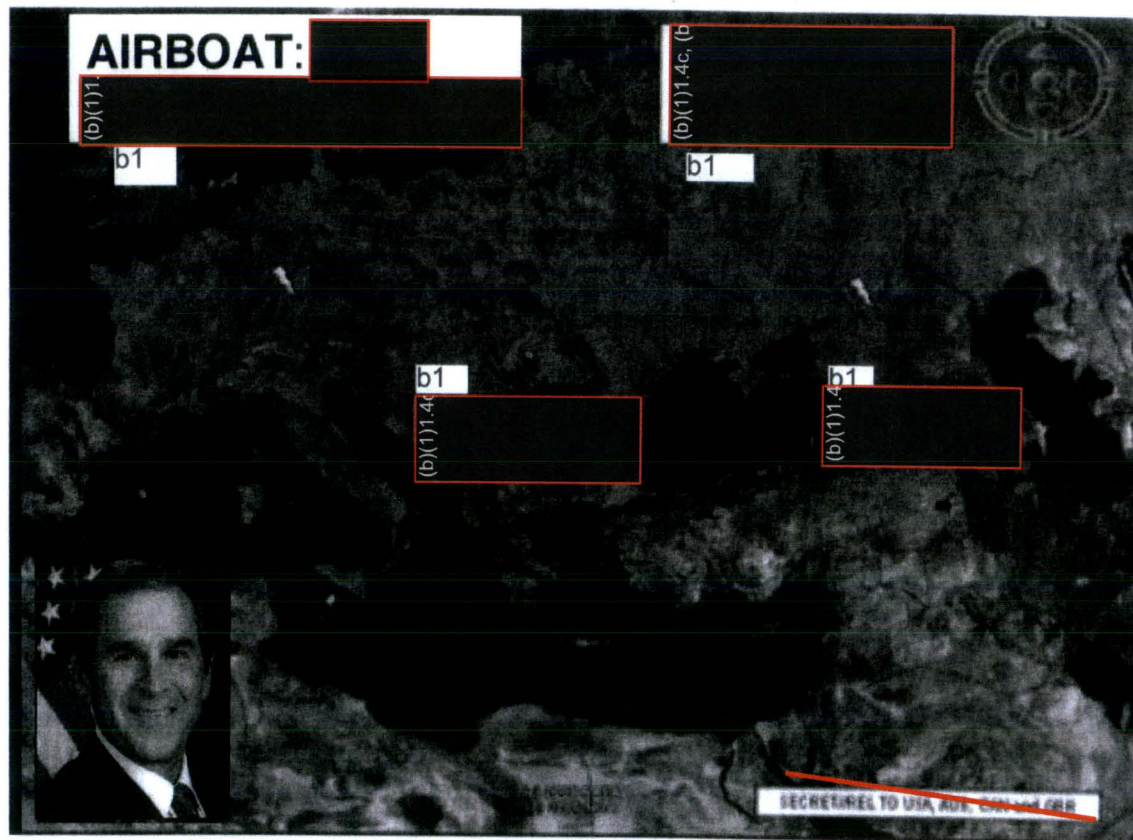
- **(U) Mission Highlights**

- Who do you call -- the NRO

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(U) Supporting the President



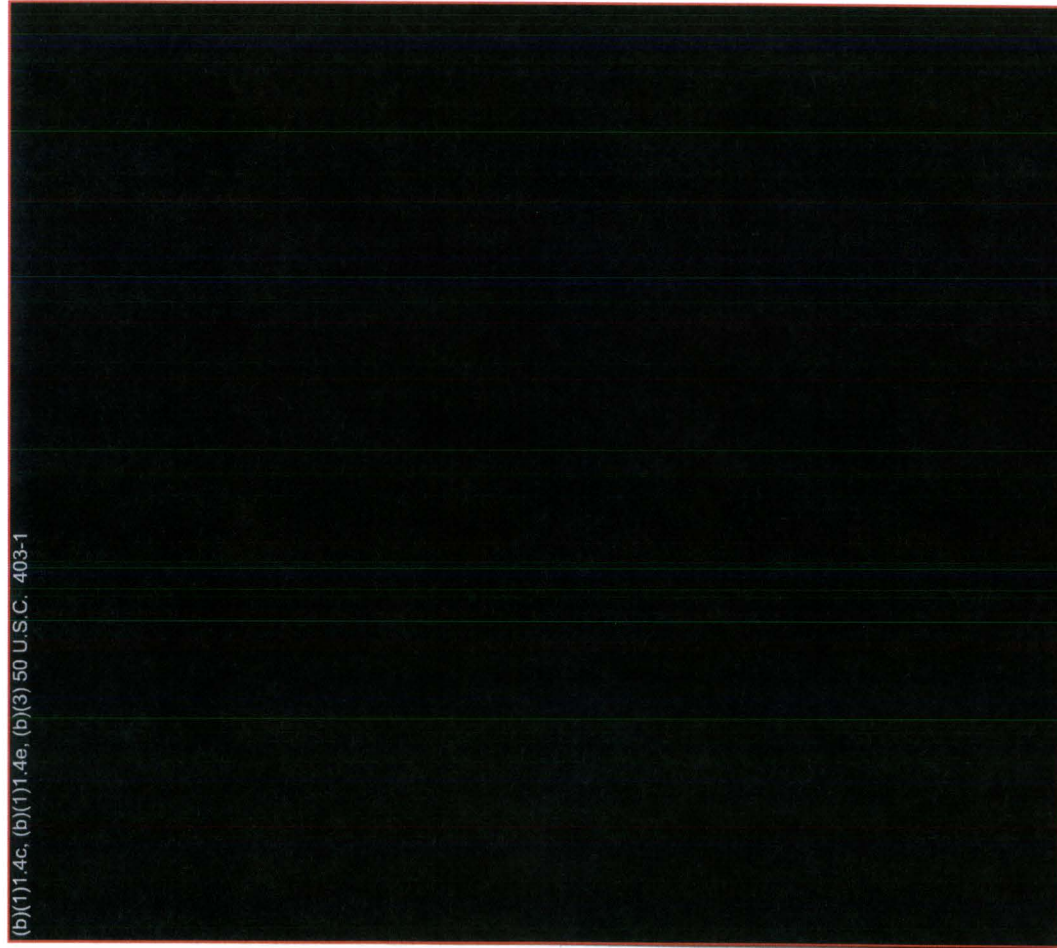
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(U) Finding IEDs



b1



(b)(1)1.4c, (b)(1)1.4e, (b)(3) 50 U.S.C. 403-1

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~~SECRET~~

(U) Tracking Cell Phones



b1 b3

(b)(1)1.4c, (b)(1)1.4e, (b)(3) 50 U.S.C. 403-1

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~~SECRET//REL TO USA, AUS, CAN, GBR//MR~~

(U) Assisting an Ally



b1 b3

(b)(1)1.4c, (b)(1)1.4e, (b)(3) 50 U.S.C. 403-1

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Remarks of Dr. Donald M. Kerr
Director's Town Hall
Monday, December 18, 2006

(U) Thank you for joining me in recognizing the 2006 Leadership Award recipients. I'm going to turn now to a discussion with you that I've had to alter a bit because of current events. For example, my new boss (SECDEF Gates) was sworn in today, so I need to think about what that means. There are a few other noteworthy things that we also need to cover. I want to leave some time for your questions, and discussion of whatever might be on your minds.

(U) The three principle areas I plan to talk about are:

- The relevance of national reconnaissance today,
- Where we are and where we might go in the next year, and
- Our evolving mission partnerships.

(U) THE RELEVANCE OF NATIONAL RECONNAISSANCE TODAY

(U) I think it is important for us to recall the intelligence value of overhead reconnaissance - both historically and currently - as it frames the work we do and the mission we execute.

(U) National Reconnaissance has historically provided a unique ability to collect globally to address the nation's most pressing problems. That's why the NRO was created. We have the ability to collect multi-sensor information virtually everywhere. We have the ability to access denied areas where no other collectors could operate without physical risk, and of course, we don't precipitate international incidents by operating our systems. Over the years, we've refined these capabilities to the point where we now have a rich variety of sophisticated platforms and sensors, operating in a number of orbital regimes, able to collect information across a broad part of the electromagnetic spectrum.

- (U) The scope of the mission has never been greater than it is today in terms of the tasking and the demands on our systems. In response to rapidly changing user needs, we're being asked to provide comprehensive, worldwide capability - to essentially be

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everywhere all of the time - and to simultaneously deliver focused capabilities to zero-in and sustain collection against particular areas of interest.

- (U) The target set we are working against is very different — you all know that; and it seems to be changing in an accelerating pace as we teach our adversaries more and more about our capabilities through inadvertent or other discussions of what the United States is able to do. We are not in the business of keeping track of the construction of buildings, looking at large masses of military equipment. We're rather more in the business of tracking people, tracking shipments, things that really stress our systems in terms of their ability. We're working right at the noise level of many of the capabilities that we have.
- (U) And as the adversary continues to evolve, so must our capabilities, thus it is imperative that we understand our users' problem sets, with enough detail to provide relevant solutions in a timely manner.

(U) All of the old reasons for space still exist, but there are new demands for what we can bring from space platforms. Homeland security, geophysical monitoring, even law enforcement are beginning to be major users of some of our capabilities.

- (U) The unique attributes in terms of global and on-demand access, multi-disciplinary capability, responsive tasking, and the near real-time product dissemination that we have for some of our products, are truly important.

(U) We operate the most impressive array of technical collectors ever deployed anywhere, at any time, by any nation. We can all be justifiably proud of what we have as an organization accomplished over the years we've been in existence.

(U) As impressive as our systems are, it's how we use them to contribute actionable intelligence that is the true measure of their value. While we maintain a global presence with agile, responsive systems, the key is to provide a coherent, comprehensive and focused picture of what is important to our users.

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(U) To do this, we have to find better ways to use the data we already collect. In order to think about how to focus those capabilities, how to help our mission partners with filtering and selection so that we don't overwhelm the analytic community and other users who find our work most important.

- (U) We're reminded of this recently when Tom Fingar, who's the Deputy DNI for Analysis and Production, pointed out that, "There can't possibly be a market for 50,000 pieces of finished intelligence." Well I think he's right, that would be an overwhelming pile on your desk. He was just thinking of the analytic output; think about where we are at the front end in terms of the data collected and made available.

(U) As we near our 50th anniversary, we can be justifiably proud of the hundred-plus satellites, millions of images, and billions of signal intercepts we've collected. There is much more that needs to be done and can be done, and it needs to be done quickly. Despite nearly 50 years of success, the challenges we face today are formidable and just as difficult as those faced by our predecessors.

(U) WHERE WE ARE

(U) Let me talk about some accomplishments and then talk about some other issues.

(U) Operations

It's fair to say that anyone who's been at our ground stations or associated with them in recent months realizes that their operational tempo is exceedingly high. They're on the front lines in the interface with our mission partners and other users and the demand is unprecedented. But good things first, remember.

- ~~(S//TK)~~ We did have the 25th birthday of (b)(1)(1,4c). We had a VTC. Part of the celebration was at (b)(1)(1,4c) (b)(3)(50 U.S.C.) part of it was at Westfields. It's extraordinary that this machine born in the analog age is still serving the country in the digital age. It was first acquired to keep track of (b)(1)(1,4c) (b)(3)(50 U.S.C.) 403-1 and (b)(1)(1,4c) (b)(3)(50 U.S.C.) It had to go to war with one of our allies

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shortly after launch and supported the United Kingdom in the Falklands War. It then came back, in fact to the central Asian theater, and provided notable service there. Now it's covering the sub-continent India, Pakistan, Afghanistan, still doing significant work. It had a mean mission life of three or four years. Here we are 25 years later and it's a tribute to the designers and more importantly those that have nursed it along as it displayed all of the symptoms of old age many times over.

- ~~(S//TK)~~ Our IMINT engineers are today working hard on a younger vehicle (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 one of our (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 birds. It's providing data but on an engineering basis now as we try to (b)(1)1.4c, (b)(1)1.4g, (b)(3)50 U.S.C. 403-1 but we have to face the fact that the present (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 constellation is (b)(1)1.4g and that's what makes the performance of our job on (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 so important, to keep on schedule and meet the needs of the country in the future.

- ~~(S//TK)~~ In terms of the enhanced imagery system that's made up of (b)(1)1.4c, (b)(1)1.4g, (b)(3)50 U.S.C. 403-1 (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 it's up performing and doing very well. We have high-resolution (b)(1)1.4c, (b)(1)1.4g, (b)(3)50 U.S.C. 403-1 and on (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 We have the first real demonstration of (b)(1)1.4c, (b)(1)1.4g, (b)(3)50 U.S.C. 403-1 and the value that may provide to analysts, warfighters, and other users. We have improved (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 capability.

- ~~(S//TK)~~ With (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 we have the ability for (b)(1)1.4c, (b)(1)1.4g, (b)(3)50 U.S.C. 403-1 and it provides (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 as many images as a (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 vehicle. There is a (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 over (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 (b)(1)1.4c, (b)(3)50 U.S.C. 403-1

(U) Acquisition

~~(S//TK)~~ Now, where are we in acquisition? Last Thursday, Col Norman and his OSL team did a magnificent job of a Delta II launch of our (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 The Delta II launch went perfectly; the initialization has not, and so we are now deep in troubleshooting. (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 and her team, with the support throughout the organization, unstintingly given, are working hard to find out the root cause. If I put it into layman's terms, I would

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simply tell you, "The computer doesn't work." But *why* it doesn't work, *why* we're not able to (b)(1)1 4g with the vehicle is something our folks are still working on. They and their counterparts from Lockheed are working very hard to understand it. While (b)(1)1 4c, (b)(3) 50 U.S.C. 403-1 (b)(1)1 4c, (b)(3) 50 U.S.C. 403-1 and this problem is with the bus, which in fact follows design principles that are used in our (b)(1)1 4c, (b) vehicles, it's a descendent of the IKONOS commercial bus from which an awful lot of this hardware was taken. It's another reminder that we're in an unforgiving business. We don't have the opportunity to diagnose this the way we'd like, given the absence of effective communication and I'm not sure what the chances are of saving this experiment will be; but recognize that it's something we have to work through and really come to understand.

~~(S//TK)~~

(b)(1)1 4c, (b)(3) 50 U.S.C. 403-1 (b)(3) p96-36

There are (b)(1)1 4c, (b)(1)1 4g, (b)(3) 50 U.S.C. 403-1

(b)(1)1 4c, (b)(1)1 4g, (b)(3) 50 U.S.C. 403-1 It's one of those things, for the worst of simple-minded reasons. There's a bracket that, in fact, is (b)(1)1 4c, (b)(1)1 4g, (b)(3) 50 U.S.C. 403-1 (b)(1)1 4c, (b)(1)1 4g, (b)(3) 50 U.S.C. 403-1 that would enable that spacecraft to engage (b)(1)1 4c, (b)(1)1 4g, (b)(3) 50 U.S.C. 403-1 That said, the (b)(1)1 4c, (b) spacecraft will provide roughly (b)(1)1 4 of the capability that we promised to the users. It's gone well in terms of the auxiliary payloads. The first Air Force (b)(1)1 4c, (b)(3) 50 U.S.C. 403-1 as well as the (b)(1)1 4 communication capability for the (b)(1)1 4c, (b)(3) 50 U.S.C. 403-1 is in the main, a great success. (b)(1)1 4c, (b)(3) will benefit from what we've learned. While people are frustrated by the issue of deployment on (b)(1)1 4c, (b)(3) again, we're reminded that mission success isn't simply the big thing. It's not just the launch; it's the little things too -- it's the brackets; it's issues of electronics; it's specific components. It's being sure, for example, we don't get caught with counterfeit parts. It's that attention to detail, both in acquisition and operations that we have to watch for.

~~(S//TK)~~ In terms of a couple of good things, IMINT has, as part of FIA, the Mission Integration and Development Program -- often referred to as MIND.

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MIND was recognized a few weeks ago as one of the Defense Department's top five programs in 2005. It's a reminder that while a piece of FIA was troubled, FIA had many segments to it and this has been executed well to the point of getting real recognition from the community. In this case, it's the Department of Defense and the National Defense Industrial Association that recognized excellence in the application of systems engineering in this highly successful program. So we're proud of that. It reflects our values very well.

(U) OMB also had something nice to say about us. They have a thing called their Program Assessment Rating Tool - it's called a PART assessment. While this hasn't been formally announced yet, COMM received a grade of 81 percent, which places it in the top 5 percent of all federal programs. It's also the highest score ever achieved in the Intelligence Community. Congratulations to our colleagues and the entire COMM team that's been working on this. They've done a great job! (Applause)

(U) New Strategic Direction

(U) Now, we have completed the "easy" work of thinking about our strategic direction and some of our internal corporate processes. In April we published the Strategic Framework with some long-term goals and objectives. We've made a few organizational changes to change our emphasis and how we manage ourselves, and we have a leadership team in place to make some things happen. Two of those people are right in front of me so I can pick on them today. One is Maj Gen Tom Sheridan, who's now the second Deputy Director of the NRO and right behind him we have Brig Gen (select) Ed Bolton, running our Systems Integration and Engineering Directorate. We have a number of other people who have joined us, not necessarily in the direct-reporting line, but in key positions as well. I think at the moment I can say that we have a team in place that is able, experienced, and capable of leading the NRO into the uncertain times that are ahead of us.

~~(S//TK)~~ We're on a steep learning curve, but we now have a chief systems engineer ~~(b)(3) 10 U.S.C. 424, (b)(6)~~ reporting to Ed Bolton. We're learning more and more why we need a position like that because it's not sufficient any longer to optimize our performance in SIGINT or optimize our performance in IMINT. It's necessary to optimize the overhead constellation to bring what's needed by users, and that means tying together parts of the

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constellation that we've operated essentially in isolation from one another until it gets to the analysts and now think about the front end as well. We have to remember that (b)(1)1-4c may play a much more important role in the future than it has in the past. Analysts have actually gotten to the point of liking it, rather than in 1989, in the early '90s, saying "I don't want those blobs, take them away." (b)(1)1-4c, (b)(3) 50 U.S.C. 403-1

With clever processing can provide other information about those targets. We need to put together an integrated NRO architecture, and think about this constellation with its many different sensors as an integrated whole to work against some very hard targets.

(S//TK) (b)(3) 10 U.S.C. 424, (b) hates it when I use this question to talk about what's hard, but some of you will intuitively understand it. I, for example, asked him if we have in (b)(1)1-4c, (b)(3) 50 U.S.C. how many electro-optical apertures do we need to complement those (b)(1)1-4c apertures to get the best results for our users. The answer is, we have well-developed modeling and simulation on how an (b)(1)1-4c constellation behaves. We have some similar things to work with the (b)(1)1-4c. We don't have any tools today that look at it as an integrated constellation, and so the answer to the question turns out to be, "the more apertures, the better." The reason is sort of a trivial one in the end. If you have a (b)(1)1-4c, (b)(3) 50 U.S.C. constellation, there are gaps in coverage. You don't have 24-hour coverage. Adding (b)(1)1-4c apertures fills in the gaps but until you get the gaps filled to get persistent surveillance, the models just say, "make more." Well at that point, we've got one gross national deficit headed for two. That's not the right answer. What we've got to think about is, if we're tracking a target, what combination of (b)(1)1-4c imagery (b)(1)1-4c, (b)(1)1-4c, (b)(1)1-4c, (b)(3) 50 U.S.C. 403-1 and SIGINT allow us to essentially continuously engage in target. This is an objective we may need to reach in some of the challenges that face us.

(U) We don't have the answer to that yet, but at least we understand at this point what some of the questions need to be, and we're engaging the people who can help us work that problem. We're not doing it alone; it's a problem that's shared. NGA has been asked the same question and I'm confident that (b)(3) 10 U.S.C. 424 in his new role, will find a way to collaborate with us to answer it. Hopefully we can do it within a year. That would be good.

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~~(S//TK)~~ We have a Ground Mission Manager (GMM) and we have started on the problem-set of better integrating our ground capabilities. We have to understand what we're talking about before we can do a lot of it. But I think many of you know that at some of our ground stations we have mission partners' presence not one at a time, but in combination. At (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 you'll find NSA has been there forever. (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 If you go to (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 where we've just opened a major expansion of our facility. (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 There's another mission partner down the hall called the Air Force because that's where the (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 comes in. In effect (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 It's a really good model to consider as we think about space radar. We think about other airborne capabilities the country has now and may deploy because we may have learned the lessons of how to integrate these things at least in part by doing it, which is far better than briefing it.

- ~~(S//TK)~~ We are working on some other things. We're looking at an improved partnership with CIA for their kinds of operations. (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) 10 U.S.C. 424 we've somehow gotten a little far from some of the missions that they're trying to carry out. With other partners like NSA and NGA, we're helping do things like (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 (b)(3) p86-36 We're finding ways to use (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 together with our SIGINT collection to do better geolocations. One way to think of it is, we found a way to use (b)(1)(1) 4c, (b)(3)(3) 50 U.S.C. 403-1 platforms to carry out our mission. Well that's really cost-effective. We need to do more of that.

(U) Innovation

(U) We've had some discussion about innovation and some of you will remember in the 2006 organizational climate survey there were people suggesting the NRO had forgotten about innovation and needed to pay attention to it. NRO senior leadership has been having a lot of conversations. People say, "Well, innovation's buried under the tyranny of big-system development." "There's too much bureaucracy." "There's too much external oversight." I'd agree with some of those points, but we have

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to find ways to live with the reality of our world and still innovate and support good work.

~~(S//TK)~~ We have, for example, laboratories associated with each of our ground stations that have been doing first-class work often with mission partners in the same lab. For example, at (b)(1)(4c) (b)(3) it's a joint laboratory between NGA and the NRO. Many of the others are joint with NSA and in some cases with our foreign partners. We have to find ways to sustain that because they have been sources of innovation. We also have to find ways to bring it into our baseline architecture when that's merited by the results and apply it across the mission areas, not just one ground station at a time. We have "distributed" innovation, but we also need some control in terms of configuration management so we don't break the system by bringing things to the floor prematurely before the technology matures. We have to think of ways to provide a threshold level of support for these laboratories. We don't want them to be complacent — expect great funding year after year, they're going to have to earn it task by task, but we also don't want them to fear that they're going out of business at any particular time.

(U) Improving Time-to-Market

~~(S//TK)~~ Some of you are familiar with the fact that [REDACTED] spoke at the b6, b3 50 usc 403-1 Program Managers' Conference about a Cost Effectiveness Study that he performed. More importantly, it was really focused on improving our time-to-market. How do we move new ideas quickly into use, in our systems, and deliver our users the benefits that they promise? Tom's continuing mission area work and what we're really trying to do is define an executable set of things we can do to improve our acquisition posture as we go forward. I am interested in taking as much of that as we can. I only rebelled against one of the suggestions, which was to create yet another organizational element. It was to say, "Okay, we're going to have an enclave of people over here that do everything streamlined, have no oversight, and in effect compete with the rest of the NRO." I want to take the harder route on this and that is, think about how we make the NRO as a whole adopt some of these changes and get away from what's a perception problem about our failure to do things as quickly and effectively as we once did. We talked a bit about this new acquisition in SIGINT as an example. It's the first firm, fixed-priced commercial buy of a collection platform by the NRO. We're providing GFE (government-furnished equipment), an encryptor, for the downlink. The contract calls for delivery within 30 months. If we can

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sustain it, that will be a record for us in modern times. Remember, it's fixed price, so we get there by not messing with that vendor and contract. That's a discipline that will be hard for all of us. We don't need teams of 10 people going to that factory. The contract says what it says; it will be a learning experience for all of us in the NRO as well as the vendor providing that new capability for us. The most important thing is, for a reasonable cost and in rapid time, it's going to offload some mission from one of our very expensive satellites and a very flexible one, so that it can be better employed in the future. (b)(1)(1) 4e [REDACTED] we're going to free another asset that cost, for the sake of argument (b)(1)(1) 4e [REDACTED] That's a good deal for the taxpayers, and that's why we have to stay focused on the discipline to be sure we deliver it that way.

(U) Looking Forward

~~(S)~~ Looking forward, we don't know what changes might come as a consequence of the change in hands of our authorizing committees in the Congress, and we don't know what the new Secretary of Defense will want from us. We do know Bob Gates is likely to have a significant preoccupation with Iraq and Afghanistan, and I suspect what that means for us is, steady as you go. He's probably not going to be looking to make changes in the intelligence elements that he's responsible for. He's already given indications that while he once publicly opposed the creation of the office of the DNI, that was before it had been legislated and he's already reached out to be sure he's building an effective relationship with Amb. Negroponte because to do what he needs to do in Iraq and Afghanistan and elsewhere in the world, will require the full support of the Intelligence Community that Amb. Negroponte has. I don't see major upsets on the Executive Branch side. We also know that the incoming Congressional leadership seems to be very interested in having oversight hearings and understanding things that have happened in the past. From my perspective, the worst of all worlds is to spend the next six months on the Hill testifying about history. What I'm much more interested in is opportunities to meet with the new leadership, talk about where we need to go, talk about the kind of support we need, not necessarily just money, but in fact audible support to deal with some of the misperceptions that exist. To do that, fortunately, the DNI has set up a meeting with all of the program managers and the two intelligence committees on the Hill in early February. That's a good sign that says, "We're going to try to work together."

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(U) I had an opportunity a couple of weeks ago to meet with the House Intelligence Committee. The outgoing and incoming Chairs were both there, and seven members altogether were present. I spent about an hour and a half with them and then the next day had another session with Mr. Everett, who's a cross-over member between intelligence and armed services, who's very interested. I'm available at a moment's notice to meet with those members who will decide an awful lot about our future.

~~(S//TK)~~ Ground Evolution - The ground evolution I mentioned before. I have three partners in this crime: Gen Alexander, NSA; ADM Murrett, NGA; and Gen Maples from DIA. We have decided among us that we're going to jointly work on integrated ground architecture. What we really have is the opportunity to put good people to work on thinking about what integrated ground architecture should mean for the future. Each of us will be nominating two people to be part of this team. In our case, it will be (b)(3) 30 USC 41 our Ground Mission Manager, and Brigadier General Kathy Roberts, who's with us for a few months. Brig Gen Kathy Roberts was a gift from the Air Force. She comes to us with great experience in the space business and because of changes in the DOD; we were asked if she could join the NRO. After the first of the year, you can expect her to be playing an active role. She thinks she's here for about six months and Tom Sheridan and I have been talking about how to drag her feet and maybe we can get nine months. We're going to put senior people into this Integrated Ground effort. There are obvious things to do. What would make collaborative tasking possible to the overhead constellation? We have a model at (b)(1) 14c, (b) where people are starting to think about that. The folks on the floor there actually have some ability to modify tasking today. It's going to change the relationships however, between Washington-based organizations, like the one (b)(3) 18 USC 36, (b)(6) NGA Source, and we may begin to see a shift of certain responsibilities to the ground stations and to the field. That's a good thing.

~~(S//TK)~~ What inhibits us? Well, you go to these ground stations and you see the GWAN. That's useful for the NRO people there. You'll see NSA-Net, and that's useful for the NSA people there. You'll see the (b)(1) 14c, (b) and there may be a couple more. Why isn't there one net for the ground station? I've asked our CIO, Susan Gragg, and COMM to start thinking about this and how we might do it. Because my three colleagues and I know that we actually have the authority to change some things. This

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is not as much a technical issue as a cultural issue that goes with our separate evolution over time in various disciplines. We need to come to grips with that. If we're going to make these systems more flexible, we have to do it at the front end in tasking. Another part of it is, what do we do with the data? We're rapidly moving away from that wonderful acronym known as TPED [Tasking, Planning, Exploitation and Dissemination]. It has a nice industrial flavor to it. We divided the cycle up into tasking, collecting, processing, exploiting, disseminating. We could identify people with each of them. Unfortunately, to do real-time support, the world doesn't work that way anymore. I think we're going to be moving into a mode where we're collectively tasking the constellation. We're going to have some sort of filtering and selection to deal with the data stream, and we're going to end up posting metadata and data so that others can pull it to add value. It's going to be a very, very different future. NSA in their turbulence activity is actually starting to lay out a vision of this where they're looking at, "How do you task the whole SIGINT capability of the United States against the problem?" It doesn't matter if it's ~~(b)(1)14c, (b)(3)50 U.S.C.~~ overhead access, or a switch in a telephone system. Whatever they have access to might be tasked to deliver that information. We need to find a way to integrate the overhead constellation into that. but we don't want to just optimize the SIGINT piece. We also need to deal with the GEOINT piece with NGA because if we do know the address in cyberspace, we often want to know the address in physical space to either target it or take it down. That connection becomes a very important thing. This integrated ground architecture is really easy to talk about but it's going to be very hard to execute. The way to keep the people in agreement as we start to do it is to start at the ground stations and give them some guidance, some support, and not too much direction because they're the ones who have to do two things: they have to keep today's systems working and supporting the users while they think about how to bring in different capabilities, different arrangements to do it better in the future. We don't want to overload them with too much direction from Washington that surely would bring it down to its knees very quickly.

~~(S//TK)~~ As we go through these evolutions on the ground with our space acquisition capabilities we need to get better at explaining to people what the value is. We do it in a "gee whiz" sense today. I think we're going to have to find ways to expand the audience we communicate with and do it better. We have a steady drumbeat of those who say, "Oh, you can do it with a small sat." We have people who have religion on that subject. Often

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not good engineering, but they sure believe it. They say, [REDACTED]

(b)(1)1-4c, (b)(1)1-4e, (b)(1)1-4g, (b)(3)50 U.S.C. 403-1

[REDACTED] When you get into this conversation, you have to take the view, "Okay, tell me what kind of mission you're trying to carry out." If you're objective is [REDACTED]

[REDACTED] So be happy with the answer, at least you know how to do that. Yes, it will cost a lot; it will be a big mirror. Maybe some of the work we're doing in AS&T on lighter weight optics would help that. The point is there are answers that "small" doesn't get you. "Small" does get you the ability to have a few COMM links, for example. A company down the road, Orbital, does relatively small commercial communications satellites and has found a business niche to do that. I don't mean there isn't a future in smaller machines, but we have to be sure the mission we're trying to carry out is commensurate with what they would deliver.

(U) There's also a lot of talk about operationally responsive space. We have some agreement in part of the community that operationally responsive space starts on the ground, because that's where you can change something today to have a different performance tomorrow or next week or next month. The other part of it does get to this time-to-market question, and can we find ways to compress development times if there's some capability that's needed sooner than five years out. That's something we need to continue to think about and work on. An awful lot of it has to do with the constructive reuse of systems, sub-systems and components that we've already qualified and understand, but there's still that big integration piece that's a challenge in every one of these systems.

(U) We have to think about the next step in overhead SIGINT. We're working on that actively with NSA. The constellation we're deploying today is one that was sized in the '90s in the fiscally-constrained regime. We now have to ask, "What does the world we're working in today really need?" There are challenges for our system engineering, there are challenges for our different sensor development groups, and we've got to keep the wheels on while we deal with these questions of future capability.

(U) Staffing

Staffing and experience is the key for us at this point and it's actually the area I'd like to close on. We've made noteworthy progress with the Chief of

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Staff of the Air Force to really normalize our relationship with the Air Force, which provides 48 percent of our people. The USAF-NRO Statement of Intent brought Gen Sheridan here. It took Bruce Wilson to Colorado Springs where he is the Deputy Director for Operations. More importantly, we now share with Space Command the responsibility for career development selection of the professionals that are needed both by the NRO and particularly Air Force Space Command and the Air Force Research Laboratory. Gen Sheridan is key in that.

(U) We have some work going on looking at some of the operations activities that we carry out. Some of them are similar to responsibilities carried out by elements of the Air Force. We have a major contract with Booz Allen Hamilton in the launch area looking at best practices and how we're going to work in the future.

(U) I was pleased to be at Cape Canaveral a few weeks ago, where a Delta II launch was delayed and I could see it from the roof of our building. It was a GPS launch. What I learned with our people at the Cape is that we collaborate so closely with the Air Force there that they couldn't do a launch without the collaboration. It works the other way too. We're building a new facility there for processing payloads that may be the only facility standing at the end of this decade because the other one's likely to fall down with its leaky roof and other structural issues. While you occasionally hear of friction in Washington and people eyeing each other's responsibilities, the folks in the field know what they need to do to get the job done and they're doing it very well. Our job is to support them, to provide lubricant when we can for the friction we see and over time cool heads prevail.

(U) Another area that goes with people is R&D. We have people who in fact have the opportunity to develop new capabilities, to think about new processes, new materials, and new devices. We haven't done very good job of how we bring that in to our operational systems, so this next year I want to be sure we have better linkages between those in our midst who do R&D and those who need the results of it. They need to be linked in a way we can explain to those who give us resources, why we need the R&D, and why it may take a little money to integrate the results of that R&D into operational systems.

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(U) One of the last times I spoke with you I mentioned that the CIA was also disenfranchised in the stand-up of the new structures in the Community. We're working very hard with CIA on a new memorandum of agreement relative to the provision of CIA staffing to the NRO. Dennis Fitzgerald is ably assisted in this endeavor by Mary Kay Byers and many others to try and be sure we get everything that we need, but that we don't lose sight that there is mutual support between the NRO and the CIA. Why would CIA invest good people in the NRO if, in fact, there's not a benefit to their mission as well as ours? Part of this, just like with the Air Force, is to be sure that the agreements we reach with our partners who provide great people is that it's got to be a win-win proposition. That's something to keep in mind throughout the year as we look forward to what may emerge from this set of negotiations.

(U) We've got a lot going on. We have targets of opportunity where we can improve greatly. We have some difficult issues to work through. I think we have the people to do it, and we may have to change some things to allow them to do it well. We shouldn't fear change in this case; we ought to embrace it if we can argue that it's a logical and important way to build on mission success and spread it more broadly.

(U) It's a privilege to talk to you at the holiday season. It's often hard to mix good things and bad things at this time of year. Please spend the time you should with your family, your friends, and enjoy whatever rest that you get because the Congress is coming back on the fourth of January and people need to be strong in both mind and body for the new season.

(U) The last thought I'd leave you with before asking for your questions is something that people often forget. Government operations can be a contact sport some of the time. We shouldn't lose track of that. Every body speaks politely inside the Beltway, but some of them might just as well kill you. We need to be quick, we need to be alert, we need to be focused on our mission, and I think a great holiday season will arm us all better for the uncertain year ahead.

Thank you very much. [Applause]

I promised that I'd answer questions, and I see one. Yes.

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~~(S//TK)~~ Question: With the launch of (b)(1)1.4c, (b)(3)50 U.S.C. 403-1, what direction do you see the NRO taking in its (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 angle?

Dr. Kerr: That depends on what happens to (b)(1)1.4c, (b)(3)50 U.S.C. 403-1. As you're well aware, it was an experiment to actually demonstrate whether (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 would be a useful intelligence tool and at this point in time, I'm not ready to declare (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 "dead." That will be for others to tell me if it's in fact true. At this point in time, we don't have an answer to your question. One answer could be to rely on (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 at least in the near-term. They're known to work, but I don't have a long-term answer yet. There's not enough data to really answer your question.

~~(S//TK)~~ Question: Can you address the DNI's position with respect to two things.....

Dr. Kerr: I don't know if they're the DNI's position or these would be the position of the people in his office. But, there seems to be general agreement that something like (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 is needed in the future. We're working with NGA on how to specify that and execute in perhaps a very different model than we've used in the past. Start with the existing commercial capabilities. What don't they do that would be useful from an intelligence point of view? The first thing they don't have is the connection to the national tasking. Second thing they don't have is the (b)(1)1.4c, (b)(3)50 U.S.C. 403-1

(b)(1)1.4c, (b)(3)50 U.S.C. 403-1 ADM Murrett and I have a small group of people working the question, "Is there a public-private venture approach that might get us something that the government would like, while at the same time providing for commercial sale of imagery?" We've looked at things like government-owned, contractor-operated. The UK is acquiring an overhead capability that will be a 10-year operating contract and there won't be an upfront capital buy, there'll be an annual expenditure over the 10-year period.

~~(S//TK)~~ In my weaker moments, I've suggested we sell tax-free bonds for intelligence. I don't do that just to get a laugh, there are other models. For example, the Department of Energy has a national laboratory at Richland Washington, where one building is a government facility, or several buildings are, and another one that Batelle put there itself. They do commercial consulting using capabilities available at Richland under rules that they've developed for intellectual property in the movement of people. There are other ways to get at that. With regard to the (b)(1)1.4c, (b)(3)50 U.S.C. 403-1 the initial outputs from the ODNI have basically supported the continuation of capabilities like (b)(1)1.4c, (b)(3)50 U.S.C. 403-1. They have not yet taken the leap to do

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something significantly better, and they have not told us to stop doing what we're doing in terms of R&D against another future capability. I'm not sure that the DNI himself has engaged these yet.

~~(S//TK)~~ Question: What is the status of the study to declassify Mission Ground Stations?

Dr. Kerr: I can give you the question that the former Deputy Director of NSA gave me a few months ago, which is "Who are we hiding it from?" But that's not a suitable answer. I think the two largest drivers are, first of all, for our mission partners. It's very awkward because at some of our ground stations they are overtly present, while we are not. For example, at (b)(1)(4), (b)(3) NSA has been training there for 30 years. You'd think they might be trained by now. In (b)(1)(4), (b)(3) the nature of the relationship that defines (b)(1)(4), (b)(3) was publicly available in 1975 and all of that history has been recounted again in a book published this year, a biography of one of the senior defense officials that was involved. The (b)(1)(4), (b)(3) 50 U.S.C. 4034 would be very happy if we declassified the fact of NRO there because the bus drivers who take tours around point it out anyway. With regard to (b)(1)(4), (b)(3) so far (b)(1)(4), (b)(3) 50 U.S.C. would both be very comfortable with it. After all, it's known that they're present at (b)(1)(4), (b)(3) 50 U.S.C. So you then have to ask, "Okay, is there a downside?" We're working through that. I think there are issues that relate to our security posture; there are issues that relate to how we deliver stuff, to put it in word; there are issues with (b)(1)(4), (b)(3) management; and so we're not going to precipitously do it, but we know there will also be some financial savings because it costs us money to maintain that cover. Maintaining cover in an environment where everybody knows what's behind the cover is illogical, in my view. I would rather protect those things that really need to be secure in terms of sources and methods and specific capabilities than the fact of NRO having ground stations. It's known that we operate overhead systems, how come we have no ground stations? The logic fails. Your kids will go on the Internet and show you the pictures, actually there are drawings — blueprints — of some of the facilities. So there's an economic factor as well. I think that what we started in the early '90s, which revealed the presence of the NRO, we might as well follow to the logical conclusion at this point in time.

(U) Any others? I guess people want to go celebrate the holiday. Thank you for your time and attention. Have a great Christmas, New Year's, Hanukkah. I look forward to seeing all of you soon.

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