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## INSPECTOR GENERAL DEPARTMENT OF DEFENSE 4800 MARK CENTER DRIVE ALEXANDRIA, VIRGINIA 22350-1500

MAR 2 2 2016

Ref: FOIA-2013-00686

Mr. John Greenewald The Black Vault

The Black Vault

Dear Mr. Greenewald:

This is in response to your September 9, 2013, Freedom of Information Act (FOIA) request for a copy of all documents pertaining to the DoD IG's investigation of the NSA TRAILBLAZER Program. We received your request on September 11, 2013, and assigned it case number FOIA-2013-00686.

The Office of the Deputy Inspector General for Intelligence and Special Program Assessments conducted a search and located the enclosed report. I determined that the redacted portions are exempt from release pursuant to 5 U.S.C. § 552(b)(1), which protects from disclosure of national security information concerning the national defense or foreign policy; 5 U.S.C. § 552(b)(3), which covers information specifically exempted from disclosure by statute; and 5 U.S.C. § 552(b)(5), which protects inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency.

If you are not satisfied with this action, you may submit an administrative appeal to the Department of Defense, Office of Inspector General, ATTN: FOIA Appellate Authority, Suite 10B24, 4800 Mark Center Drive, Alexandria, VA 22350-1500. Your appeal should be postmarked within 30 days of the date of this letter, should cite to case number FOIA-2013-00686, and should be clearly marked "Freedom of Information Act Appeal."

Sincerely,

Catherine M. DelPrete

Supervisory Attorney

Freedom of Information, Privacy and

Civil Liberties Office

Enclosure(s): As stated

Report 05-INTEL-03 December 15, 2004 Audit Report

# OFFICE OF THE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE



DEPUTY INSPECTOR GENERAL FOR INTELLIGENCE

Requirements for the TRAILBLAZER And THINTHREAD Systems (U//FOUO)

#### Special Warning

This document contains information exempt from mandatory disclosure under the Freedom of Information Act. This report contains certain unclassified information relating to the organization and function of the National Security Agency that may be protected by the National Security Act of 1959, as amended (50 United States Code § 402 (note)). Reproduction or removal of pages is prohibited. Safeguards must be taken to prevent publication or improper disclosure of the information in this report.

DERLYED FROM: NSA/CSSM 1-52-DATED: 23 November 2004-DECLASSIFY ON: 20201123 copy 12 of 50

(703) 604	tain copies of the report, contact Mr. Thomas F. Gimble at 48800 (DSN 664-8800). (DSN at (703) 604-8800 (DSN
664	), orat (410) 854
Suggestic	ons for Audits (U)
intelligen	ggest ideas for or to request future audits or evaluations of Defense ce issues, contact the Office of the Deputy Inspector General for
	ce at (703) 604-8800 (DSN 664-8800) or fax (703) 604-0045. Ideas and also be mailed to:
(U)	면하는 것이 하는 것이 없는데 그는 것이 되었다. 그는 것이 없는데 말로 되었다. 공사들은 사용 기가 있다는 것이 하면 있는데 그렇게 되는 것이 없는데 얼굴을 받는데 되었다.
	Office of the Deputy Inspector General for Intelligence Attn: Executive Officer
	Inspector General of the Department of Defense 400 Army Navy Drive (Room 703) Arlington, VA 22202-4704
	w)
Defense I	Totline (V)
(800) 424	port fraud, waste, or abuse, contact the Defense Hotline by calling -9098; by sending an electronic message to Hotline@dodig.osd.mil; or a Defense Hotline, The Pentagon, Washington, DC 20301-1900. The
dentity of	feach writer and caller is fully protected.

Acronym (U)

(U) NSA/CSS

National Security Agency/Central Security Service

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b(6) **Per DoD IG** 



INSPECTOR GENERAL DEPARTMENT OF DEFENSE 400 ARMY NAVY DRIVE ARLINGTON, VIRGINIA 22202-2884

December 15, 2004

## MEMORANDUM FOR DIRECTOR, NATIONAL SECURITY AGENCY / CHIEF, CENTRAL SECURITY SERVICE (U)

SUBJECT: Audit of the Requirements for the TRAILBLAZER and THINTHREAD Systems (Report No. 05-INTEL-03) (Project No. D2003AL-0100) (U/FOUG)

- (U) We are providing this report for review and comment. This audit was initiated from a Hotline complaint. We considered management comments on a draft of this report in preparing the final report. Management conducted a security classification review of the draft report.
- (U) DoD Directive 7650.3 requires that all recommendations be resolved promptly. Management nonconcurred with Recommendations A.1. and A.2. Management partially concurred with Recommendations A.3., B.1., B.2., and B.3. As a result of management comments, we revised Recommendations A.2. and B.1. We request that the Director, National Security Agency/Central Security Service provide additional comments on all recommendations by January 15, 2005.
- (U) We appreciate the courtesies extended to the staff. Questions should be directed to the staff. Questions sh

Thomas F. Gimble
Deputy Inspector General for
Intelligence

June C. F.

-DATED: 23 November 2004 ---DECLASSIFY ON: 20291123

#### Special Warning

This document contains information exempt from mandatory disclosure under the Freedom of Information Act. This report contains certain unclassified information relating to the organization and function of the National Security Agency that may be protected by the National Security Act of 1959, as amended (50 United States Code § 402 (note)). Reproduction or removal of pages is prohibited. Safeguards must be taken to prevent publication or improper disclosure of the information in this report.

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	Office of the Inspector General of the Department of	of Defense
	Report No. 05-INTEL-03 (Project No. D2003AL-0100)	December 15, 2005
	Requirements for the TRAILBLAZER and THIN Systems (U)	THREAD
	Executive Summary (U)	
(U//F008)	(U) Who Should Read This Report and Why? Acquisition decision National Security Agency (NSA); the designated NSA Milestone Decithe Under Secretary of Defense for Acquisition, Technology, and Log personnel in the Office of the Assistant Secretary of Defense (Network Integration) should read this report	rision Authority for gistics; and
	the NSA.	
	(U//FOUO) Background. We performed this audit in response to a I complaint, which alleged that NSA actions in the development of THI TRAILBLAZER resulted in fraud, waste, and abuse. The specific alleged that RAILBLAZER development wasted dollars disregarded solutions to urgent U.S. national security needs; (3) NSA	INTHREAD and egations were: (1) ; (2) NSA
	suppressed studies and (4) NSA did not	
$\int \cdot \int$	THINTHREAD.	
	(U//FOUQ) TRAILBLAZER. TRAILBLAZER is an Acquisition Ca to acquire, through a series of spiral developments, an integrated systemuch-needed mission capability against the Global Network.	m to movide the
	developed. See Appendix B for further details.	R is being
	(I)/I/GRO	
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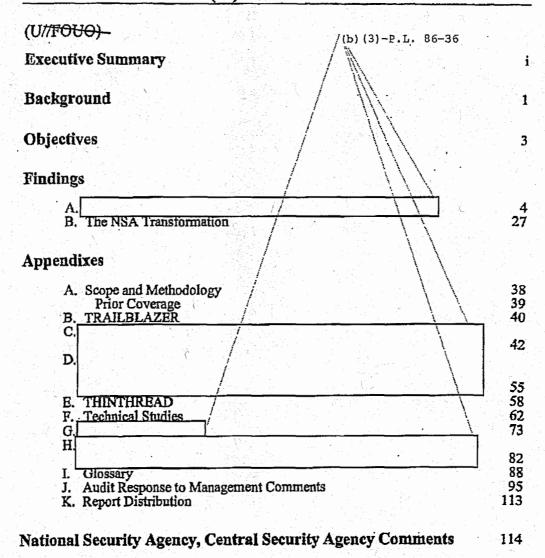
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	(U// <del>FOUO</del> )
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	(C) Results. NSA enhanced existing digital network exploitation systems,
	the National Security
	Agency is inefficiently using resources to develop a digital network exploitation system that is not capable of fully exploiting the digital network intelligence available to analysts from the Global Information Network. NSA should
[(3)-P.L. 86-36	
	(II//FOLO) NSA management
	digital network exploitation for the TRAILBLAZER  Technology Demonstration Platform
	As a result, the NSA transformation effort may be developing a less capable long-term digital network exploitation solution that will take longer and cost significantly more to develop. NSA management should designate a team to assess
3)-P.L. 86-36 5)	exploitation requirements of the TRAILBLAZER Technology Demonstration Platform.  Also, NSA management should provide the results of this assessment to the TRAILBLAZER Technology Demonstration Platform Milestone Decision Authority for
	use in making the Milestone B decision
	(U) Management Comments and Audit Response. The management comments form the Director, NSA/Chief, Central Security Service contained significant disagreements with the report findings. The Director stated that the world's most advanced cryptologic experts have assessed the situation and are confident in the approach NSA has taken. The Director nonconcurred with the recommendation
	The Director
	concurred or partially concurred with the recommendations to
	and include this assessment as part of the TRAILBLAZER Milestone B decision. The Program Executive Officer and TRAILBLAZER management will estimate the cost/schedule impacts after they receive estimates from the review team and will decide at that time whether to concur. Three of the four partial concurrences depend upon the
	Program Executive Officer and TRAILBLAZER management decision
U// <del>T990</del> -	(U) We revised the report findings and recommendations based on the Director's
	comments. However, we continue to believe  We request that the NSA/Chief, Central
	Security Service provide   We do not agree with management that it would be detrimental to the signals intelligence mission
	signals intelligence unssion

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POCID: 3253346 -TOP-SECRET//COMINT//20291123-(b) (3)-P.L. 86-36 We request that the Director, NSA/Chief, Central Security Service provide additional comments to this report by January 15, 2005. See the Findings section of the report for a discussion of management comments and audit responses, Appendix J for a detailed audit response to the management comments, and the management comments section of the report for the complete text of the comments

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### Table of Contents (U)



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Π	TOP SECRET#COMENT#20291123
<u>'</u>	(U) Background (b) (3)-2.1. 86-36
	Hotline Allegations. A letter to the Defense Hotline requested that the
1	Inspector General of the Department of Defense audit and investigate the acquisition of the TRAILBLAZER and THINTHREAD programs. The complaint charged the NSA with fraud, waste, abuse, and a disregard for a solution to urgent
	security needs because the TRAILBLAZER Program  Also, the
	NSA ignored or modified the recommendations of two technology studies
	(U) National Security Agency Mission and Planning Guidance. The mission of the National Security Agency/Central Security Service (NSA/CSS) is to provide actionable Signals Intelligence to U.S. decisionmakers, from the national to the tactical level, while protecting the nation's vital information from attacks. The urgency of the NSA/CSS mission is greater than ever since the September 11th attacks and the Global War on Terrorism.
	(U//FOHO) In addition, defense planning guidance and the Director of Central Intelligence guidance stipulate the need for "a globally vigilant intelligence system that can provide early strategic warning of crisis and detect threats" that is supported by capabilities such as an "information superiority backbone."
(b) (1) (b) (3)-50 USC 403 (b) (3)-P.L. 86-36	(St/SI) TRAILBLAZER is a major acquisition program, which started in FY 2000 and is scheduled for initial operating capability in FY 2009, to acquire an integrated system that is composed largely of commercial technology to provide the much-needed mission capability against the global network through a series of spiral developments. The TRAILBLAZER system will deliver hardware and software, system integration, and program integration services to include:
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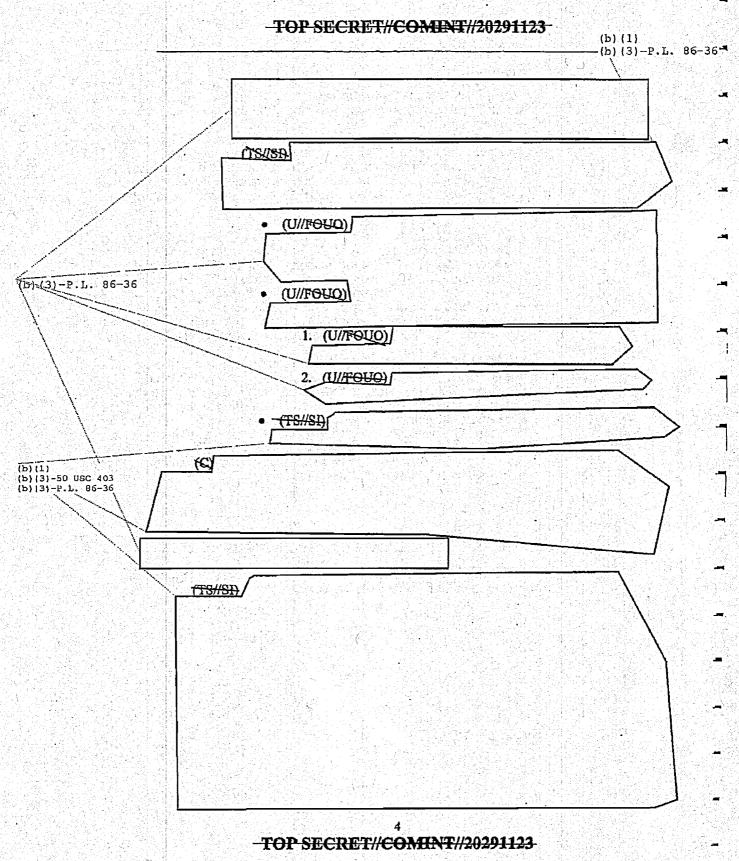
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5) (31-P-L86-36		
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기(명)=g.b. 86-36	(U) Policy Governing	Acquisition. Guidance for
	DoD Instruction 5000.2, and the Clinger Cohen A regulations provide the framework for the acquisi information systems.	d in DoD Directive 5000.1, act of 1996. Specifically, these tion of major automated
	(U) DoD Directive 5000.1, "The Defense Acqui DoD Directive 5000.1 establishes the management provides effective, affordable, and timely systems	it process by which the DoD
	Directive 5000.1 states that all acquisition profess develop and implement initiatives to streamline at Acquisition System. Specifically, this directive s authorities and program managers shall examine a innovative practices that reduce cycle time and co	ionals shall continuously nd improve the Defense tates that military decision und, as appropriate, adopt
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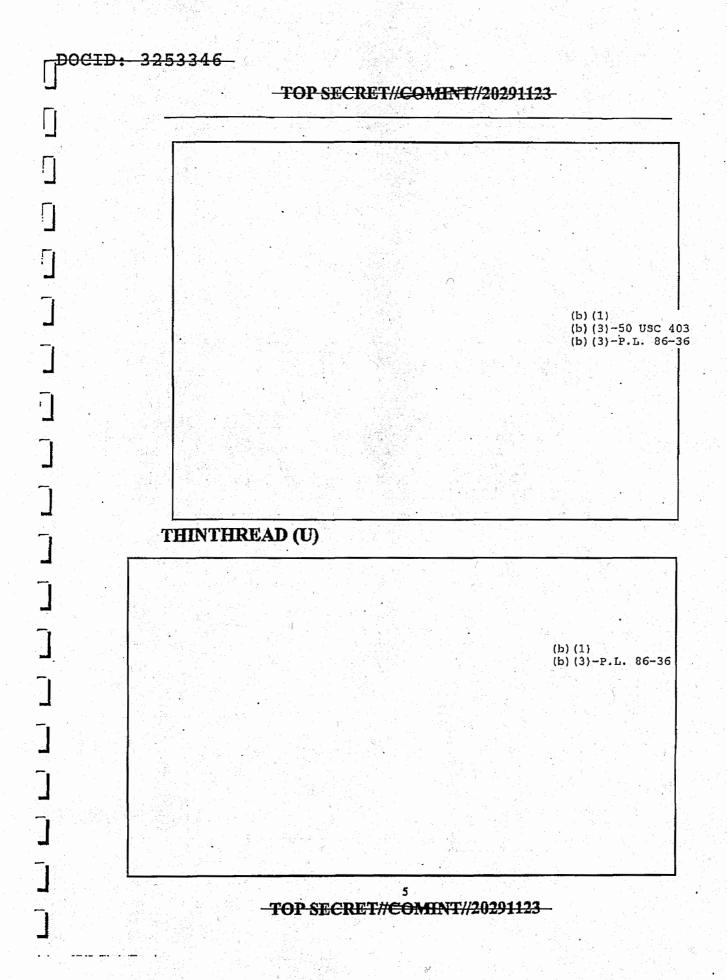
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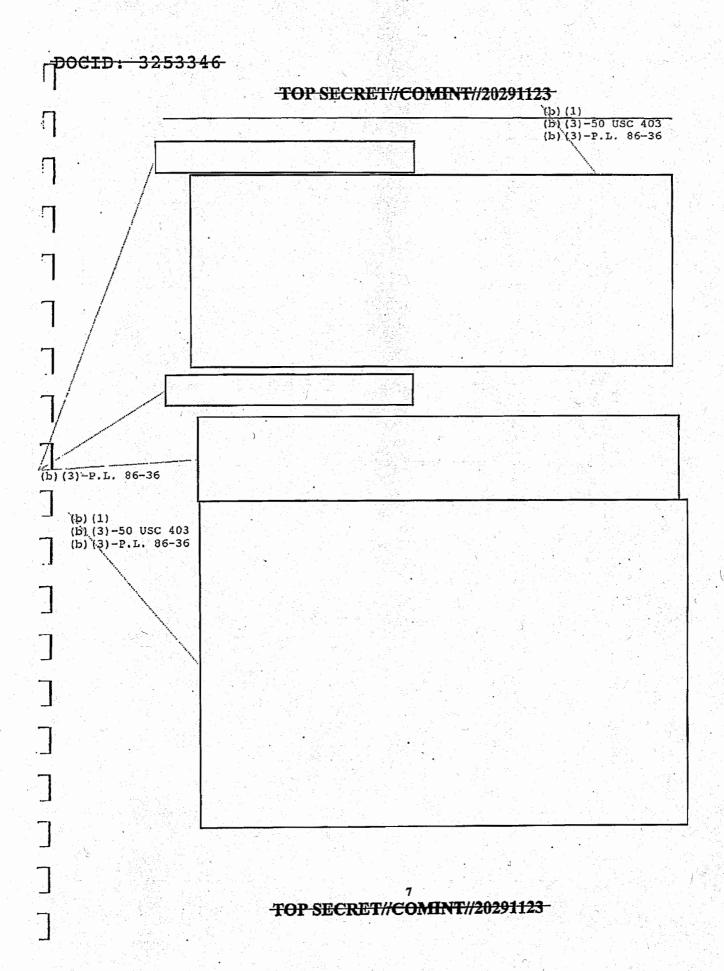
- (U) DoD Instruction 5000.2, "Operation of the Defense Acquisition System," May 12, 2003. DoD Instruction 5000.2 establishes a management framework for translating mission requirements into stable, affordable, and well managed acquisition programs that include weapon systems and automated information systems, and highly sensitive classified, cryptologic, and intelligence projects and programs. Instruction 5000.2 states that, during the initial concept design, DoD Components should examine multiple concepts and material approaches to optimize the way that DoD provides these capabilities. That approach shall include robust analyses that consider affordability, technology maturity, and responsiveness.
- (U) Clinger-Cohen (Information Technology Management Reform) Act of 1996. This act requires that heads of executive agencies develop and use best practices in the acquisition of information technology. The process of an executive agency shall include minimum criteria to be applied in considering whether to undertake a particular investment in information systems, including criteria related to the quantitatively expressed projected net, risk-adjusted return on investment and specific quantitative and qualitative criteria for comparing and prioritizing alternative information systems investment projects.
- (U) NSA/CSS Circular 5000R, "Acquisition Management," January 9, 2001. The circular implements the principles of DoD Directive 5000.1 and DoD Regulation 5000.2-R within the NSA/CSS. It establishes basic objectives, policies, procedures, and responsibilities for acquisition management. The circular states that for acquisition management within the Defense Cryptologic Program, NSA should address interoperability between existing and future Service tactical Signals Intelligence systems, connectivity between tactical and national systems, consider applicable technology that may satisfy the requirement, and possible duplication of ongoing effort.

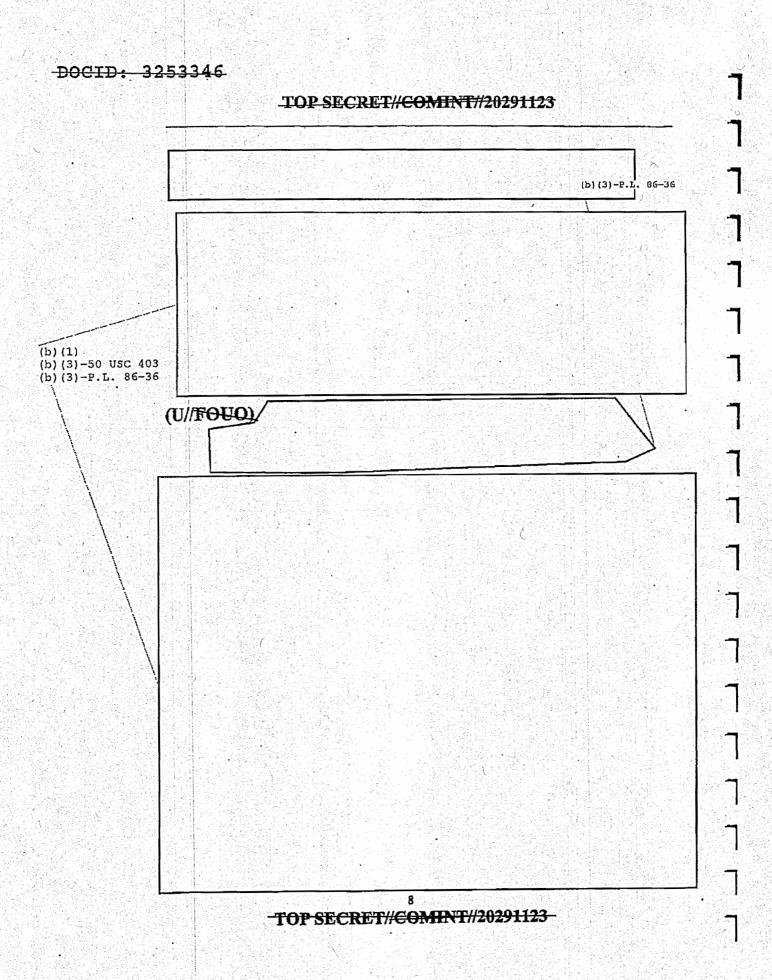
#### (U) Objectives

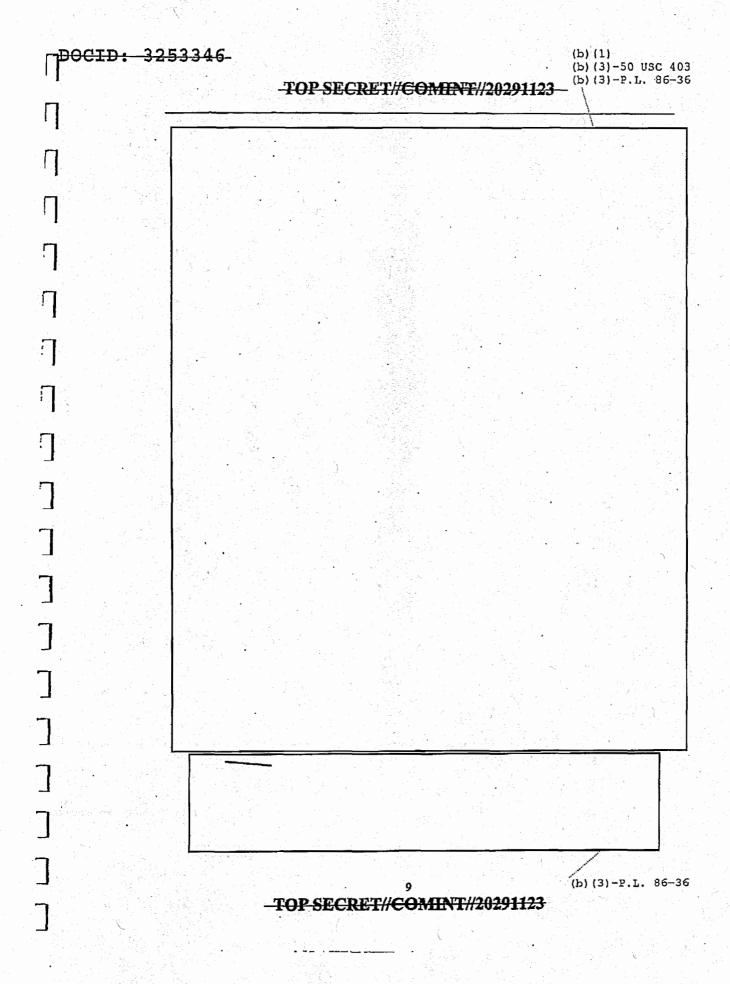
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discussion of the scope and methodology.			
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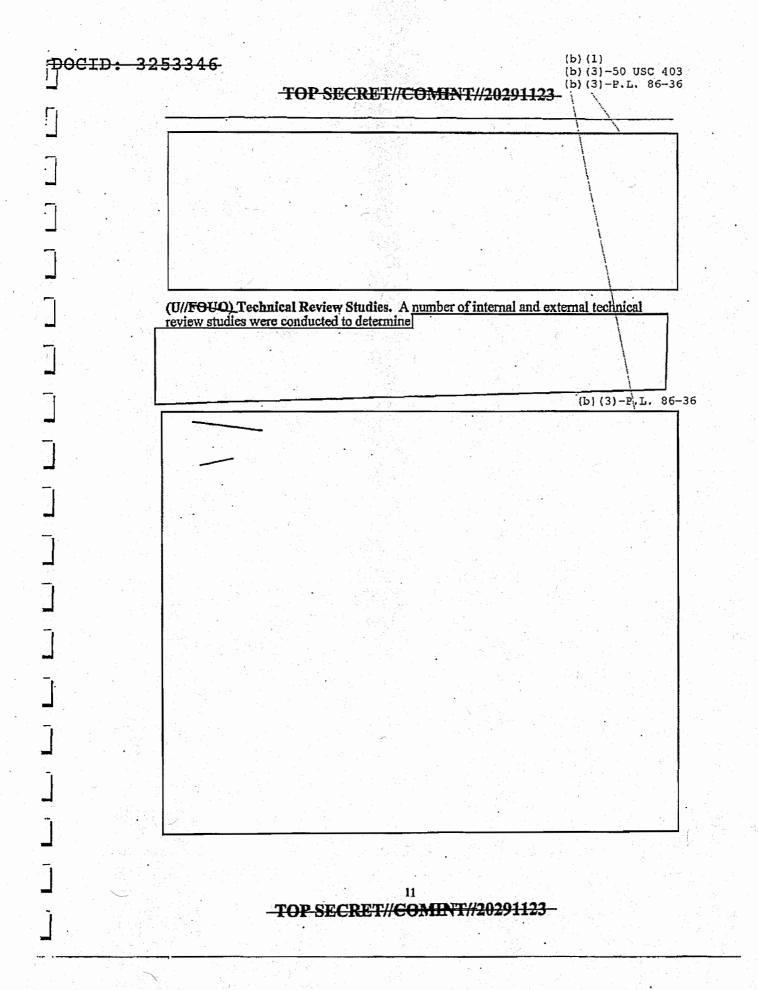


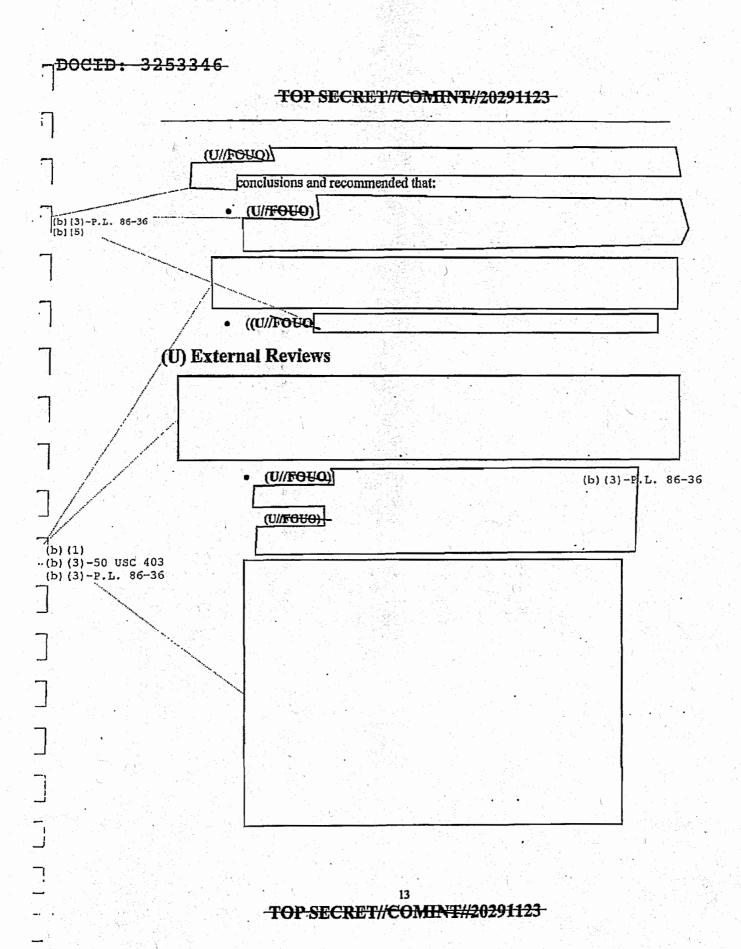




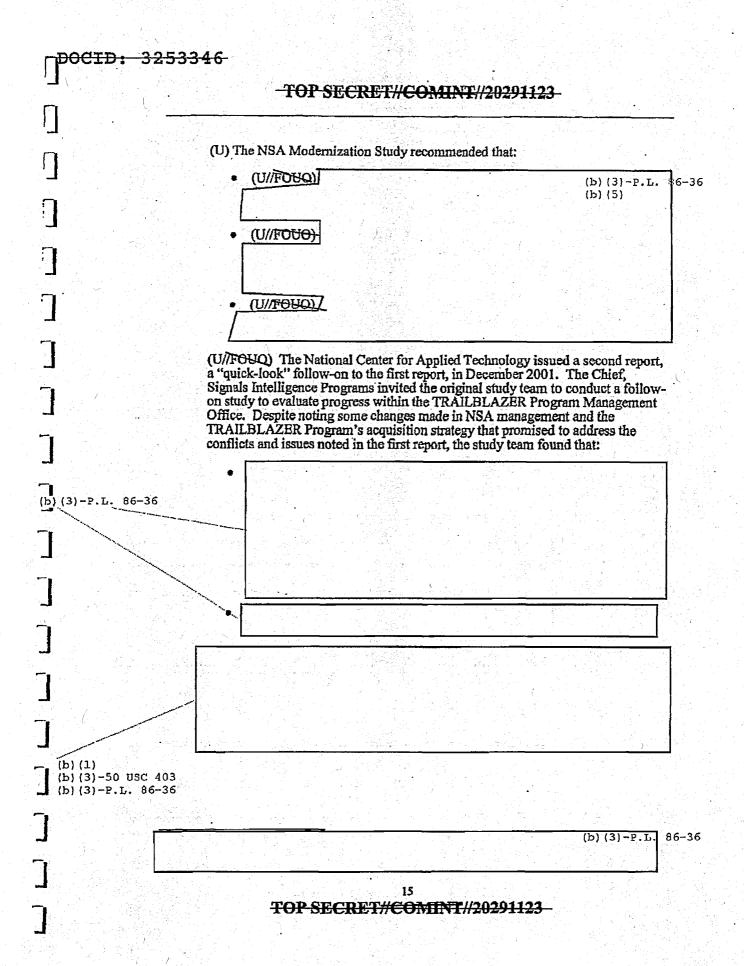
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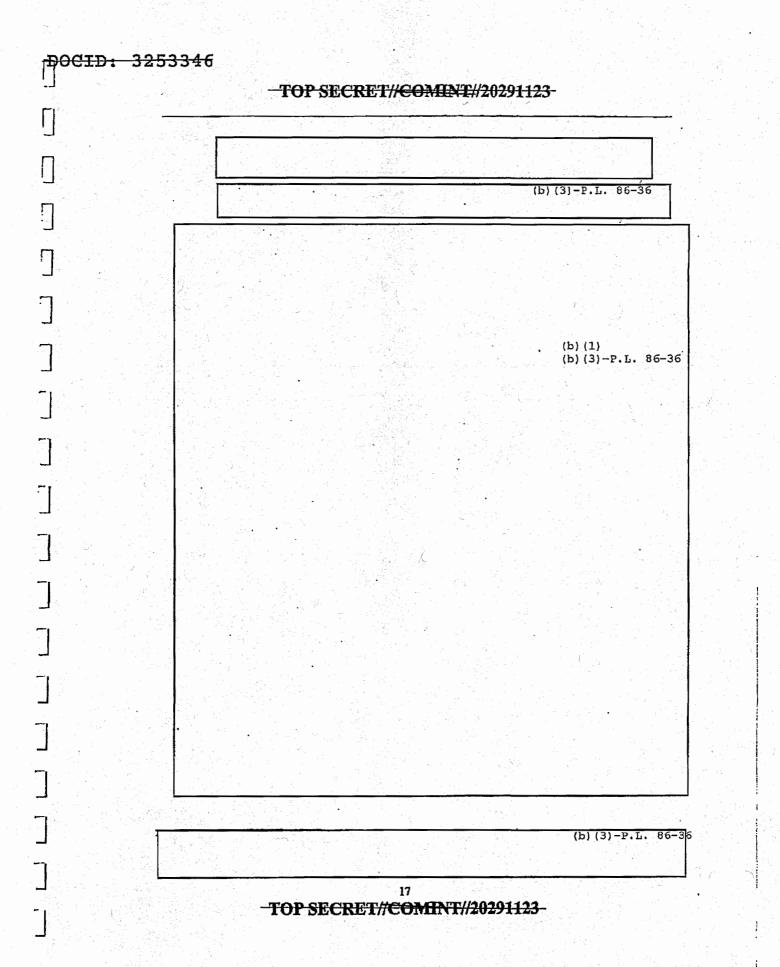
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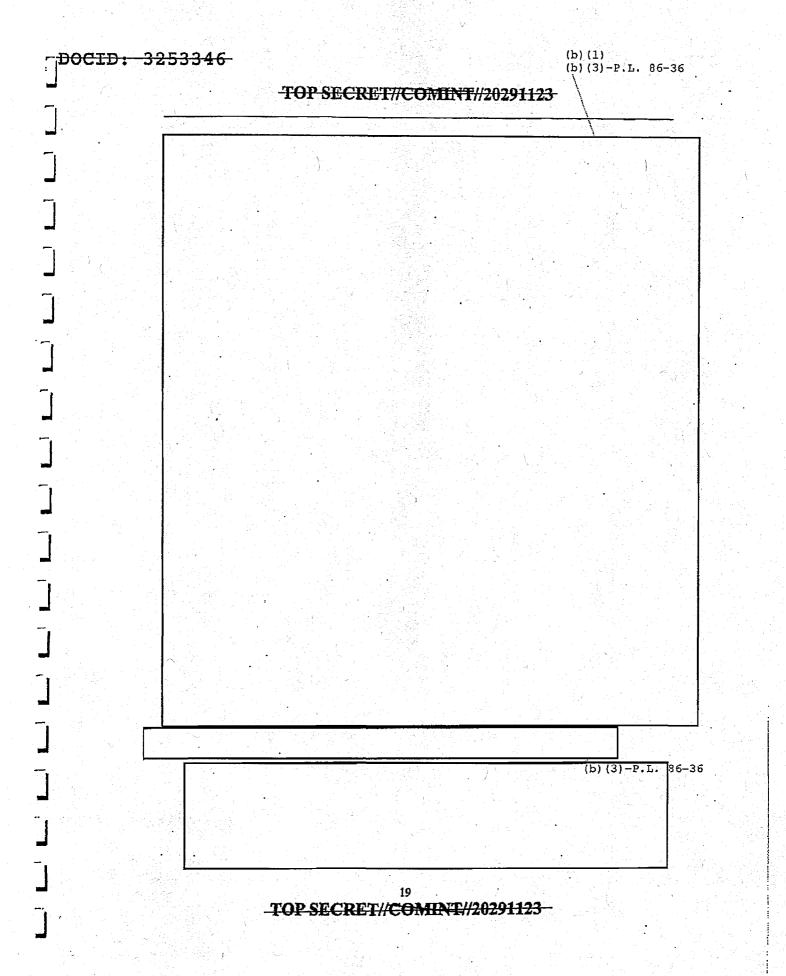




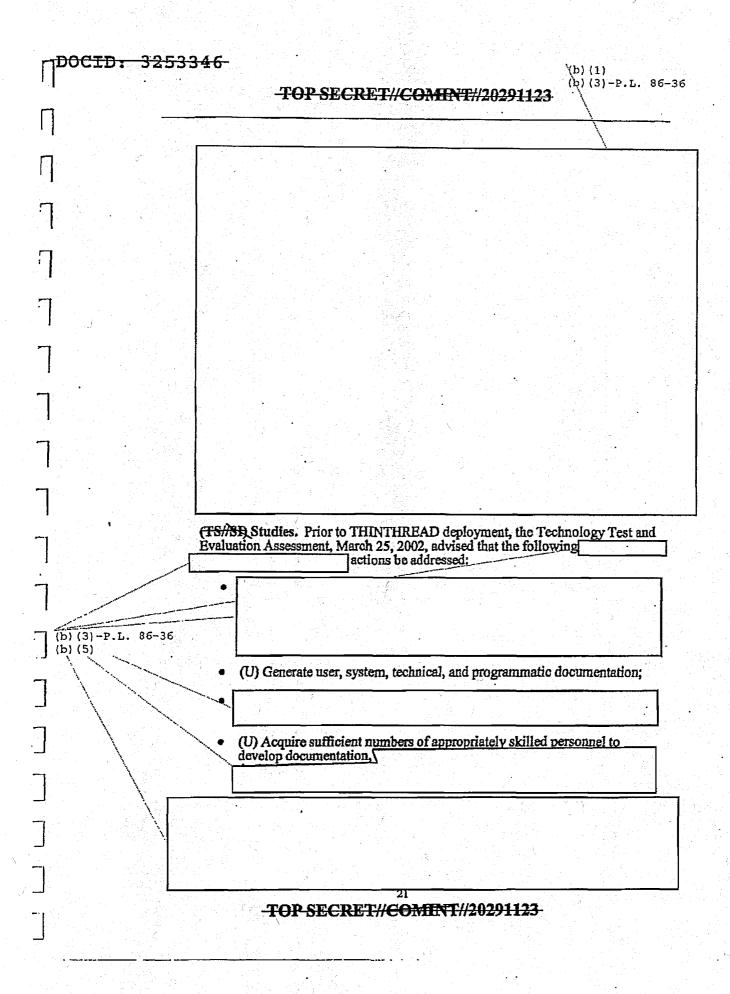
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b) (1) b) (3)-50 USC 403 c) (3)-P.L. 86-36 b) (5)	(S//ST) NSA Modernization Studies. The first "NSA July 2001, was conducted by The National Technology for Applied Technology after a thorough review of ong TRAILBLAZER Program Management Office	Modernization Study," Alliance, National Centeroing activities within the
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(U/FOBQ) Audit Response. We obtained, reviewed, and analyzed many documents and we interviewed several NSA and contractor personnel to form the conclusions in this report. We included all information relevant to support the report findings and recommendations. Many people we interviewed asked not to be identified for fear of management reprisal. We gathered information from many sources to support the finding. Paragraphs frequently contain information from several sources to reinforce conclusions. Based on management comments, we made various editorial changes to the draft report. See Appendix J for a completed audit response to each management comment.

(U) Recommendations, Management Comments, and Audit Response

(U) A. We recommend that the Director, National Security Agency/Chief, Central Security Service:

(S/SP) Management Comments. The Director, National Security Agency/Chief, Central Security Service nonconcurred and stated that the systems engineering

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	그, 되고 살아 있다면 이 얼마를 하는 것이 하는데 되는데 그 사람이 없다고 있다.
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	75//SD Management Comments The Director National Security Agency/Chief
	(S#SI) Management Comments. The Director, National Security Agency/Chief Central Security Service nonconcurred because the National Security Agency management believes that
	하는 걸었다는 그는 나는 보고 말을 꾸는다. 그는 그는 말을 그리고 있다. 그렇다
	Management did not understand what was meant by
	(Wanagement and not understand what was incent of
	-(S//SI) Audit Response. Based on management comments, we revised the
	recommendation to explain more clearly the meaning
	나 아름다면 하는 이 양에 눈살하느라는 하는데 나와 다양하는데 된다. 그런

-(TS//SI) that the National Security Agency management reconsider its position

3.100

(U//FOUO)-Management Comments. The Director, National Security Agency/Chief. Central Security Service concurred. In Annil 2003. NSA provided

(U//FOUO) (C) Audit Response. Management comments were nartially responsive.
Although the National Security Agency

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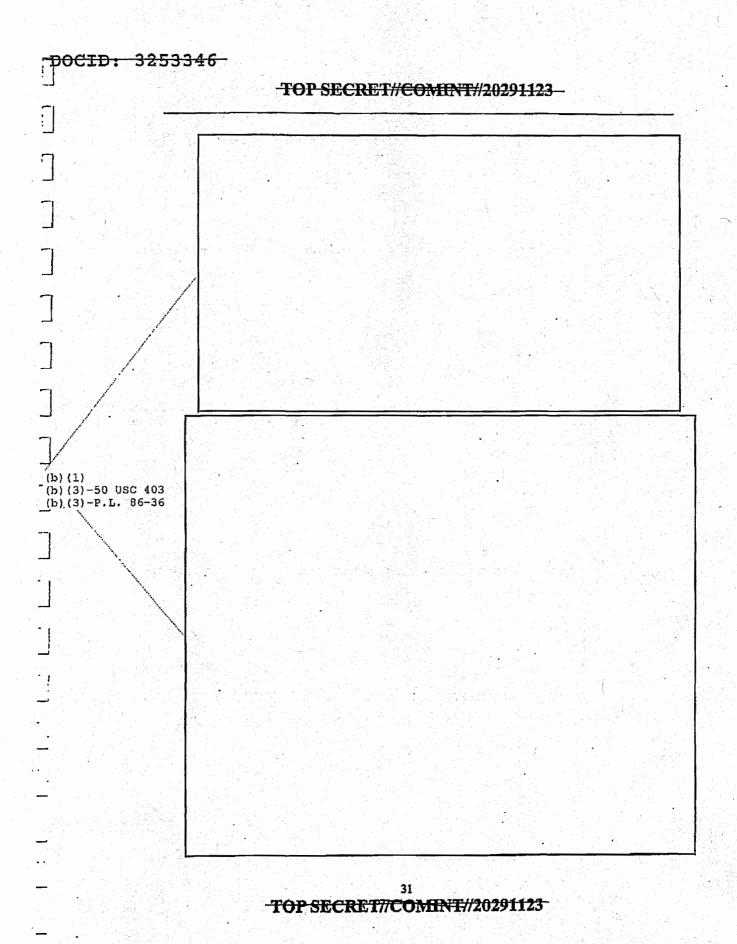
(S//SI) needs-unrestrained by past practices or past technologies. TRAILBLAZER 1 had the following key responsibilities

- (U/FOUO) Ensure the execution of a new NSA program transforming the U.S. Cryptologic System exploitation of the global network. Map detailed digital network exploitation mission requirements to a cryptologic architecture and implement them; and
- (U//FOGO) Act as the catalyst for transforming customer interaction and operational practices. Begin the retooling of NSA programmatically, technologically, and culturally to provide mission services and capabilities that are responsive to the emerging technology and customer needs.

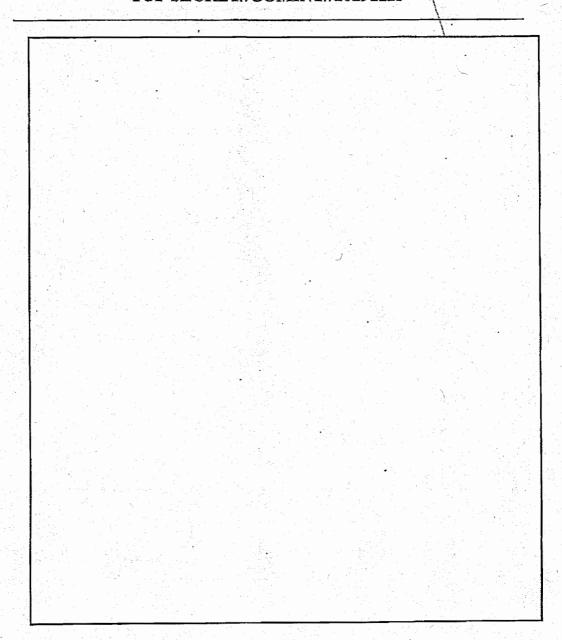
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(b) (1) (b) (3) -50 USC 403	
(n)	NSA Modernization Studies
	(6) First NSA Modernization Study. The House Permanent Select Committee
	on Intelligence directed the first "NSA Modernization Study," July 2001, which was conducted by The National Technology Alliance, National Center for
	Applied Technology. After a thorough review of ongoing activities within the TRAILBLAZER Program Management Office
	and interviews with key program personnel, the National Center for
	Applied Technology team observed that the TRAILBLAZER was noorly executed and had an overly expensive
	The NSA Modernization Study recommended that:
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	그들이 그는 사람이 하고 이렇겠다는 어머니 사고의 어디와 되었다.
	-(S//SI) Second NSA Modernization Study. A second National Center for
	Applied Technology report, a "quick-look" follow-on report, was completed in December 2001. The Chief, Signals Intelligence Programs invited the original
	study team to conduct a follow-on study to evaluate progress within the TRAILBLAZER Program Management Office. Despite noting some changes
	made in NSA management and the TRAILBLAZER Program acquisition strategy that promised to address the conflicts and issues noted in the first report, the study
	team found that:
	비를 쫓은 그들 집안들에게 된다. 뭐라지만 하나 하다고 말
	[2] 하이다 이렇게 얼마나는 이 그런 그리고 있다는 사람이 되었다.
	선생님이 많은 아이들이 살아 가는 이 바쁜 생각을 하는 것이 없었다.
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<b>(U) Conclusi</b> <del>- (S//SI) T</del> RA	ON  AILBLAZER was developed to create a new Signals to exploit the global network	Intelligence
enterprise t	to exploit the global network	

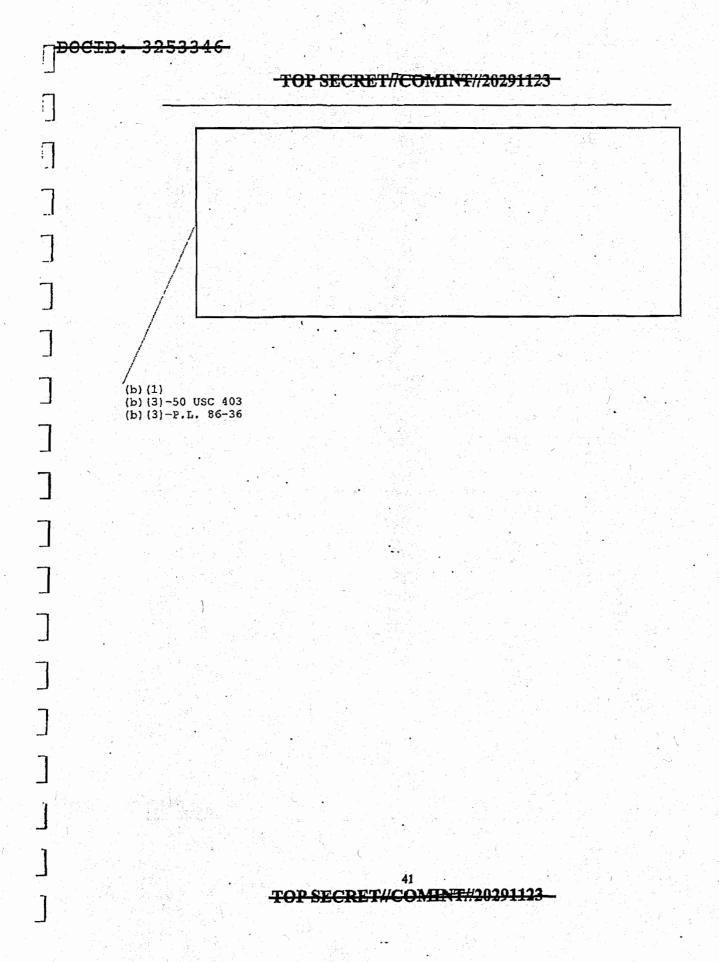
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	그렇게 되는 이번에 그는 그렇게 하는 사람들이 얼마나 하는 것이 되었다.
	가 많이 마다 되었다. 그는 그들은 사람들은 사람들이 바다 되었다. 그런 그는 그들은 그는 그를 보고 있다. 
	인 적으로 튀어졌다면 아이는 이 그릇은 얼굴이 하는 사람들도 이 모임.
	(U) Summary of Management Comments on the Audit Finding
	and Audit Response
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	(U//FOUO) Management Comments. NSA management referred to several statements in the report that did not include all referenced documents and that
	some paragraphs contained wrong or misleading information. The complete list
erine. Notae	of management comments is located in the Management Comments section of this report.
•	
	(U//FOBS) Audit Response. We obtained, reviewed, and analyzed many documents to form the basis for the conclusions in this report. We also
	interviewed several NSA and contractor personnel, many of whom asked not to
	be identified for fear of management reprisal. We gathered information from many sources to support the finding. Paragraphs frequently contain information
	from several sources to reinforce conclusions. See Appendix J for a complete
	audit response to each management comment.
•	(U) Recommendations, Management Comments, and Audit
	Response /(b) (1)
	/ (b) (3)-P.L. 86-3 / (b) (5)
	(©) Revised Recommendation. As a result of management comments, we
	revised Recommendations B.1 and B.3 to clarify the intended use of
	1. (U//FOUO) We recommend that the Director, National Security Agency/Chief, Central Security Service:
	Ca Designate a team to assess
	그리아는 회에는 기술 가속은 그림은 것은 경험을 받으는 사람들은 말을 보는 것이다.
	(U/FOUO) Management Comments. The Director, National Security
	Agency/Chief, Central Security Service partially concurred with the intent of the recommendation but was waiting for the results of a cost and schedule impact
	study before fully concurring. The Program Executive Office is establishing an

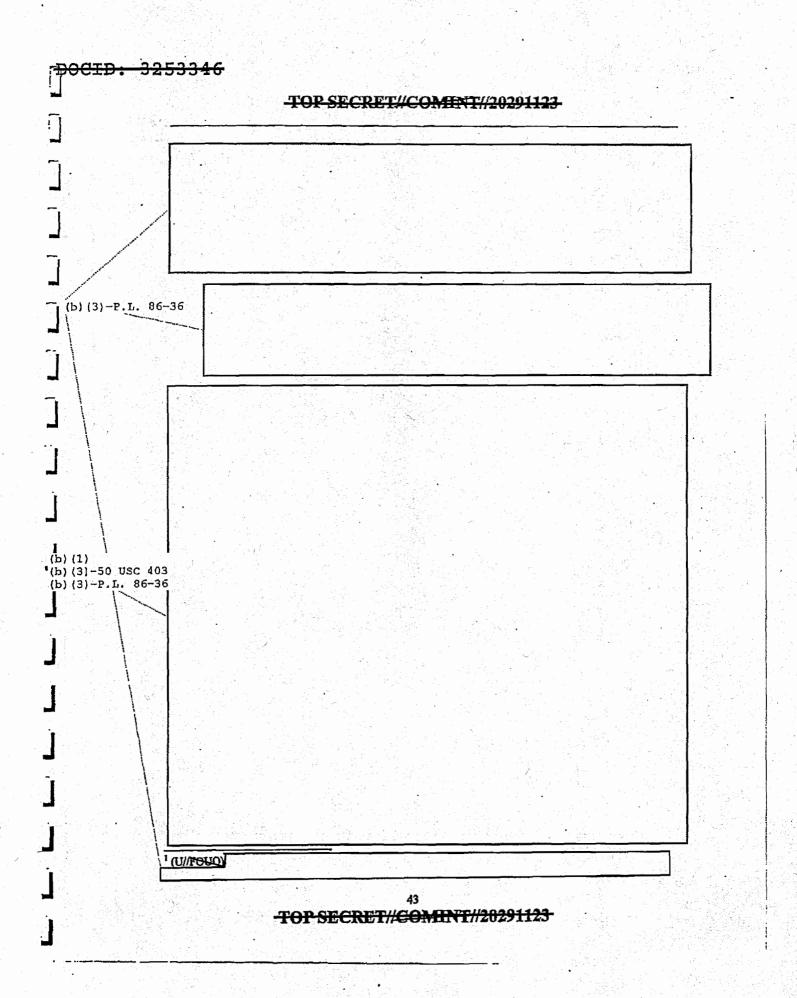
(b) (1) (b) (3) -50 USC 403 (b) (3) -P.L. 86-36	(U//FOSO) independent review team to complete the study before Milestone B, scheduled for December 2004, because the study will have an effect on both the cost and schedule for Milestone B.
	(C) Audit Response. Based on management comments, we revised this recommendation. The Director, National Security Agency/Chief, Central Security Service comments were responsive and the proposed actions meet the intent of the recommendation. The immediate actions taken to designate an independent review team to perform the assessment are commendable.  Milestone B has slipped to February 2005 at the earliest: therefore NSA will have time to complete the assessment
	TRAILBLAZER. We request that the Director, National Security Agency/Chief, Central Security Service provide a risk mitigation plan for cost and schedule requirements and provide comments on a final concurrence.
	2. (U//FOUO) Provide the results of the external assessment to the TRAILBLAZER Technology Demonstration Platform Milestone Decision Authority for use in making the Milestone B decision.
	(U//FOUQ) Management Comments. The Director, National Security Agency/Chief, Central Security Service concurred. The completion of the independent assessment is currently scheduled for December 2004.
	(U//FOUO) Audit Response. Although the Director, National Security Agency/Chief, Central Security Service concurred; the concurrence is based on completing the assessment requested in Recommendation B.1. We request that the National Security Agency management provide additional comments in response to the final report identifying NSA plans to eliminate the cost and schedule risks for completing the assessment.
(b) (1) (b) (3)-P.L. 86-36	(U//FOUC) Management Comments. The Director, National Security Agency/Chief, Central Security Service concurred, and stated that the assessment required in Recommendation B.1 will be included in the for Milesjone B, scheduled for December 2004.
	(S//SI) Audit Response. Although the Director, National Security Agency/Chief, Central Security Service concurred, the concurrence is based on completing the assessment requested in Recommendation B.I. Based on management comments to Recommendation B.2., this recommendation was revised

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comments in responses and schedule	onse to the final report identisks for completing the as	ntifying NSA plans to elessessment.	iest additional
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αι <del>//ro</del>	<b>x A. Scope and</b> <del>10)</del> We reviewed documen		n November 2000	through
October stateme docume	2003 including backgrounds, concepts and operationants. Also, we conducted in any responsible for the acqui	d information, mi al requirements, a terview <u>s with or</u>	ssion and operation	hal need
(U) We with gen	performed this audit from A erally accepted governmen	April 2003 throug t auditing standar	h May 2004 in acc	ordance
evaluati	<del>IO)</del> -Limitation to Scope. ig a Defense Hotline allega LAZER and THINTHREA	tion relating to th	e acquisition of the	•   \ \ \ \ \
manage	nent control program.			
	of Computer-Processed Derform this audit.	ata. We did not	use computer-proc	cessed\
Support	O) Use of Technical Assisted us during	g the audit. The T	llow-up and Techr rechnical Assessm	nical \
Division	assisted in the analysis of h	VSA acquisition		
Office h	eral Accounting Office Hi s identified several high-ris of the Infrastructure Ineffic nts high-risk areas.	k areas in DoD.	This report provid	les
	overage			
rior C	. 그는 1000 - 1000			The state of the state of

# DOCID: 3253346 TOP SECRET//COMINT//20291123 (U) Inspector General, NSA (U//FOUO) Report No. ST-03-0014, "TRAILBLAZER 1/SIGINT Programs Systems Engineering and Technical Assistance Contract," September 30, 2004





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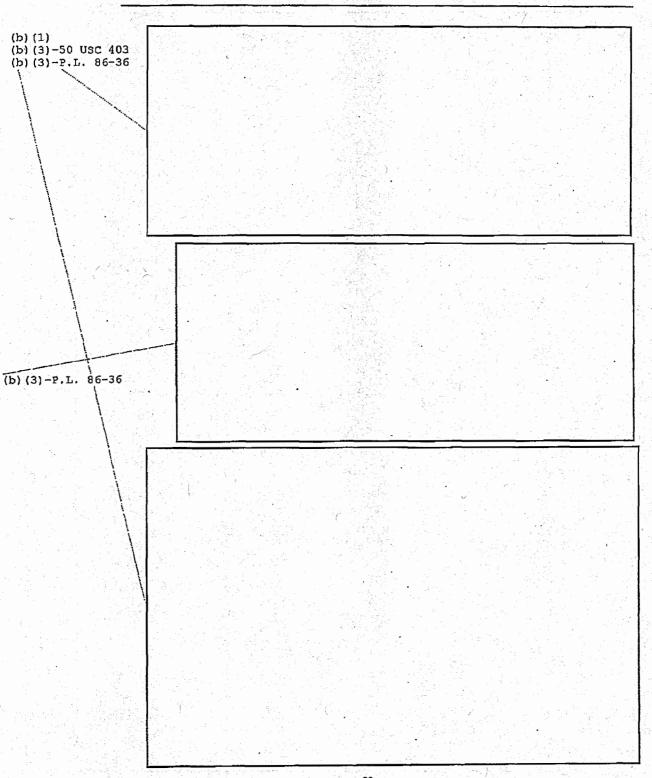
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	그런 아이는 얼마를 살아갔다.		
	사이 남이 걸어 하는 종		
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	(U) Technical Recommendation		(b) (1) (b) (3) -50 USC 403 (b) (3) -P.L. 86-36
	(U) The Tiger Team made the follo	wing recommendation.	
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	다. 그는 생생이 가는 생각 하루 중요. 중요하는 생물로 가장 중요 하는 것이 되었다.	
	레르 이렇게 되었었다. 그리 이 마다 이다.	
	그런데 그는 대통해 보이를 되었다.	
	이 말로 이 아니즘 바람이 있는 것 같아요.	
	되었다. 사람들은 이번에 가지 않는다	
	그 살이 그는 병대를 하지만 말하고 있었다.	
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	정보는 가능하는 이 보는 사람들이	
되고 그 그 이 사람들이 살 때문다.		
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나는 이 얼마를 살았습니다.		
어린 본 하면 됐다. 유명하는데 얼		
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그렇게 하늘 생기에서 그렇게 되었다.		

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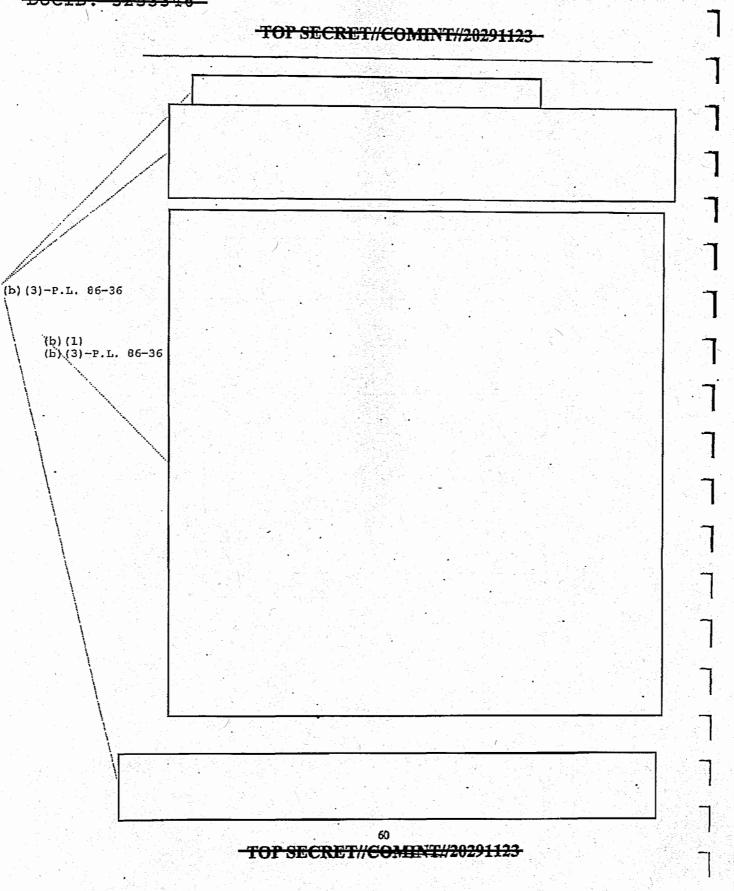
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		가는 것이 많은 것이 되었다. 그는 그는 그는 그는 그를 가는 것이 없는 것이 없었다. 이 사용하게 되었는데, 당시하는 것으로 보는 것이 되는 것이 되었다.	
		있는데 바로 하는 경험하는 것이 되었다. 기계 대한 기계	
		요즘 발생이 되었다. 그들은 사람들이 되었다. 그는 그를 보고 있는 것이 되었다. 생물에 보고 있는 것이 되었다. 그는 그 사람들이 되었다. 그는 것이 되었다. 그는 것이 되었다.	
		1. 전환 사용 보다 한다를 보여 가능하는 것이다는 그 사용에 발견되었다. 1. 전환 전환 전환 보이 있습니다. 그런 그는 그는 보고 함께 되었다고 있다.	
		마음 등에 있는 경험을 받는 것이 되었다. 그는 사람들이 가장 함께 되었다. 그것은 말을 다 보다는 것이 되었다. 	
		를 취임하는 사람들은 기계를 받는 사람이 있습니다. 그는 사람들은 전기를 받는다. 사람들은 사람들은 기계를 하는데 보고 있습니다.	
		경하는 이 경기에는 이번 경기를 받았다. 이번 기계를 받는 것은 회에는 경기를 받았다. 경기를 하는 경기를 받는 것이 되었다. 그는 것이 되는 것이 되었다. 기계를 받는 것이 되었다.	
		강조님의 함께 가게 되었다. 그런 것은 그는 것이 없는 것이 없었다. 강조나의 기술 강조는 것이 그는 것은 그는 그 사람들이 되었다.	
	등 있는다. <mark>- 2012년 대학교 등 :</mark> 1212년 대학교 - 1212년 1212년 대학교 (1212년 1212년 1212년 1212년 1212년 1212년 1212년 1212년 1212년 1212년	. 프로스 교육으로 한 경기 때문에 되는 그 전에 가는 경기 기계를 통해 되었다. 기계를 통해 보통하게 되는 이 것은 것이 되어 되어 보면 하지만 하는 것이다.	<u> </u>
		고급하다. 한 10 전환 10 전환 10 전환 20 전환 12 전환 1 소설 11 전환 12 전환	
		가는 것이 되는 것이 되었습니다. 그 아이스 그는 말로 불어 가장 하다면서 그 가는 물을 하고 있다고 있는 그는 사람들이 그리는 것이 없는 것이다.	
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		경 보통하면 되면 이 이상, 보이는 보이는 보이는 말이 말라고 있습니다. 보통하게 되었다. 보통하는 이 보이는 보는 보이는 이 사람들이 되었다. 보증하는 것이 되었다.	

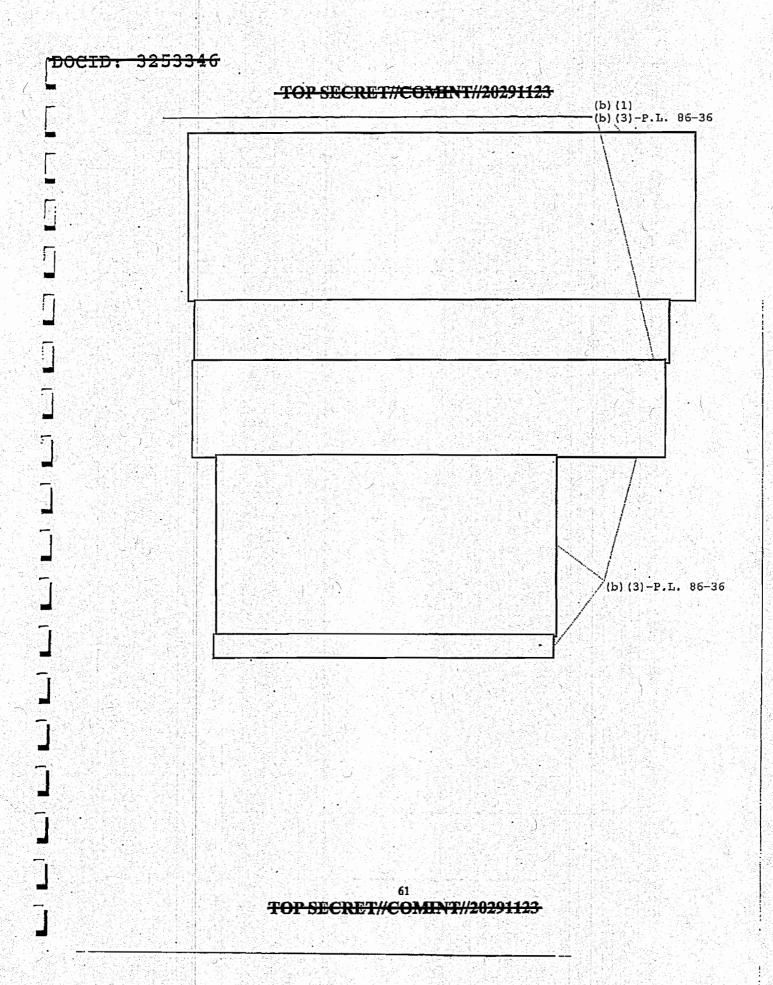
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# Appendix E. THINTHREAD (U)

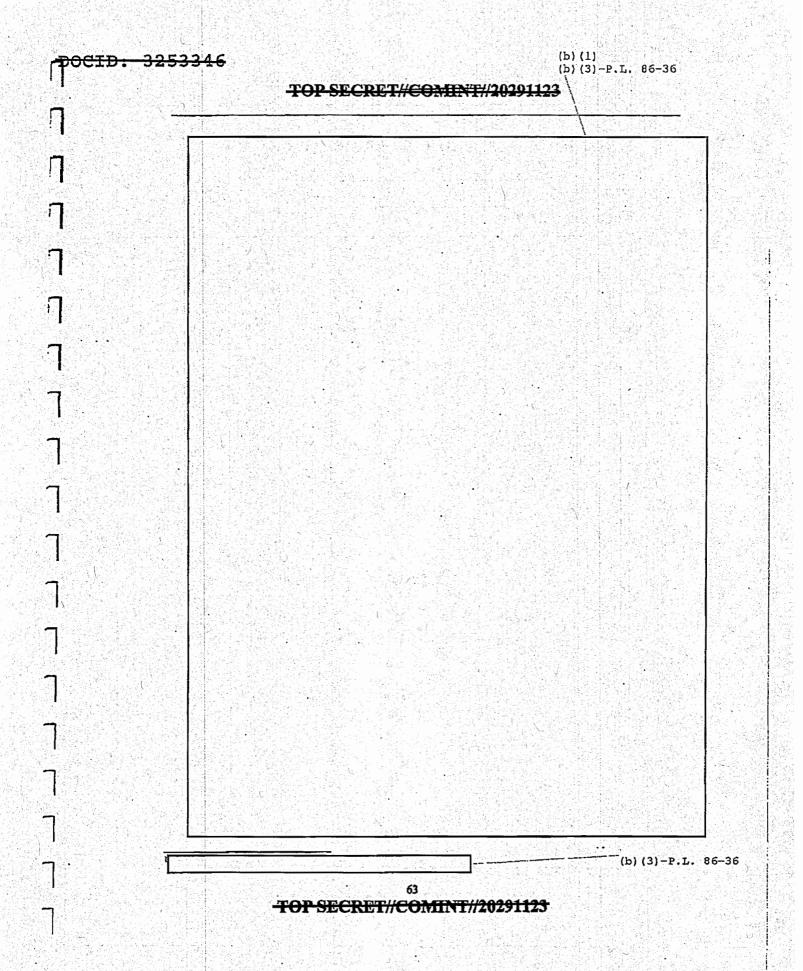
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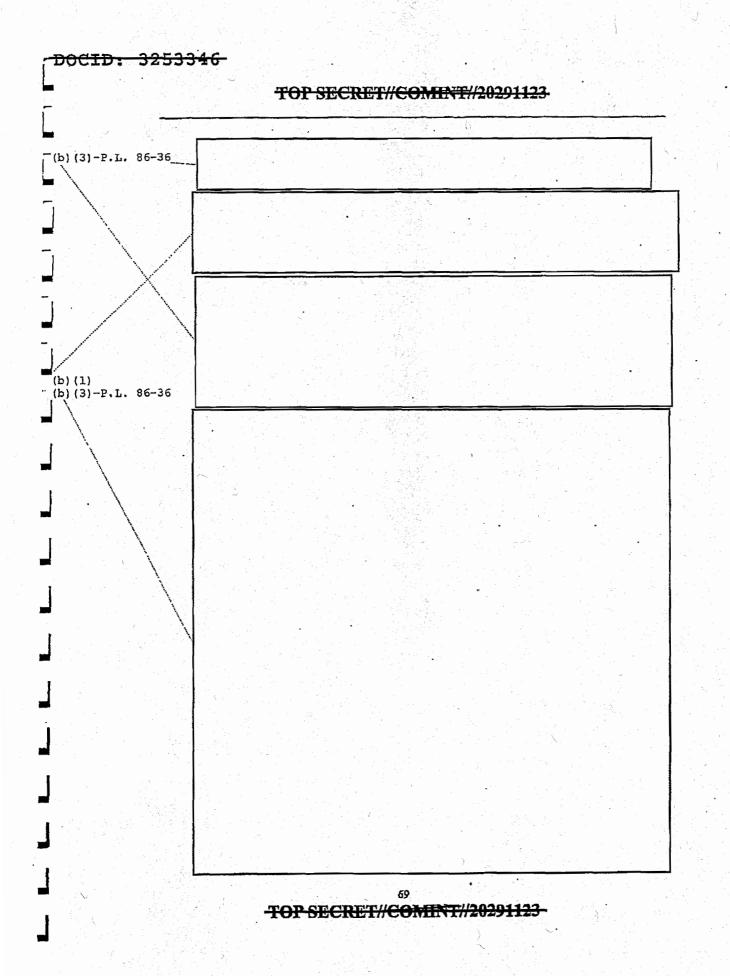
(U/ <del>/FOUO)</del> Technical Review	THINTHREAD
는 이번에 회사를 보고 있는 중에 함께 가는 이번을 하는 이번을 했다. 강한 등 관련 결과를 하는 이번을	1976) - 11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
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	일하는 이 이 등 등을 가는 것이 되는 것이다. 15일 : 이 기본을 보고 있는 이 나를 가고 있을 것이다.
하다. 왕도에 불편하다 그 스타스를 받았는데 그리다. 1971년 - 일본 전기 기본	
	원주 보다 보다 내내 이 불편하는 물만

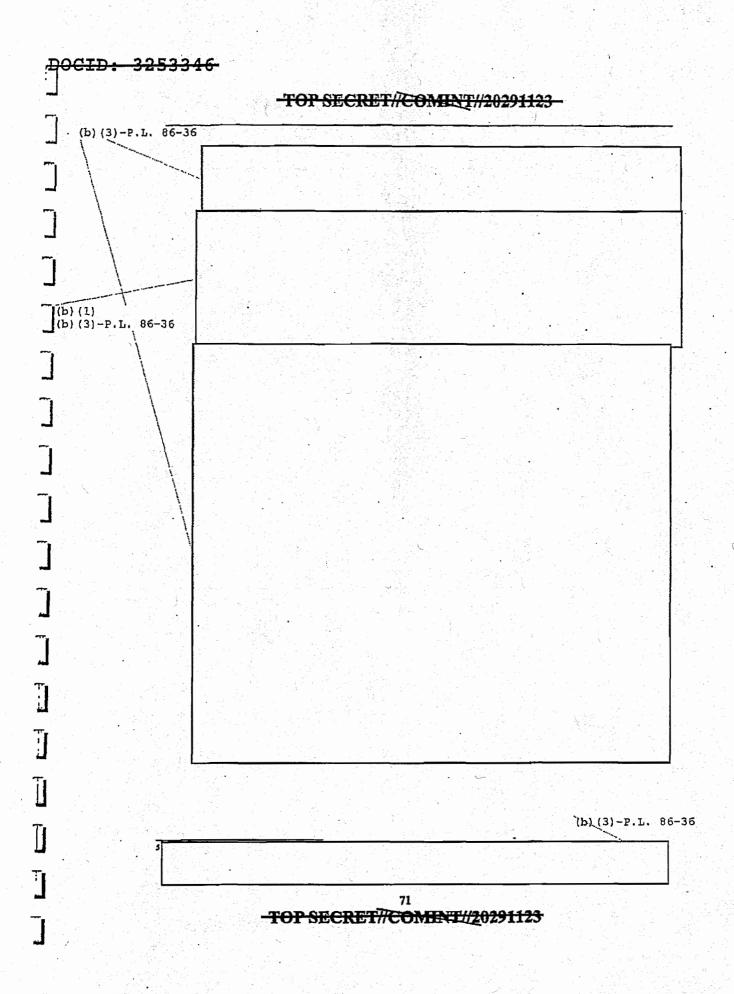


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/L (U)	NSA Modernization Follow-Up St	udy
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	(U//FOUO) The recommendations:  (U) generate user, systematic syst	Assessment Study made the following		
	(U) generate user, system, technical, and programmatic documental  (U) For further details, listed below are the seven key findings and related discussions in the THINTHREAD  Report.			
-P.L. 86-36				
	설명하다 경기 교육 기관 개인	below are the seven key findings and related  EAD Report.		
\ \ <b>`</b> (W)	Finding 1 Discussion.	shriped insures that would provide TUINTUPEAR		
	10// Co-cq There were no te	Similar issues that would prove it in it in the AD		
The second secon				
	이 마시 전에 아내는 말을 하셨습니? 다음이 그렇게 말			

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요즘 하고 있다. 영화에 가장하는 사람들이 되는 것이 되었습니다. 그는 것은 것이 되었습니다. 그는 사람들이 하는 사람들이 되었습니다. 사람들이 가는 사람들이 되었습니다.	
(U) Recommendations. There were no recommendations.	
(U) Finding 2 Discussion	
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(U//FOUO) Recommendations. The issues previously mentioned would not

# (U) Finding 3 Discussion

(U) There was minimal user, system, technical, or programmatic documentation. The existing documentation was insufficient to support the planned deployments.

- (U) There was no user documentation on how to use the tool. That was inefficient and could lead to a significant increase in user error. Difficulties using the tool can also lead to an increase in support calls that drained project resources.
- (U) THINTHREAD did not have a clearly stated, documented set of mission goals or objectives. There was no program plan, making it difficult to communicate information about THINTHREAD at a programmatic level.
- (U) A detailed schedule including all activities related to the system and deliverables before, during, and after deployment was not available. A high-level schedule containing the chronology of deployment was developed, but a detailed schedule was essential for proper resource management, costing, and prediction.

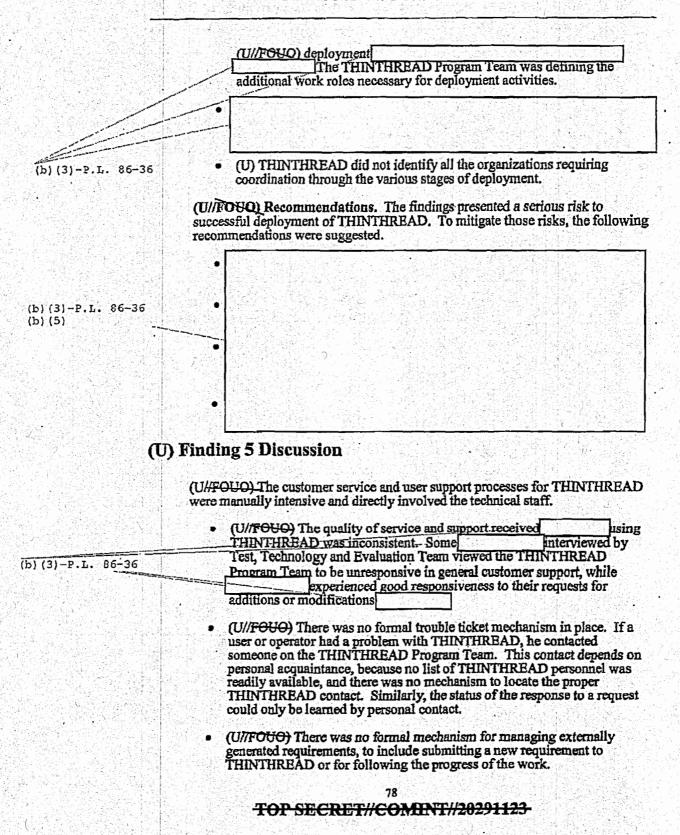
(U) No installation and maintenance documentation was completed for site support personnel, although the team was working with the pilot site to develop installation documentation. Lack of installation and maintenance documentation

(U) There was no operational support documentation Lack of support documentation could adversely affect timely correction of problems and could lead to

(U) The effects of minimal documentation could be overcome if an integrated team accomplished the development and deployment of THINTHREAD.

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40		시골목 가지 기술을 하지 않는 것이 없다.	
			<u> </u>
	(U// nec	FOUQ) Recommendations. Develop necessary documentation. situate an increase in the personnel devoted to documenting the s	That would
	esse of ti	ntial to the successful deployment and operation of THINTHREA his documentation presented a serious risk to the successful deplo NTHREAD.	AD. The lack
	(U) Find	ing 4 Discussion	
	<b>///</b> / <b>/</b> ///	FOUO) Deployment planning was slow to occur	
		(U//FOUQ) Historically, the THINTHREAD Program Team to the prototype demonstration at the pilot site. The program's s	ocused on cope did not
15) (3) -	P.L. 86-36		
. *		(U//FOUO) The THINTHREAD Program Team did not have comprehensive planning process. The lack of planning activit	a ies with
		delayed deployment efforts and increased deployment costs.	
		(U//FOUO) Work roles essential to system deployment and op were not identified The	8
		relationships between work roles throughout the system's life not defined. The authorities for each work role had not been in the organizational structure set forth by the THINTHREAD P. Team focused on system development, and did not address system.	lentified. rogram
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		(U//FOUO) A single person on the THINTHREAD team was in charge of maintaining     With just a few users, that person was able to enter or change according to user requests received on the telephone or by e-mail. However, as more users
	(b) (3)-P.L. 86-36	are added, one person may have difficulty meeting the increased demand.  The lack of personnel may become a problem as THINTHREAD was scaled to handle an increased user load
		(U//FOUO) A list of Web interface functionalities proposed was not incorporated into THINTHREAD.
	0 W	J/#OUO) Recommendations. The findings that led to the recommendations ould not have prevented the successful deployment of THINTHREAD
		The recommendations were made to improve the beta formation of THINTHREAD after it was deployed
		(U) Institute an automated, formal THINTHREAD customer service and user support process.
ΓL 4		_ <b>(U)</b>
	(b) (3)-P.L. 86-36	(U//FOUO) Acquire and use a trouble ticketing tool, which can manage externally generated requirements as well as system problems. This tool should [The THINTHREAD Program Team should address high-priority requirements that fit within
_ _		the program scope.
]		(U) Develon a process to address Web interface functional enhancements requested
		(U//FOUG) Address the lack of personnel depth in the THINTHREAD     Program Team for maintaining as THINTHREAD is scaled to handle more users
	(U) Fin	ding 6 Discussion
]	pro	//FOUC) There was no process for controlling and measuring operational, ogrammatic, and technical performance effectiveness of THINTHREAD, once ployed.
] ]		<ul> <li>(U//FOUO) THINTHREAD did not have a clearly stated set of system specifications or a method to validate the THINTHREAD concept or performance results. Thus, there was no way to determine if the system</li> </ul>
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(EU//FOUO) was successful or if it failed, which may lead to confusion in stakeholders' understanding of the success of THINTHREAD.

- (U//FOUO)-THINTHREAD had mechanisms for assessing progress and status within the system development phase. However, there were no systematic, consistent mechanisms for overall program measurement, which included identifying test criteria, establishing program schedules, and documenting a system baseline to address progress. No feedback mechanisms had been identified such as risk management or contingency planning.
- (U//FOUO) Aside from schedule control, there were no tools to measure progress towards program objectives because there were no formalized program objectives.
- (U//FOUO) THINTHREAD did not have Standards of Performance established for personnel developing THINTHREAD. If future THINTHREAD development crosses organizational groups, a common set of Standards of Performance for personnel may become necessary.
- (U//FOUC) There was no configuration management process, which could
  pose a risk when reporting system problems and correcting them
  In addition, the lack of a configuration management process could cause
  difficulty when upgrading or deploying versions, and also make rollback
  extremely risky.
- (U//FOUO) The fault or warning detection was automated but the necessary reactions and responses were not software provided a simple way to check status of various system parameters through a Web interface. However, when an operator recognizes a problem, he must actively initiate corrective measures. Sometimes that action is a simple matter, such as restarting a process. At other times, physical hardware must be changed. No corrective action could be executed if an operator was not present to initiate a corrective action.

(b) (3) -P.L. 86-36

 (U//FOUO) THINTHREAD had no established process for managing requirements.

(U//FOUO) Recommendations. The findings that led to the recommendations would not have prevented the successful deployment of THINTHREAD to

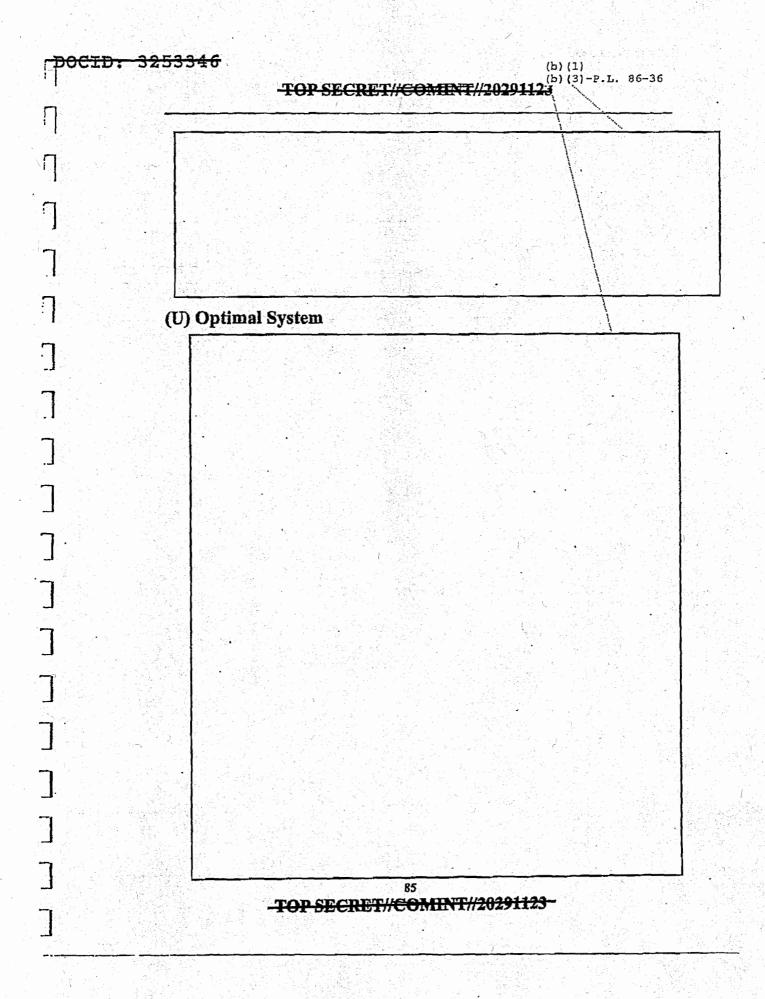
The recommendations were made to improve the operational efficiency of THINTHREAD after it was deployed

The following is a list of recommendations.

 (U//FQUO) Develop processes and acquire automated tools based on clearly stated specifications for controlling and measuring the programmatic operational, and technical performance of THINTHREAD deploymen

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	(þ) (3)-P.L. 86-36
	<ul> <li>(U//FOUO) Acquire a commercially available configuration control system to enable versioning, rollback, and configuration management. The system should interface with the trouble ticketing system and the requirements management system to provide full traceability.</li> </ul>
	<ul> <li>(U/<del>FOUO)</del> Develop Standards of Performance (if future THINTHREAD development crosses organizational groups).</li> </ul>
	(U//FOUG) Automate reactions and responses to the existing fault and warning detection system
Π	
	(U//FOUQ) Establish a requirements management process for THINTHREAD that is linked to
	(U) Finding 7 Discussion
	(U//FOUO) The number and skill mix of THINTHREAD personnel was inadequate
Π	There were shortfalls with the numbers and skills of personnel required for planning and executing installations  Also, there was a lack of documentation, providing the necessary maintenance and help desk support,
<u> </u>	configuration management, and planning and scheduling. Collectively, those shortcomings created a serious risk to successful completion
	(U//FOUO) Recommendations. The finding presented serious risk to successful
	deployment of THINTHREAD. It was recommended to continue to identify and acquire the number and types of skilled nersonnel resources required for documentation.
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# Appendix J. Response to Management Comments (U)

	Inspector General Report assertions and NSA understanding, reflected within NSA responses below, concerns	<u>'s</u>
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	세계 사람들은 이 시간에 가는 그는 이렇게 하다면 하는 것 같아.	
	[대] 역 기계 - 리티 라마티 - L. 라마스 - L	
	[11] : 뒤에게 많다. 그는 가다면서 그 그 사람이 되어 모든 아니다	. ,
	그림을 다른 선생님이 그렇게 있는데 있었다면 그 그는 그들은 그 없는데 되었다.	
P.L. 86-36	그녀의 그렇게 하고 있어요. 맛있는 그렇는 다른 살살이 그 모든 이 물론 보다는 그가 그런 것이다.	
The same of the sa	[11] 하는 그런데 그리랑 없고 있는 아들이라는 그는데 호텔이 있는 사람이다.	
	<b>가</b> 소 함께 12명이 가는 하는 그렇게 하는데 있다. 그는 그 이번	
	(C) Management Comments. Although NSA will agree to conduct an independent	t
	assessment of TRAILBLAZER ve believe that it will validate	
( )	the assertions made in our responses to the Office of Inspector General recommendation Furthermore, we do not agree with the original Hot Line complaint that fraud waste	itio
	abuse occurred during the	HI
	which was conducted in an open-fashion to provide the best benefit	t to
1	Agency mission and customers. More importantly, there has been no evidence	
$^{\sim}$	documented during this Office of Inspector General investigation that supports that	
	complaint. (b) (3)-P.L. 86-36	
	(S//SI) Audit Response. The report documents that NSA spent approximately	-
	million to develop the TRAILBLAZER	
	[개인] 다시 살아 본 때 회사를 내가 되는 다른 이 경기를 가지 않는 것이 되었다. [7]	

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	요. 하를 통하고 있어야 하다 가는 바다 하다 않는데 얼마 없었다.	

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(S//SI) Manageme	ent Comments. NSA stated that the draft report	omitted critical
information	nt Comments. NSA stated that the draft report	<u></u>

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( <del>C)</del> Management	Comments. TRA	AILBLAZER W	elcomes an op	en review of	
<del>S//SI)</del> Managem Office of Inspecto	ent Comments. N r General's assess	ISA <u>manageme</u> nent	nt does not agr	ree with the DoD	

-(S//SI) Audit Response. We acknowledge the fact that the current scope of the TRAILBLAZER is to provide the information technology framework for the entire

## Team Members (U)

(U) The Office of the Deputy Inspector General for Intelligence of the Department of Defense, Intelligence-Audit prepared this report. Personnel of the Office of the Inspector General of the Department of Defense who contributed to the report are listed below.

(U)

Thomas F. Gimble

(U)

<del>DOCID</del>	: 32533.46 . (b) (3)-P.L. 86-36
	(U/FOUO) The development of this response has been coordinated with and the TRAILBLAZER Program Management Office.
	RECOMMENDATION:
	1. (U//FOUG) A formal Risk Mitigation Plan is not recommended. The PEO is committed to conducting the assessment. The team is currently being formed, a
	kick-off mtg.is planned for March, and the team is expected to report to Mr.  NLT May 31st. The cost and schedule impact of conducting the assessment
	pose very low risk to the Transformational Programs.

2. (U//FOUO) Recommend the response, provided as an attachment, be forwarded to the DoD OIG as part of the Agency's consolidated response to the Final Report.

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SECURITY CLASSIFICATION

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#### CONFIDENTIAL//20201128



NATIONAL SECURITY AGENCY FORT GEORGE G. MEADE, MARYLAND 20755-6000

11 February 2005

MEMORANDUM FOR DEPUTY ASSISTANT INSPECTOR GENERAL FOR INTELLIGENCE AUDITS

SUBJECT: (U//FOUO) DoD OIG Audit Report Requirements for the TRAILBLAZER and THINTHREAD Systems, dated December 15, 2004 (Report 05-INTEL-03, Project No. D2003AL-0100) – INFORMATION MEMORANDUM

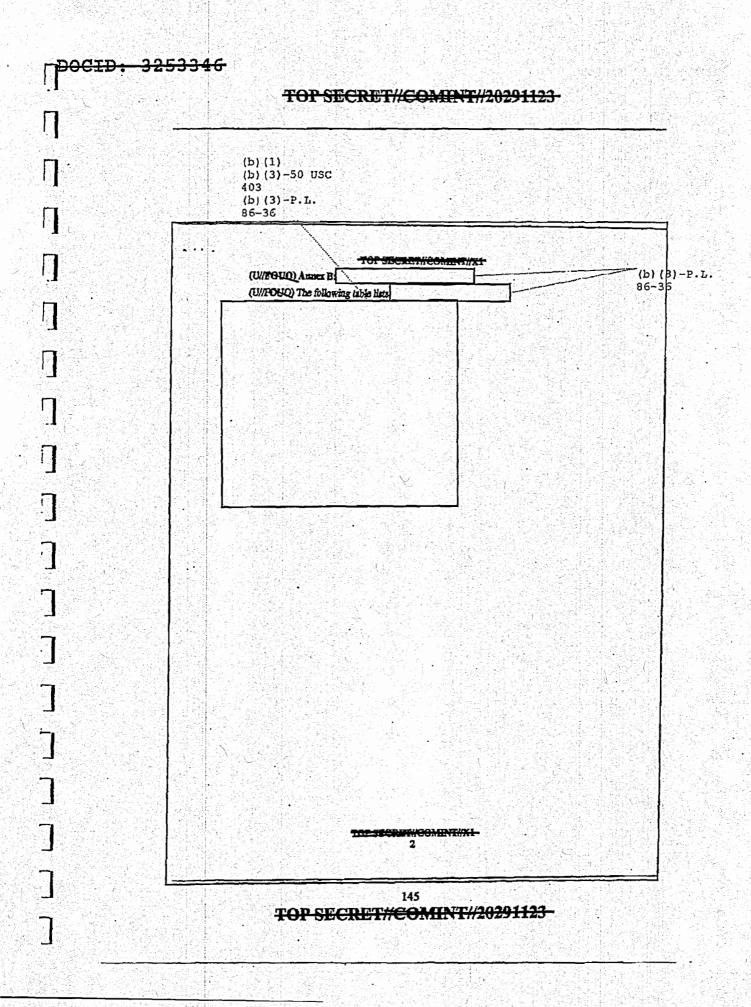
(U//FOUO) In response to the DoD OIG request for additional information on the TRAILBLAZER and THINTHREAD report, NSA/CSS provides consolidated corporate comments from our Signals Intelligence Directorate, Acquisition Organization, and Information Technology Infrastructure Services Organization (now the Information Technology Directorate).

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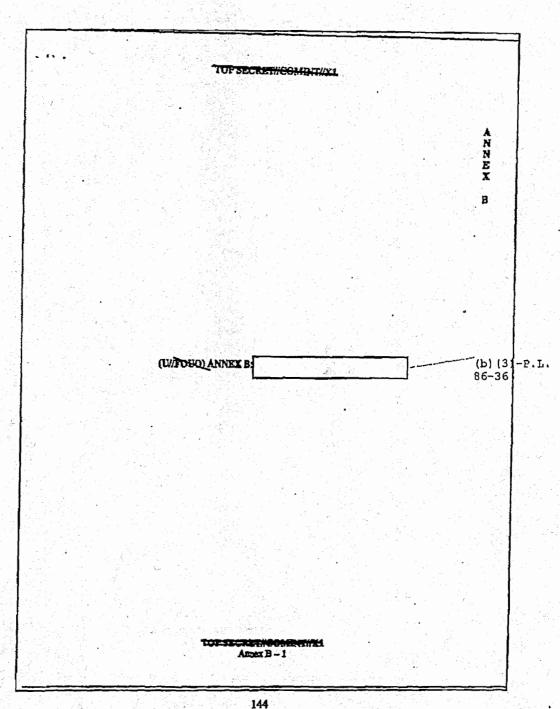
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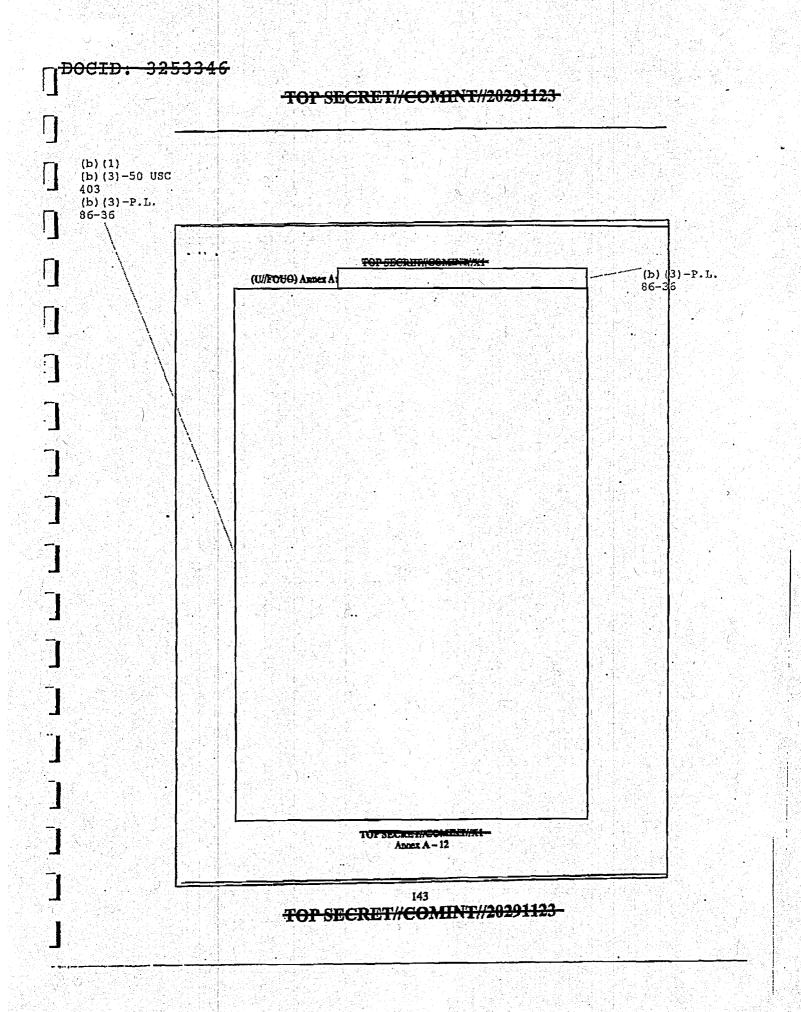
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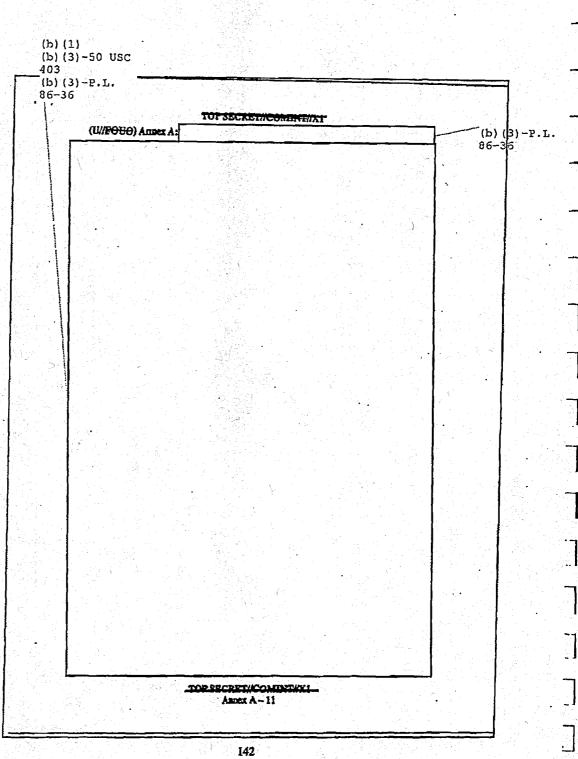
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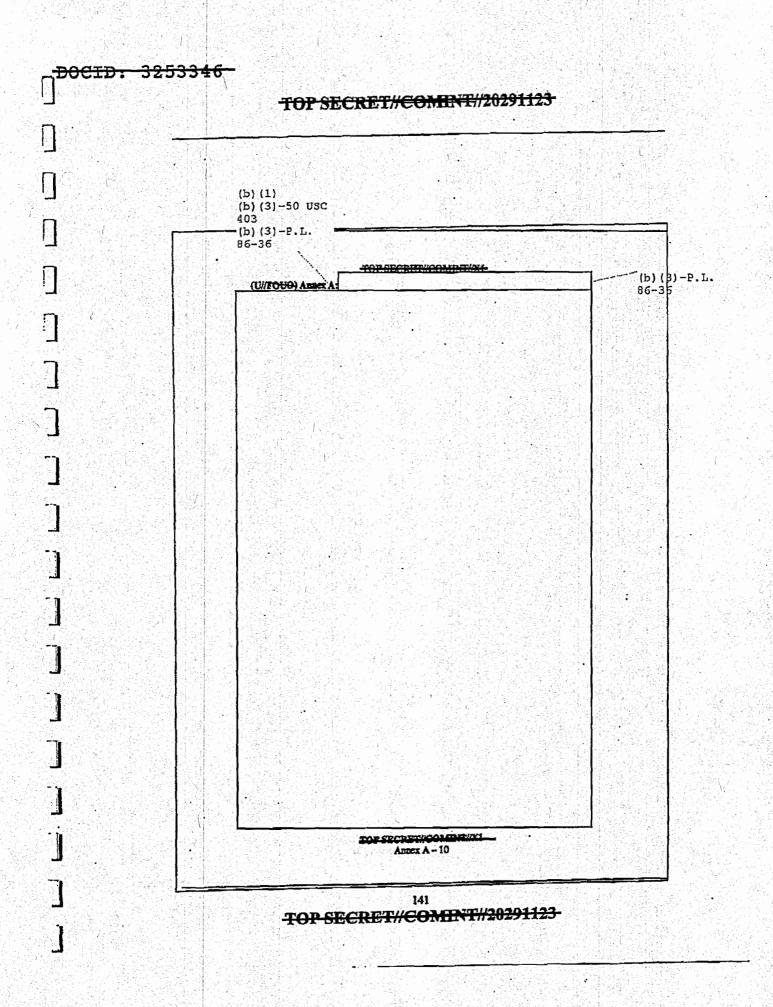


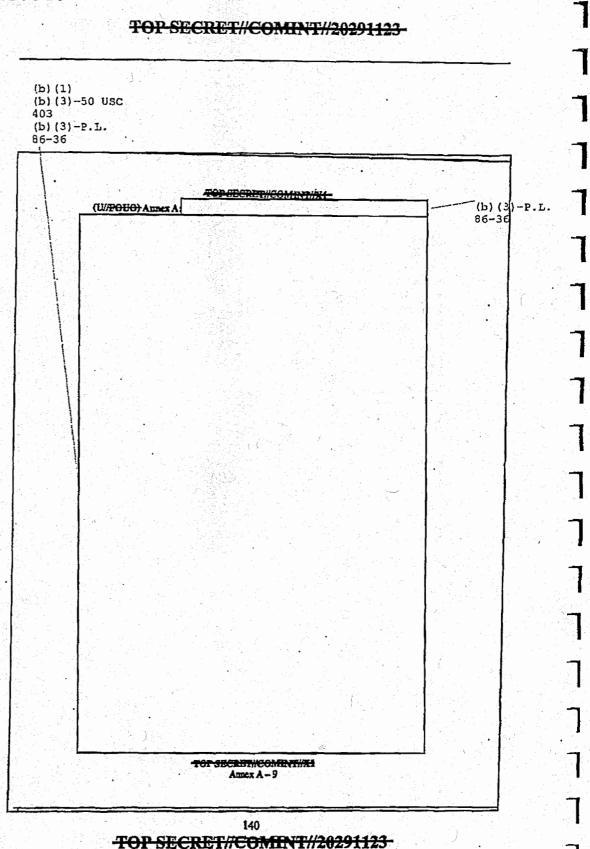
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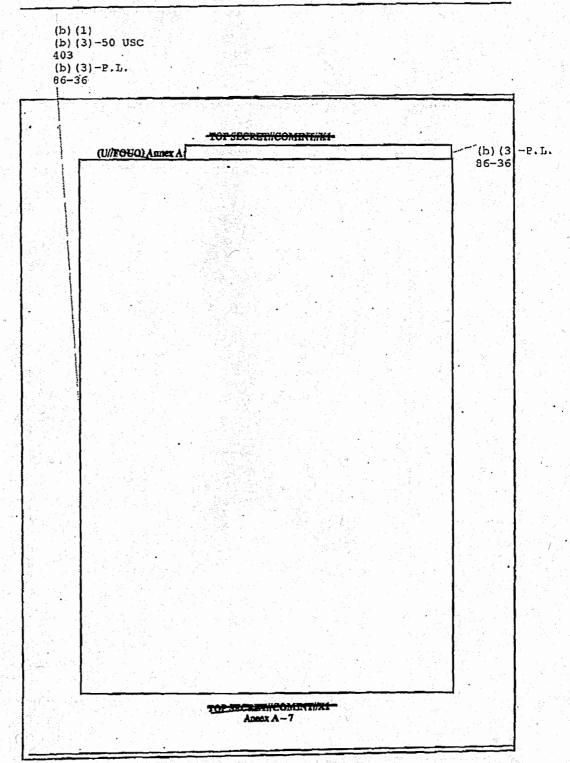




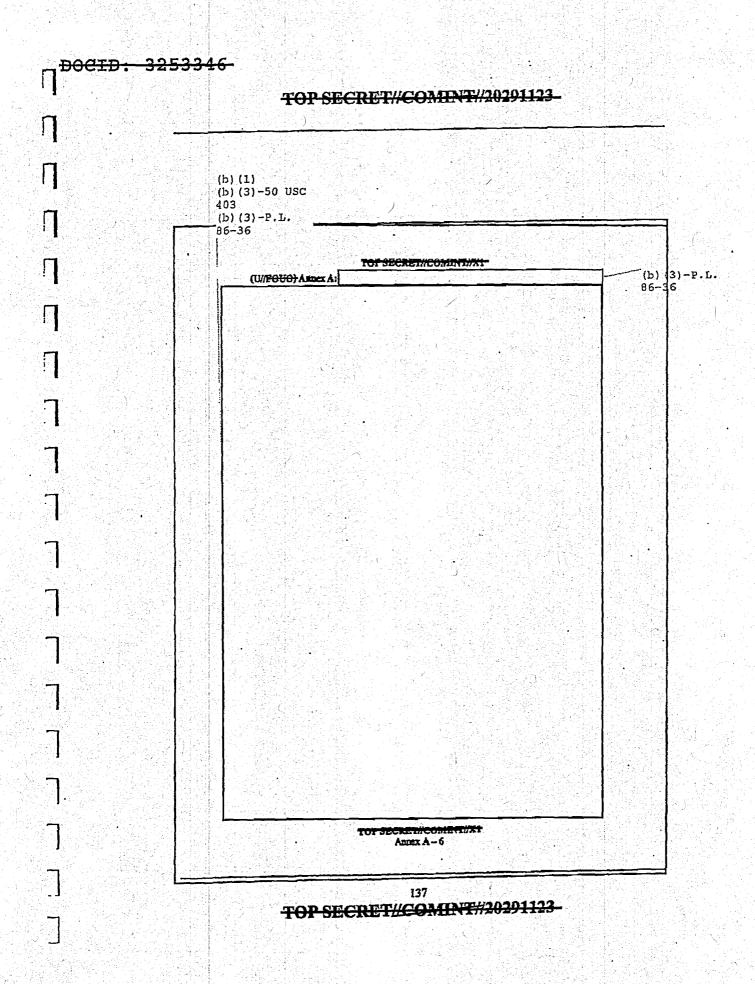




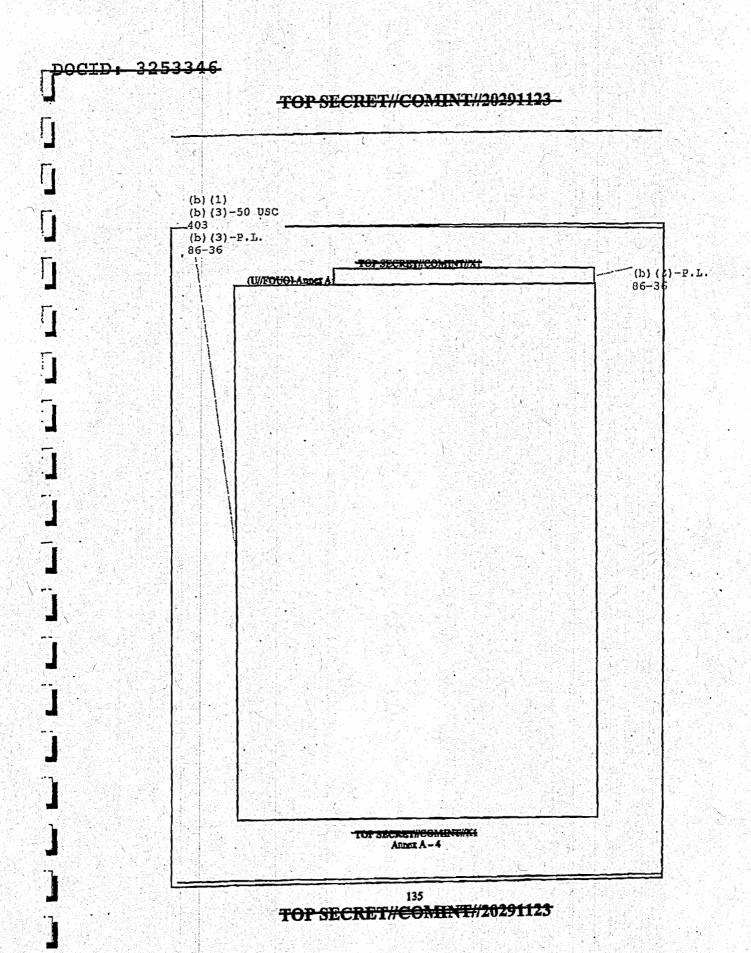


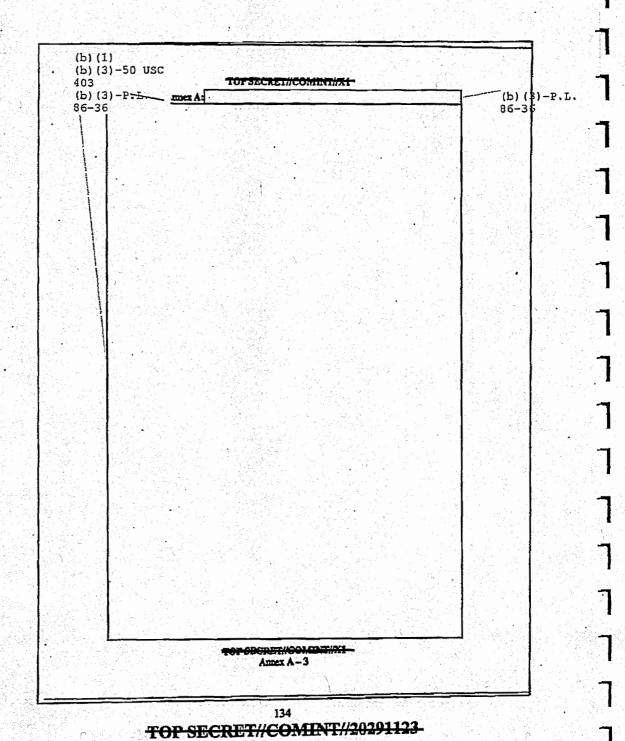


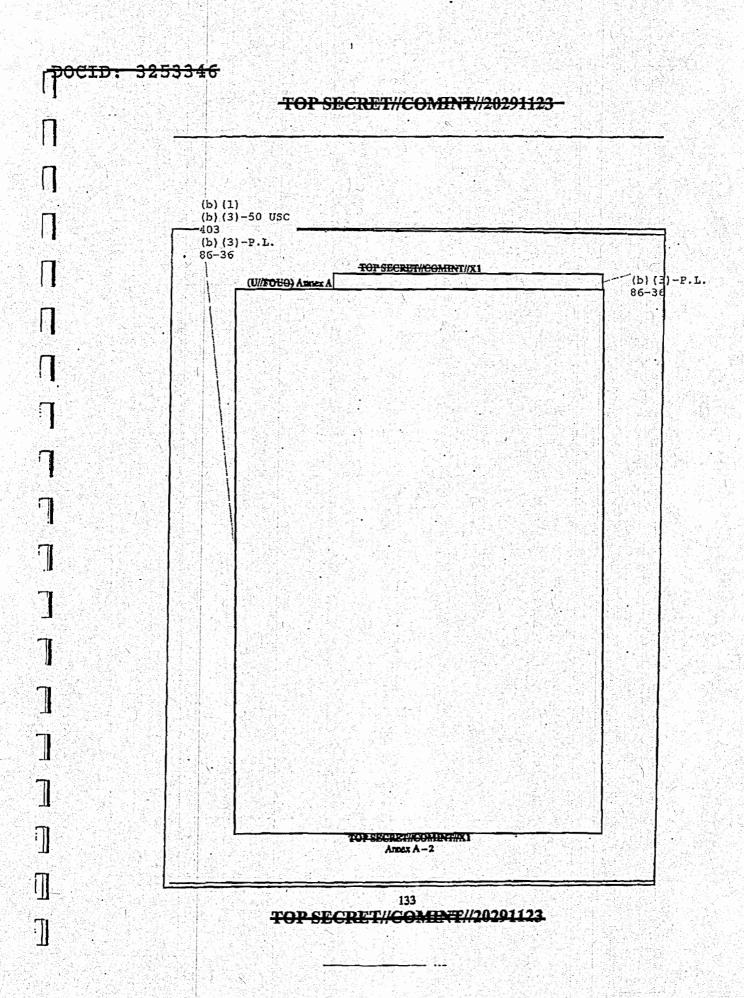
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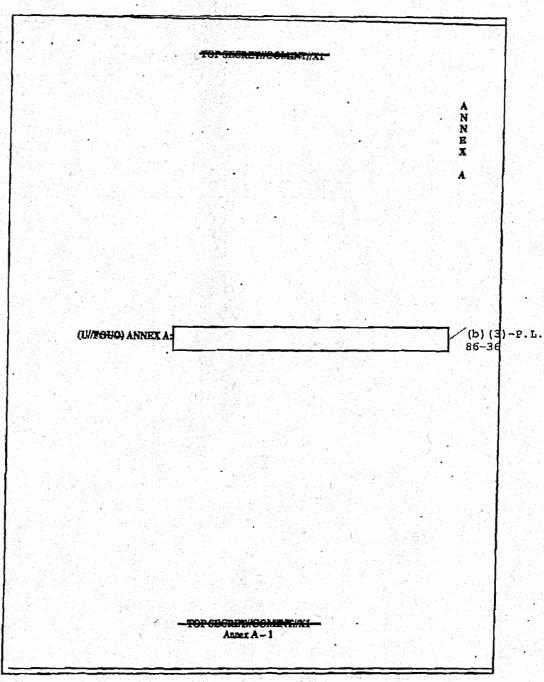
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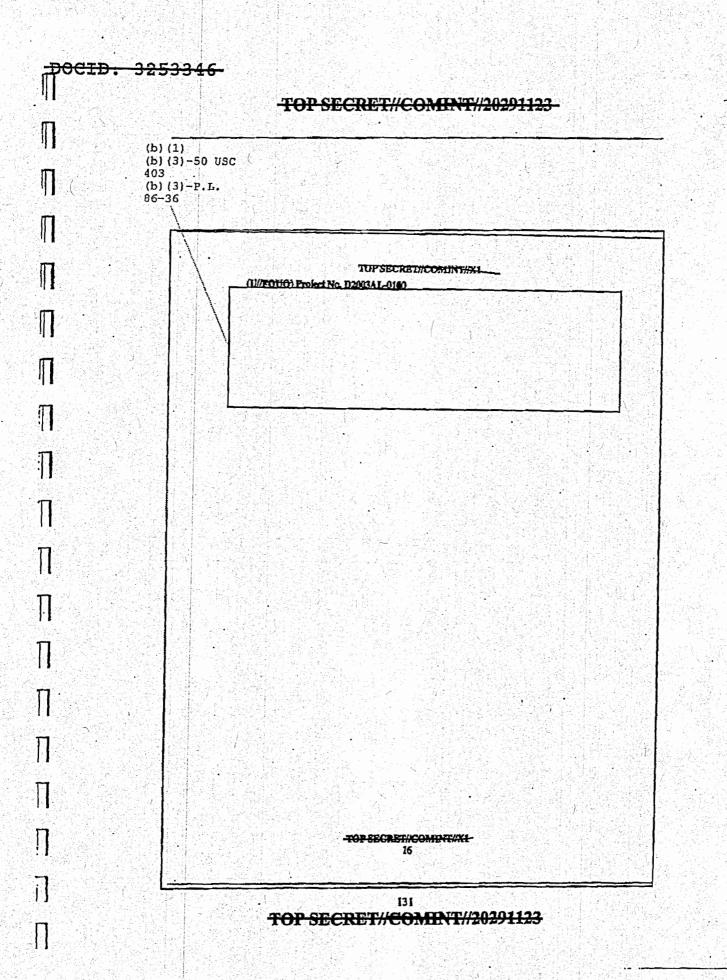


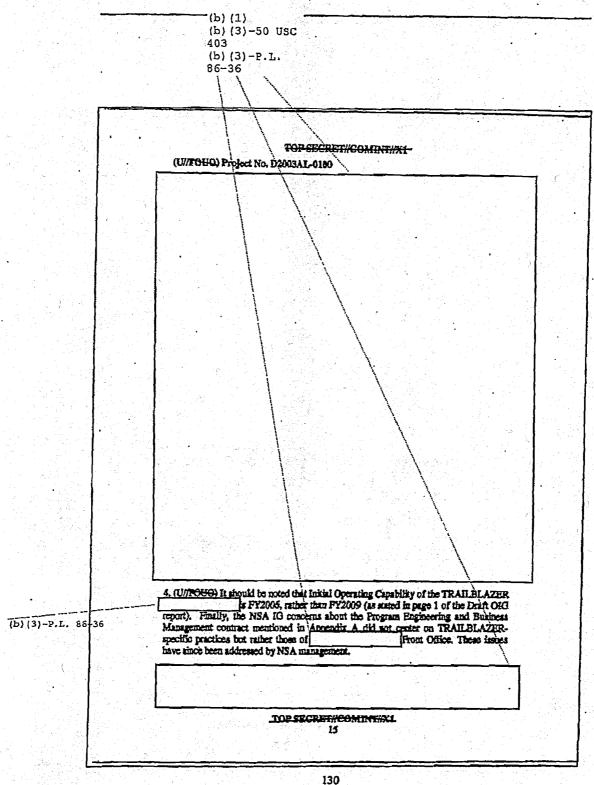


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(U//FUUS) Project No. D2003AL-0100	///
(U) Comments on DoD IG Andil of Requirements for the TRAILBLAZER and THINTHREAD System Project No. D2003AL-6196	
(U//FOUO) The following comments address technical and editorial items of concern in the subject Project Report.	
1. (S/SB-The Executive Summary's statement that TRAILBLAZER development "wasted" pf dollars" is not accurate. As the NTA Modernization Study observed, TRAILBLAZER is not only about digital network exploitation, but also encommasses cultural transformation (neopic, processes, and policies) And, although TRAILBLAZER is currently in	1
the developmental phase, if has already delivered algorificant capabilities, such as:	
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(15) - [: - : - : : : : : : : : : : : : : :	
현사 시작으로 이 회사를 다고 하지만 모으면 어떻요.	1
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경영 등 교육들은 본 사람은 경우를 받아 모르는 것이다.	
있다면서 사람들이 바라 아니라 이번째 하는 사람들이	
월리는 그들은 시간 얼마를 하는데 함께 되었다. 그렇다.	
"현고, 등도 이렇게 걸린 불빛이었다는 이번 계상	
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#### TOP SECRET//COMENT//20291123

Final Report Reference

Revised p.35

#### TOP SECRET//COMENT//X1

#### (U//FOUO) Project No. D2403AL-0160

(U//FOH9) DoD OIG Recommendation B.2: Provide the results of the external assessment to the TRAILBLAZER Technology Demonstration Platform Miliatone Decision Authority for use in making the Miliatone B decision.

#### (U) NSA Response: Concur

(U/ROUG). As mentioned in the response to Recommendation B.1, the PEO and TRAILBLAZER intend to provide the results of the independent assessment to the TRAILBLAZER Milestone Decision Authority (MDA) for use in making the Milestone B decision. These results will also be sent to the DoD IG, the NSA KG, and NSA's Office of General Commel.

(U/FOUO) It should also be noted that TRAILBLAZER has long-established plans for external assessment of the TDP for preparation for Milestone B. The Independent Verification and Validation (IV&V) of 29 Byahustion Criteria is being conducted by NSA's independent Office of Corporate Assessments' Test and Technical Evaluation element (ITB). The Parly Operational Assessment and Operational Assessment will be performed by JITC, which had established a presence in TRAILBLAZER spaces by November 2003. Results of both activities will be provided to the Milestone Decision Authority before Milestone B.

(C) Target Date of completion: Results of the independent assessment of will be provided to the MDA by Milestone B, currently scheduled for December 2004.

#### (C) DoD OIG Personnendation B.3:

(U) NSA Response: Concur

(UITEOUS). Target Date of completion: This action will be completed by the Milestone B target date, currently scheduled for December 2004.

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		그 보면 함께 그런 하는 이 속을 하는 것도 그렇게 있는
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		403 (b) (3)-P.L.
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- 1		(U//FOHO) Project No. D2003AL-0190
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1	L	
		3. (C) The OIG Report's citation of the NTA Study's recommendation
		also must be clarified.
		4. (Gr Although the Executive Summery Indicated that TRAILBLAZER
		[발레기가 되게 어릴 것도 이 이 또 티이어 전 그림으로 함
		바다 사용에 가장하다 하는 사이지 않아 가다고요?
		[존전점] : 네트 마음(Vincolor) : 네트리트 레틴트 네트리스
		(U//FOUC), Target Date of completion: Milestone B is currently scheduled for December 2004.
		오른 시민은 시작에는 이번 가고 있는 것이다.
i		그렇게 되지만 이용할만 어려면 맛은 하는 것이다. 그림을 다 먹
		수는 그 그러지는 이번 모르게 이용을 모르는 시간 때에게
		그는 하는데 이 이 이 아이는 그 중의 없는데 얼마를 들는데 하셨다.
		등을 통하고 있는 것이 없는 그 사람들은 사람들이 하다 하는데 없다.
		요리 중 없는 것이라면 가게 하는 생생이라고 하는 살까지 그렇다
		그 하는 항상을 다고 있다. 그 사람은 이는 전달화를 하다
		회사를 보고 소리 그래 보이 그들의 이번 함께 들어 있다.
		TOP SECRET/COMINT//XI
		뉴이트, 다른데 아름다움 바이지 그렇게 이 시간하는 그 모든데

# DOCID: 3253346 TOP SECRET#COMINT#20291123 (b) (1) (b) (3)-P.L. 86-36 Final report Reference TOP SECRET//COMINT//X1 (U//FOUG) Project No. D2003AL-0100 (C)—SIGINT Architecture and Documentation: TRAILBLAZER and TDP have invested considerable affort to build a SIGINT architecture that is consistent with current DoD emphasis on open architecture and scalability, that applies DoD/commercial/NSA standards, and that is documented in DoD Architecture. Framework (DoDAF) architecture views. page 77 2-(3//53) The Executive Summary's assertion that NSA "disregarded solutions to urgent national accurrity receiv" is not accurate. TOP SECRET/COMINT/X1-10 125 -TOP SECRET#COMENT#20291123

#### TOP SECRET//COMENT//20291123

(b) (1) (b) (3)-P.L. 86-36 TOT SECRET//COMPAT/IXT (U//FOUG) Project No. D2003AL-0160 TOP SECRET//COMINT//X1-

124

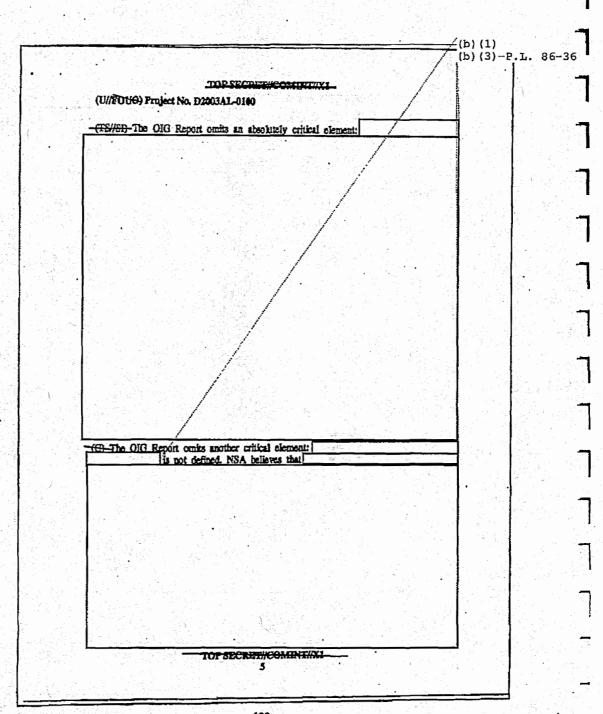
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(b) (1) (b) (3)-P.L. 86-36	
	Final Repor Reference
(U/FOHO) Project No. D2003AL-0100  (C)-DoD OKG Recommendation B.1: Designate a team to assess the ability of	
CO FACTO CAS RECOGNISES AND SECTION OF THE SECTION	Revised p.35
(U) NSA Response: Conour, with comments  (C)-TRAILBLAZER welcomes an open review of	
(U//POEG) At this time, it is necessary to address some misconceptions in the DoD OIG's Executive Summary and Draft Report, as follows:	
1. (S/S) First, NSA does not agree with the DoD OlG's assessment	
TOP SECRET//COMINT//AT	

#### TOP SECRET//COMINT//20291123

	TOP SECRETI/COMENT/IXT
$\lambda$	(U//POUO) Project No. D2003AL-6100
	TC) DoD OIG Recommendation A.3:
1 /	
1	막게 그렇게 되었다면 하시네었다면 이번 얼마나는 이 이 이 아이를 받는
1	<u>이 가는 연락하는 것 같은데, 한 경우 그는 동안한 그리고 있다는데</u> 다.
11/20	(U) NBA Response: Concur
1	(U) (I) A CONTROL OF THE CONTROL OF
\	그는 그는 사람들에게 그로 가장하는 말이 그는 말을 그리는 그리는 이 말로 그리는 것
1	[2011년 1월 1일
, j	
	막게 있는 그 말이지 않아요? 그는 말이 모양한 그리고 모양하다.
•	하는 없을 이 그 때 그 모양된 아이들이 얼어져 되는 이 이렇게 모네는
	불러워 되어 나는 이 시간에 있어 나는 그리고 아이들의 그 전 사회 모모 없네 다
	- 200년 122 - 기본 전 122 22 22 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	하는 이번 그리 하네요. 바로 잃었습니다고 십시 하를 하면 하는 것이 없는 다음이다.
	했다. 영화민 전에 가면 경화하다면 하는 경기를 하는 사람들이 살아가 되었다.
5 3 5 703	IT 문화를 잃었다. 마음화를 보고 있는데, 그 글라는 그리고 하다 📗
11.7	
	경기 전 경기를 잃고 들었다면서 이 그리고 화장하게 그가 되었다. 그 네티
	(U) Target Date of Completion: Complete.
	바이다 많아 그는 그들이 사용하다고 말면 되었다. 이 그리고 하는데 그
	낡다 하는 음료 문제 이번 활동하다 회장을 통해할 때 하다는 그리고 하고 있다.
	면상 이 아니까요? 그 모바셨습니다. 보고 병원하는 그 사이는 보고 하신 모든 것은
	[1] 나는 바닷크랑스에 보았다고 하는데 되는 말 하는데 하고 있다.
1 7	·프로마이스 등 이 이번화를 되고 5 - 그는 방향에 보이 하스티트를 했
11. 12	뇌물과 배마 그는 그 아니라 가는 것 같아. 이 그리는 그 사람이 되었다. 그 그
	그림 남자는 그 사이에는 그 그 그 그 그 전에서 바다가 된다면 그 사이를 가지 않는 것이 없는 그 없다면 그 없는데 그 없는데 그 없다면 그 없다면 그 없다면 그 없다면 그 없다면 그렇다면 그 사이를 다 되었다.
	설명 수준이 다른 이 사람은 얼굴하다 그는 그 나를 보았다.

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(	b) (1) b) (3)-P.L. 86-36
	(U//FOUG) Project No. D2003AL-9100
	(U) Target Date of Completion: Complete.
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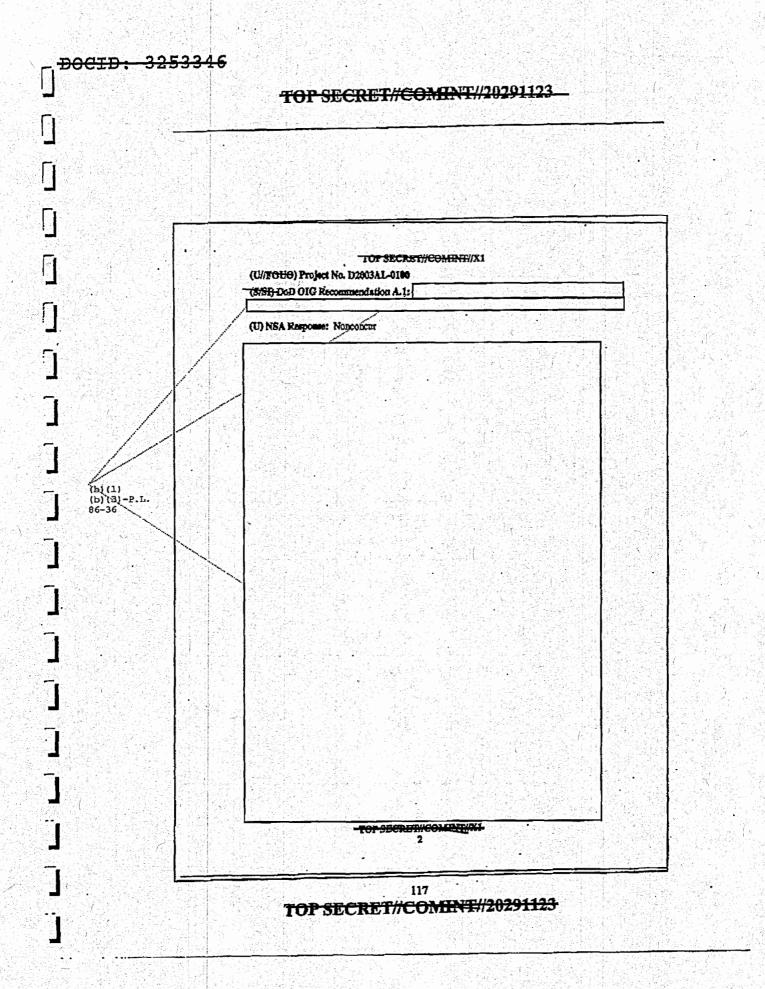
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		OUG) Project No. D2003AL-9160  DoD OKG Recommendation A.2:	24 (1997) (1997) 2 (1997) (1997) (1997) (1997) (1997) (1997) (1997) (1997) (1997)	Revised
11	(U)	(SA Response: Nonconcur		pg. 25
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		일이 그는 경험 투자는 그들이 받는 것이 혼자가 있었다.		

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		in the single	
487 NSA recommends the	t the following items be b	ighlighted within the C	IG Project
Report:			
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NSA cooperates v	rith and responds to Cong apability is valued by NSA	(CAS) L: /	
NSA cooperates v	rith and responds to Cong apability is valued by NS/	(CB) L: 7/-	
NSA cooperates v	rith and responds to Cong spabliky is valued by NSA	(CM)	
NSA cooperates v	rith and responds to Cong apabliky is valued by NSA		
NSA cooperates v	rith and responds to Cong apability is valued by NSA	CSS; 125	
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NSA cooperates v	epabliky is valued by NSA		
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#### TOP SECRET//COMINT//X1

### (U) Audit of the Requirements for the TRAILBLAZER and THINTHREAD Systems

#### (U/FOUG) Project No. D2003AL-0100

467 This paper contains responses to recommendations made by the DoD OH? Audit of the Requirements for the TRAILBLAZER and THINTHREAD Systems (Project No. D2003AL-0100). It also includes discussion of key comments from the OH? report that NSA feels obligated to address.

-(S/SI)-A significant point of departure among Old Report secritions and NSA understanding, reflected within NSA's responses below, concerns

(C) Although NSA will agree to conduct an independent assessment of TRAILBLAZER we believe that it will validate all of the assertions made in our responses to the OlG recommendations. Furthermore, we do not agree with the original Hot Line complaint that frand, waste, and abuse occurred during the which was

conducted in an open fushion to provide the best benefit for Agency mission and customers. More importantly, there has been so evidence documented during this OlG investigation that supports that complaint.

DRV PM: NSACSSM 125-2 Day 4-24 Sah Da

## National Security Agency/Central Security Service Comments (U)



TOP RECEIPT/COMENS/XI
NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE & MEADE MARTINED ROTES 6000

13 August 2004

MEMORANDUM FOR INSPECTOR GENERAL, DEPARTMENT OF DEFENSE
ATTN: Deputy Assistant Inspector General for Intelligence Audits

SUBJECT: (U) Audit of the Requirements for the TRAILBLAZER and THINTHREAD Systems, dated June 18, 2004 (Project No. D2003AL-0100)

(U/IBOHO) Thank you for the opportunity to review and comment on the referenced draft report. Consolidated management comments from our Signals Intelligence Directorate (SID), Acquisition Organization (DA) and Information Technology Infrastructure Services Organization (ITIS) are enclosed. In addition, per your request, a security classification review of the draft report is enclosed. If you have any amentions or need additional information, please contact

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Deputy Chief of Staff

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]	Appendix K. Report Distribution (U)
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	Office of the Secretary of Defense
	Under Secretary of Defense for Acquisition, Technology, and Logistics Under Secretary of Defense (Comptroller) Under Secretary of Defense for Intelligence Assistant Secretary of Defense for Networks and Information Integration
	Other Defense Organization
	Director, National Security Agency Inspector General, National Security Agency Inspector General, Defense Intelligence Agency Inspector General, National Geospatial-Intelligence Agency Inspector General, National Reconnaissance Office
	Congressional Committees and Subcommittees, Chairman Ranking Minority Member
	Senate Subcommittee on Defense, Committee on Appropriations Senate Committee on Armed Services Senate Select Committee on Intelligence House Subcommittee on Defense, Committee on Appropriations House Committee on Armed Services House Permanent Select Committee on Intelligence
	(U)
	일으로 하는 경기에 발표하는 것으로 보고 있다. 1888년 - 1988년 - 1988년 1888년 - 1988년 -
	등 경기 등 등 기가 되었다. 이 경기 등 보는 사람들은 이 기가 되었다. 그 이 경기 등을 보고 있다. 일 경기 가게 되었는 것을 하는 것이 되었다. 그 것은 이 그리고 있는 것이 있다. 중에 가게 되었다.
	경기 보통 기업 보다는 사용한 마음을 모르는 가장 보면 하는 것이 되었다. 그는 사람들이 되었다는 경험 보다면 보고 함께 보고 있다. 1982년 - 1일

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<del>DOCID.</del>	3253346	TOP SECRET//COMINT//20291123	(b) (1) (b) (3)-50 USC 403 (b) (3)-P.L. 86-36
	Executive Sum	ent Comments. NSA management comments also ques mary's statement that "NSA modified or suppressed stu- and not identify where the information was obtained.	tions the dies and stated that the
	(S) Audit Resp however, becau	ponse. We have documented information to support this use of fear of reprisal, we agreed to keep the sources ano ement Comments. The Office of Inspector General Res	nymous.
		nolete and contained inaccuracies. The presentation of t	

	also needs clarific	y's recommendation ation.		
(C) Managem Executive Sum	ent Comments. No mary indicated that	SA management con TRAILBLAZER	nments stated t	hat although the
RAILBLAZE Demonstration and Validation ndependent Of TTE). The Ear	R has long-establish Platform for prepart (IV&V) of 29 Evalution of Corporate A rely Operational Assure, which had estable Results of both a	ents. NSA/manager ned plans for externa ation for Milestone l nation Criteria is bei ssessments' Test an essment/and Operati blished/a presence i ctivities will be prov	al assessment of B. The Independent of The Independent of Technical Evicanal Assessment TRAILBLAZ ided to the Mi	f the Technology ndent Verification by NSA's aluation element at will be ZER spaces by lestone Decision
Authority befor U//FOUO) Au December 200 Platform. Feb	4 because of techniques 4 because 4 be	RAILBLAZER post hnical issues with earliest date that T	the Technol	ogy Demonstration
Authority befor (U//FOUO), Au December 200 Platform. Feb MILESTONE F	4 because of tec ruary 2005 is the 3.	hnical issues with earliest date that T	the Technol RAILBLAZEF	ogy Demonstration  will be ready fo  stated that the

	] [14] [14] [15] [15] [15] [15] [15] [15] [15] [15
	(S//SI) Management Comments. NSA management comments stated that the Execu Summary's assertion that NSA "disregarded solutions to urgent national security need is not accurate.
.) 8)-50 USC 40 8)-P.L. 86-3	<b>▲</b> 프랑크웨드 등 경기 전 경기 하지 않아 보고 있다. 그 사람들이 모든 사람들이 되었다.
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$\prod$	
	— (S//SI) Audit Response. NSA comments are inaccurate. Major issues raised in the management comments are addressed in the report, specifically the issue of
	- 네는 발생수없도 한 학자에는 손전 사람은 학교들이다. 그는 학원인다는 관심 소개 같아 된 것이 있다. 학교학교 등 전하기는 학자 교육을 받는 학교들이 되고 함께되는 그리고 말았다.
	(3) (1) 18 (1) 18 (1) 19 (1) 1

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(C) Managem	ent Comments. NSA managements stated that TRAILE	LAZER and the
Technology De	monstration Platform have invested considerable effort thitecture that is open and scaleable, applies DoD, community is documented in DoD Architecture Framework view.	o build a signal
사람들이 얼마를 먹었다. [1] 나타면 얼마를 하는 것이 없다.	회에는 집중에 가게 되는 그 씨이를 하는 점과 과 가게 되었다.	항공 경우 환경 하장 사람들이 모든 모

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