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NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road
Chantilly, VA 20151-1715

10 June 2010

Mr. John Greenewald, Jr.



Dear Mr. Greenewald:

This is in response to your e-mail dated 9 June 2010, received in the Information Management Services Center of the National Reconnaissance Office (NRO) on 9 June 2010. Pursuant to the Freedom of Information Act (FOIA), you are requesting "...copies of RECON Magazine from the dates of September 2001-January 2002."

Your request was processed in accordance with the Freedom of Information Act, 5 U.S.C. § 552, as amended. A thorough search of our files and databases located two records responsive to your request totaling one hundred nineteen pages (119). These records were released in a previous FOIA case and are being released to you in part.

The material being withheld is denied pursuant to FOIA exemptions:

- (b)(1), which applies to information currently and properly classified in accordance with Executive Order 12958 1.5(c), intelligence activities (including special activities), and intelligence sources or methods;
- (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
- (b)(6), which applies to information, the release of which could reasonably be expected to constitute a clearly unwarranted invasion of the personal privacy of an individual.

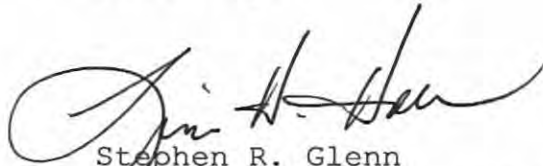
These are the best copies we were able to produce.

The FOIA authorizes federal agencies to assess fees for record services. Based upon the information provided, you have been placed in the "educational/scientific/media" category of requesters, which means you are responsible for duplication fees (.15 per page) exceeding 100 pages. Additional information about fees can be found on our website at www.nro.gov. In this case, no fees were assessed. 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 F10-0148.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen R. Glenn", is written over the typed name.

Stephen R. Glenn
Chief, Information Access
and Release Team

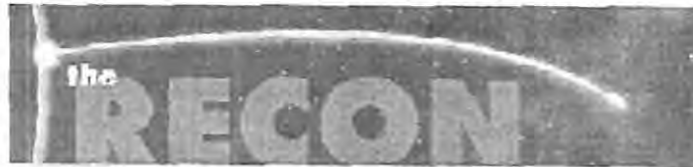
A small, handwritten mark or set of initials in black ink, possibly "dp", is located to the left of the typed name.

Enclosures: RECON Magazines Sept 2001-Jan 2002

Special Edition



God bless America


 Sept 17, 2008
 Vol 10, No. 3

Articles at a Glance:

Important numbers, sites to help

Fellow Americans open hearts, wallets

Marine flag survives wreckage

Notice to upcoming launch attendees

DNRO addresses NRO

Accounting of military personnel

Security to inspect visitors, personnel

EAP offers counseling

Blood donation update

Hall's address to NRO: Be alert of upcoming security drills

You have all responded--as I knew you would--in exemplary fashion to the disruptions and traumas that have followed this week's horrifying events. I want to thank each of you for maintaining your professionalism and dedication to mission under the most trying of circumstances.

I ask that you continue to demonstrate that same focus, dedication, and adaptability as we institute a series of changes to security practices here at the Westfields compound. These changes, described in greater detail below, are intended to enable us to more rapidly and safely respond to potential threats to our facility and our work force.

Familiarization drills will be conducted over the next weeks and months, using both the Emergency Broadcast System (EBS) and audible alarms. The EBS is an internal public address system that will only be used to alert the population about emergency events and/or drills. The EBS is installed throughout the facility in hallways and suites--not individual offices. Sound levels have been set. Please do not make any adjustments to the system. Please call OOPS on the red phone to report concerns about audible levels.

We ask that you:

- Pay attention and react immediately
- Stay calm and respond in an orderly fashion
- Close suite doors--do not set suite alarms
- Do not stop unless directed

Evacuations: Obviously, the specific scenario will dictate where the evacuation will take place. Please listen carefully to the EBS and follow the direction of the Vance guards.

We have heightened security and currently have additional Vance guards at each gate and our outlying buildings. In addition, the Fairfax County Police are present at Westfields and will also patrol on Lee Road, Willard Road, and around Route 28.

The safety of our employees is our number one priority. If you have any questions or concerns, do not hesitate to call the Facility Duty Officer at [REDACTED] (This is **UNCLASSIFIED//FOUO**.)

Hall warns against sharing classified information

It was recently learned that certain NRO personnel have been using their access to other Intelligence Community (IC) databases to share this information with colleagues without regard for sound security principles.

"I am very concerned that these individuals have taken on the role of intelligence analysts and are sharing intelligence data with others that may not have an appropriate "need to know" for the information," says Mr. Keith Hall.

Mr. Hall cautions that a well intentioned effort to keep colleagues informed may result in revealing sensitive plans or national intentions, a serious security breach. He urges all NRO personnel to concentrate on NRO mission at hand and allow the IC and Department of Defense professionals to perform their critical analysis and dissemination functions.

Anyone with information that they believe should be shared with the NRO population, should contact the Operations Support Facility (OSF). The OSF Watch will then make the appropriate distribution. (This is **UNCLASSIFIED**.)

Fund established for WTC, Pentagon victims

The Federal Employee Education and Assistance Agency recently established a fund for the families of federal civilian and postal employees affected by the attack on the World Trade Center and Pentagon. The FEEA is the only non-profit, non-governmental agency whose sole mission is to provide educational and emergency financial assistance civilian federal and postal employees.

To make a donation by credit card, contact FEEA at 303-933-7580 or send a donation to:

FEEA World Trade Center/Pentagon Fund
8441 W. Bowles Avenue
Suite 200
Littleton, CO 80123-9501

Families needing assistance may contact FEEA at 1-800-323-4140

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or 303-933-7580 or by fax at 303-933-7587.

For more information, visit the FEEA web site at <http://www.feea.org>
(This is **UNCLASSIFIED**.)

Last day to give to NRO Disaster Collection Drive



Today is the last day to contribute to the CSA Disaster Relief Collection Drive for the relief workers at the Pentagon and World Trade Center who are working 24-hours shifts.

Suggested donated items include:

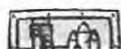
Work Boots	Headache medicines
Bottled water	Rain gear/ponchos
Tents	Tarps
Blankets	Hot Chocolate Instant Drink Mix
Coffee	Donuts
Bread	Catsup
Mustard	Mayo
Canned Soda	Gatorade
Napkins	Plastic/Styrofoam Cups
Tea Bags	Instant Soup
Cookies	Medical Masks
Socks	Towels
Foot Powder	Baby Wipes
Cooking Oil	Work Gloves

For more information or to assist with this or the other NRO Employee Relief Collection Projects, contact [REDACTED] at [REDACTED]
[REDACTED] (This is **UNCLASSIFIED**.)

NRO memorial ceremony set for Sept. 19

On Sept. 19, there will be a memorial service held in the Jimmie D. ill Auditorium from 11 a.m. to 12:30 p.m. for those lost or injured in the recent terrorist attacks. All NRO personnel are invited to attend. (This is **UNCLASSIFIED**.)

Notice to upcoming launch attendees



The launches scheduled for Oct. 1 from Vandenberg

AFB and for Oct. 10 from Cape Canaveral will launch as scheduled. In consideration of current events, Mr. Hall has directed that only mission essential personnel will be authorized to travel to the launch sites. Neither Mr. Hall nor Mr. Fitzgerald will attend either launch.

Please pass this information to anyone with plans to attend the launch. If there are questions about this policy, please contact the Office of Space Launch (OSL). (This is ~~SECRET//TALENT//TK~~.)

Marine flag survives wreckage

As if to symbolize the resilience of America and all that she stands for, *The Washington Post* reported today that amidst the ruins of the Pentagon, a Marine Corps flag was miraculously found undamaged on a fourth-floor Pentagon office.

The flag was carried away yesterday afternoon by Marine Dan Pantaleo who presented it to Marine Corps Gen. Michael Williams before a row of soldiers who saluted the flag in "defiant pride," according to *The Post*. (This is **UNCLASSIFIED**.)

Fellow Americans open hearts, wallets

NY Times
Sept. 13, 2001
Excerpts

Normal, Ill., Sept. 12 -- By the hour, they came: Mothers popped from vans; an Army recruiter emptied his wallet and went back to the bank for more; two postal workers left \$600 collected from colleagues; a shift of firefighters gave \$125.

This was a red-white-and-blue day in Normal and its twin city, Bloomington. At day break, three local radio stations set up a tent to collect coins and checks. Throughout the morning, money flowed into the jars at a rate of \$5,000 an hour.

"We had a mother offering her child-support money," said Paula Mitchell, chairwoman of the American Red Cross of the Heartland and one of the volunteers at the tent.

"I've donated food to the school to send to New York and just given everything out of my wallet," said Mary Lanzerotte, 44, a retired registered nurse. Her wallet held \$80.

"I have two kids," Ms. Lanzerotte said, "and it's been tough trying to explain that there are more good people in the world than evil people."
(This is **UNCLASSIFIED**.)

Important numbers, sites to help

For information about military personnel who might be affected:

Pentagon Family Assistance Center	703-769-3988
Army	800-984-8523/ 703-428-0002
Air Force	800-253-9276
Navy and Marine Corps	877-663-6772

To make financial donations to the rescue effort:

Red Cross	1-800-HELP-NOW
FEMA Hotline	1-800-801-8092

(to donate funds to a World Trade Center Relief Fund or to volunteer)

To donate blood:

Red Cross	1-800-GIVE-LIFE
National Institute of Health	301-496-1048/ 301-496-4506

Information on where to donate is available at:

www.redcross.org
www.washingtonpost.com
www.aabb.org (The American Association of Blood Banks)

Grief counseling:

U.S. Justice Department Family Assistance	800-331-0075
D.C. Department of Mental Health	202-645-2042
D.C. public school system for children	202-442-7699
D.C. public school system for parents	202-442-5674

MR. HALL ADDRESS TO NRO EMPLOYEES RE: TERRORIST ATTACKS ON AMERICA

Good Morning. Yesterday, Sept. 11, was a tragic day for America. I know you join me in extending our deepest sympathies to those who are the victims of this tragedy. As well as extending our prayers for those who are unaccounted for and the very brave and dangerous work that is now underway in rescuing potential survivors.

As Americans, this tragedy affects us all. As NRO employees we have special responsibilities. The president has indicated that he has

marshaled the resources of the intelligence community, and the law enforcement community, in identifying what additional threats there might be to our country, as well as acquiring the information necessary to hold those who are responsible for this attack, accountable.

Undoubtedly, in the days ahead, there might also be requirements to support our military forces in any retaliatory action that might be taken. This is a time that the employees of the National Reconnaissance Office, and all of our teammates, must devote to maintaining our utmost professionalism. In our focus on the important missions that we undertake, I know that some of you may require some special needs, and I request that you work with your supervisors on any special circumstances you might find yourselves in. I also know, that at times such as this, rumors can become a bane to the workforce in terms of what may or may not be going on. I ask you not to spread rumors, but rather, check with your supervisors for accurate information.

This is an important time for our country -- a time that I know that our country will perform just as it always has done in a credit to the democracy that we hold so dear. I know that I can count on you, the NRO employees, for your best efforts and professionalism. Thank You. (This is **UNCLASSIFIED**.)



EAP offers grief counseling

The Employee Assistance Program (EAP), is now offering daily support/discussion groups for all NRO personnel throughout the week on the recent attacks on America. The sessions are to give personnel an opportunity to discuss their feelings or just listen and are scheduled as follows:

Thursday, Sept. 13 11:00 a.m. in 11D15D
1:00 p.m. in 21D04C

Friday, Sept. 14 10:00 a.m. in 11D15D
2:00 p.m. in 11D15D

No sign up is needed. One-on-one counseling and counseling via phone will be available as needed. Contact EAP at [REDACTED] for an appointment. Literature on grief and loss is also available in the EAP office at 12D00. (This is **UNCLASSIFIED**.)



DNRO addresses
NRO

Accounting of
military personnel

Security to
inspect visitors
personnel

EAP offers
counseling

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

(S//TK) IN THIS ISSUE [REDACTED] LAUNCHED SUCCESSFULLY -- GREY

National Reconnaissance Office

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

Vol. 10 No. 14
September 25, 2001



Articles at a Glance

NRO successfully launches [REDACTED]
Attacks lead to greater security at NRO
Security measures planned for down the road
NRO to get in shape with Lean Sigma
NRO ends 40th celebration by looking to future
NRO postpones several upcoming events
Volunteers needed for Family Day 2001
CSA to help victims, rescue workers

NRO successfully launches [REDACTED]

[REDACTED]
[REDACTED] In a cloak of fog and mist, the NRO successfully launched its [REDACTED] on Saturday, Sept. 8 on board an Atlas 2AS booster from Space Launch Complex-3E at Vandenberg Air Force Base, Calif. The launch occurred [REDACTED] at 8:25 a.m. Pacific Daylight Time. Following a flawless flight by the Atlas 2AS, the payload was released into its proper [REDACTED] orbit just [REDACTED] minutes after liftoff.

"All of the components have to come together to make it work – SPACECOM, [REDACTED] civil servants, and NRO. This is an absolutely superb team effort," said [REDACTED] NRO mission director for the launch.

[REDACTED] is the first Atlas 2AS launch from Vandenberg this year.

[REDACTED]

[REDACTED]

[REDACTED]

Gemini is the first Atlas vehicle launched from Vandenberg in 2001 and represents the [REDACTED] (This is **SECRET//BYE//TK-**)

Why the name GEMINI?

There is a long tradition in the NRO Atlas Programs to put the name of a constellation on the side of the launch vehicle. During the development phase of the program, NRO sadly lost two of our finest: [REDACTED] and [REDACTED]. They were two individuals who were alike in the commitment to their job and dedication to the success of the program. When the choice of a constellation was made, Gemini, a constellation representing twins, was a natural choice.

[REDACTED] were typical of the men and women who have worked so hard for the success of the program. As a tribute to [REDACTED] and all the people who have worked on the program, this mission is dedicated to [REDACTED] and [REDACTED]" said [REDACTED] (This is **UNCLASSIFIED.**)

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Attacks lead to greater security at NRO

In light of the recent attacks, the NRO reminds all personnel of the following:

Security gets realigned. To maintain a secure working environment, all NRO security offices and personnel have now been placed under the Director of NRO Security. The change will enhance centralized security planning and be transparent to most of the workforce.

Cell Phones . NRO policy require that cell phone batteries be removed when in an NRO facility. Cell phones must be stored in a purse, briefcase or comparable container and features such as voice initiated operations, automatic answer, and silent ring must be deactivated.

Computer Clean Up. Streamline Support requests that all personnel delete any unnecessary e-mails in the inbox and sent boxes. COMM recently discovered that 20% of NRO personnel currently occupy 80% of the server space.

Travel. Official travel has been restricted to only those trips necessary to meet essential mission requirements. This ban will be in effect until the end of October. Personnel deployed by the Reserve or National Guard unit are subject to the travel

policies of the unit.

Proper Use of Classified Information. Classified information, particularly about the recent attacks, should not be used or accessed by NRO personnel to share with colleagues without the appropriate need-to-know. (This is **UNCLASSIFIED//FOUO**.)

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Coming soon . . .

Security measures planned for down the road

Several important security measures are currently being planned for the NRO. Here are just a few:

Security to issue evacuation procedures. The Office of Security will soon issue a bulletin on evacuation procedures and upcoming exercises. Security is also working on developing a new website to consolidate key information and to take questions. Watch the ByeWay for details.

Speed Limits. Speed limit signs will soon be posted at all Westfields entrances. All personnel are encouraged to drive slowly when entering and departing compound.

Personal Travel. The NRO is currently reconsidering its personal foreign travel policy. NRO policy presently require all NRO personnel to report all personal foreign travel to a Program Security Officer (PSO) 21 days in advance of the travel date and submit a post travel form 30 days after foreign travel. NRO policy also supports the travel policies of all parent organizations especially if such policies are more restrictive. [REDACTED] personnel are obligated to follow the [REDACTED] agency's travel policy. (This is **UNCLASSIFIED//FOUO**.)

EAP help offices through grief



The Employee Assistance Program (EAP) offers group counseling for offices as well as one-on-one counseling and counseling by phone.

For an appointment, contact EAP at [REDACTED]

(This is **UNCLASSIFIED**.)

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I. Dire

NRO to get in shape with Lean Sigma

[REDACTED]



The NRO is looking to cut the fat with the help of Lean Sigma. No, it isn't a new fad diet but a combination of two management tools that seek to eliminate waste and improve variability within the workplace.

Used by Lockheed Martin, these techniques provide a new way of thinking that requires organizations to map out on paper how it does business in terms of steps, time and manpower. Six Sigma, pioneered by Allied Signal and Motorola and made famous by GE in the '90s, takes a more technical approach by taking a quantitative view of efficiencies by identifying those sources that cause the most variability in our key processes and bringing them under control. Both tools rely heavily on customer focus and apply to any multi-step process.

To demonstrate that Lean Sigma can work within the NRO, [REDACTED] Director IMINT Contracts, headed up a 20-member team of various contracting stakeholders who mapped out the process of a Request to Contract Action (RCA). Using Lean Sigma, the team reduced the almost 2 month, 16-step process to less than 2 days and 8 steps. The results were truly impressive and are being briefed to key NRO forums such as the Acquisition Steering Group. IMINT's R&TS Sector has agreed to act as a test bed for this new process. Should the recommended changes to the process be viable the ACE Management Integration Group would work to implement the new process throughout the NRO.

"I was impressed by top leadership's willingness to examine the processes on all levels. They are genuinely and sincerely interested in making continuous improvements to make an already great NRO even better," said [REDACTED] who, along with the ACE Change Management Center, is looking for other opportunities within the NRO to test Lean Sigma. "We welcome any ideas that people may have to offer," said [REDACTED] sent to [REDACTED] or [REDACTED] at the ACE Innovation & Change Manager [REDACTED]. For more information, contact him at [REDACTED].

"If other projects prove successful in other parts of the organization, Lean Sigma could be adopted as the standard," said [REDACTED] (This is **UNCLASSIFIED**.)
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NRO ends 40th celebration by looking to future



NRO personnel and distinguished guests watched a piece of NRO history take place before their eyes at the 40th Anniversary Closing Ceremony and Time Capsule Dedication on Friday, Sept. 7.

"The importance of these ceremonies lies in the recognition of all who contributed their intelligence and labor over long hours, and weren't often able to even tell their families what everyone - past and present," said Mr. Hall.

DNRO Keith Hall (left) looks on as [REDACTED]
(right) helps lower the top onto the time capsule.

Some of the items in the capsule include the first flags that flew over the NRO when it began it opened its doors for the first time. Other items of interest include a variety of Director coins, a NeXT Manual.

The capsule is scheduled to be opened on the NRO's 100th Anniversary in 2061.

For more pictures of this event, visit http://www/s_ms_o/photogallery/
(This is **UNCLASSIFIED**.)

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NRO postpones upcoming events

The following NRO events have been postponed due to the recent attack on watch the Announcements on the Byeway for more information as it become

Pioneer Recognition Ceremony, scheduled for Sept. 25 will be reschedule determined. For more information, contact [REDACTED] at [REDACTED]

- **2001 Compliance in the Black Conference**, scheduled for Oct. 2 - 4 will be reschedule registration fees received will be returned within the next two weeks. For more information at [REDACTED]
- **Space Naval Conference**, scheduled for Oct. 11 - 12 will be rescheduled for Spring 2002 determined. For more information, contact [REDACTED] at [REDACTED]
- **Tech Forum**, has been rescheduled for March 20-21, 2002. For information, contact D

(This is **UNCLASSIFIED**.)

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Volunteers needed for Family Day 2001

Preparations are now underway for Family Day 2001 scheduled for Saturday, 6 p.m. at Westfields. Volunteers are currently needed for a variety of activities.

Contact [REDACTED] at [REDACTED] or [REDACTED] at [REDACTED] for more information
(This is **UNCLASSIFIED**.)

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CSA to help victims, rescue workers

In light of recent terrorist attacks, the Community Service Activities (CSA) NRO Disaster Relief Fund for the families of all NRO personnel who died in attacks.

Contributions made payable to NRO Disaster Relief Fund can be mailed to the following address

Internal mailing address
[REDACTED]
C/MS&O/MS
12B02J, Westfields

External mailing address
[REDACTED]
C/MS&O/MS
National Reconnaissance Office
Room 12B02J
14675 Lee Road
Chantilly, VA 20151-1715

Anyone aware of a family who is eligible should contact [REDACTED] at [REDACTED]

Letters and cards of appreciation are also being collected for the disaster relief workers. These include fire, search and rescue, the National Guard, construction, and medical personnel involved in the disaster in New York, Virginia and Pennsylvania. Collection boxes are located at the entrances of Westfields buildings. (This is **UNCLASSIFIED**.)

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Give Us a Call !!



Got a story idea? Give it to The Recon!
Contact [REDACTED] at [REDACTED] today.

~~SECRET/bye/TK/X1~~

[REDACTED] 1.5c/X1/NCG 5.101 May 2000

UNCLASSIFIED//FOUO

IN THIS ISSUE: SECURITY GETS NEW WEBSITE — STAYING SAFE AT WO

National Reconnaissance Office

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

Vol. 10 No. 15
October 5, 2001



Articles at a Glance

Security keeps NRO safe with new website
Workplace safety tips
Reminder about DoD decals
NRO adds four more names to Pioneer Hall
Director's Innovation Initiative solicits new ideas
Bush thanks CIA, pledges budgetary support
ODLC establishes new program for future NRO leaders
NRO postpones Family Day 2001

Va.'s Lt. Governor to visit NRO for Disabilities Awareness Month
NRO Blood Drive

Staying safe and secure

Security keeps NRO safe with new website



NRO Security is stepping up efforts to educate personnel about how to stay safe. In addition to disseminating pocket-sized brochures that offer tips on how to remain safe in airports, hotels, and home to work travel and cards outlining Westfields evacuation procedures and the many rendezvous points, Security, in conjunction with the Counterintelligence staff and MS&O, has also published NRO Security Status, a new website, on the Byeway.

NRO Security Status offers one-stop shopping for the latest on NRO security policies on travel cell phones and access approvals, messages to industry partners from the Director of Security and Director notes related to security. It also provides information on evacuation procedures, a rendezvous point map, Pentagon crisis information and lists a host of high threat countries to avoid for those traveling.

Most notably, the site's *Let's Talk* section welcomes questions, comments and concerns on the world situation and encourages users to discuss how the situation is affecting them personally and professionally. A response will be provided by e-mail within 24 hours.

(This is **UNCLASSIFIED//FOUO**.)

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Maintaining a safe workplace



Workplace safety tips

The recent attacks has affected security everywhere. Nowhere is that more true than here at the NRO. As a result, NRO Security encourages all personnel to remain vigilant in maintaining personal security by adhering to the following protective measures:

Report all suspicious activities or persons immediately to a Facility Duty Officer (FDO).

Be suspicious of strangers, especially those carrying briefcases/containers, and those taking photographs of the facility or unknown personnel "hanging around."

Watch out for unidentified vehicles near the facility and report them to a FDO

Remove and safeguard badges when outside an NRO facility.

Challenge personnel without appropriate identification when in an NRO facility.

Avoid providing unnecessary information to strangers.

Be cautious about providing information about travel plans, security measures and/or procedures.

- Keep window coverings (blinds) closed
(This is **UNCLASSIFIED**.)

Reminder about DoD decals



Given recent world events and heightened threat conditions, owners of vehicles with a Department of Defense decal are reminded to remove the decal prior to selling, trading or donating their vehicles. Disowned vehicles with the decals can give unauthorized individuals installation access. (This is **UNCLASSIFIED**.)

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NRO announces 2001 Pioneers

Four more names added to Pioneer Hall

On Sept. 27, the NRO added four medallions to the Pioneer Wall in honor of the recently announced 2001 National Reconnaissance Pioneers. Lt. Gen. Donald L. Cromer, USAF A.J. (Tony) Iorillo, Vincent Rose and John Walton are now listed among those who have made significant and lasting contributions to national reconnaissance.

"These four honorees played innovative and pivotal roles in expanding NRO's space-borne reconnaissance capability. They expanded this capability into the realm of collecting electro-optical imagery on a near-real-time basis and of collecting radar emissions from horizon-to-horizon across broad frequency ranges," said the Office of Policy's Chief for the Center for the Study of National Reconnaissance, [REDACTED]. "Like the 46 previously honored Pioneers, these four individuals have given U.S. leadership the tools to make informed and timely decisions with now operational, as well as strategic impact."

More information on the [2001 Pioneers](#) is available. For a booklet on the 2001 Pioneers, contact [REDACTED] at [REDACTED] (This is **UNCLASSIFIED**.)

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Director's Innovation Initiative solicits new ideas



The NRO opened the new fiscal year with a solicitation for the Director's Innovative Initiative (DII) Program. This program solicits research and development proposals focusing on new processing methods, new business practices and new sources and sensors.

Established by DNRO Keith Hall, the DII was created to stimulate innovative research and development by reaching out to a broader developer base, establish a risk tolerant environment to conduct high technical risk research with correspondingly high potential payoff, and provide continuous access to revolutionary concepts and ideas. Since its inception in 1998, more than 1,800 proposals have been submitted to the DII Program and 171 have been selected for funding.

The deadline for receipt of proposals is Nov. 7.

For more information on submitting a proposal visit the [DII home page](#) (This is **UNCLASSIFIED**.)

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Bush thanks CIA, pledges budgetary support



President George W. Bush visited the CIA Headquarters on Sept. 26 to thank the Agency for its efforts in the war on terrorism. In his remarks, the President affirmed his confidence in the Agency and expressed his support.

"I've got a lot of confidence in [George Tenet], and I've got a lot of confidence in the CIA. And so should America," said the President. "I know how hard you're working. And I hope all the Americans who are listening to this TV broadcast understand how hard you're working, too. You're giving your best shot, long hours, all your brainpower, to win a war that we're going to win. And can't thank you enough on behalf of the American people."

President Bush addresses the CIA.

The President also pledged to provide the Agency with the necessary support to wage an effective war. "[This] includes making sure that the CIA is well-funded, well-staffed, [and] has got the latest in technology. I believe we can work together to make sure that that's the case. After all, as America's learning, the CIA is on the front line of making sure our victory will be secured."

For a complete transcript of the President's speech, read the Sept.27 edition of [What's News](#) .(This is **UNCLASSIFIED**.)

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CDLC establishes new program for future NRO leaders

Anyone who aspires to become a leader in the NRO should be energized by the Corporate Learning and Development Center's (CLDC) announcement of ***Future Focus: Building Tomorrow's Leaders***, a new NRO leadership development program aimed at leaders at all levels and from all career services.

An integral part of Goal 6, *Future Focus* is designed to develop tomorrow's NRO leaders by enhancing individual skill development and instilling the NRO mission, vision, and strategy throughout the organization. The reinforcement of the NRO "One Team" vision through training, developmental experiences, coaching, and feedback will prepare future leaders to lead in a changing environment.

Because effective leadership is vital to helping employees reach their potential, realize the NRO mission, and achieve its strategic goals, the program is expected to increase significantly the NRO's ability to retain mission-critical skills and enhance its capacity for high performance.

Watch the Byeway for more details about this exciting new program. For more information, contact program manager, [REDACTED] at [REDACTED] (This is **UNCLASSIFIED//FOUO**.)
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NRO postpones Family Day 2001



In light of recent world events, the NRO Board of Directors recently decided to postpone this year's Family Day to a date to be determined. Family Day was originally scheduled for Oct. 20.

"We thank all Family Day committee members and the "behind-the-scenes" personnel who devoted many hours in preparation for this annual event. All of their time and effort will not be wasted, as the planned activities and displays will be used once Family Day is rescheduled," said Family Day co-chairs [REDACTED] and [REDACTED]. "We hope that NRO personnel understand that the decision was based on the desire to keep all NRO personnel and family members safe from potential harm." (This is **UNCLASSIFIED**.)

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Va. Lt. Governor to visit NRO

NRO celebrates Disabilities Awareness Month



In honor of Disability Employment Month, the Office of Equal Employment Opportunity has invited the Lieutenant Governor of Virginia John Hager, to come address the NRO on **Oct. 23 at 2:30 p.m.** in the Jimmie D. Hill Auditorium. All NRO personnel are invited to attend.

Lt. Gov. Hager is the second highest ranking official in the state of Virginia. His perseverance and determination led him to go from being a lower-level business executive to executive vice president and eventually to the state house after overcoming a near-fatal bout with polio.

Mr. Hager graduated from Purdue University with a degree in mechanical engineering and earned a MBA from Harvard. He served in the United States Army and Army Reserves and rose to the rank of captain. *(This is UNCLASSIFIED.)*
[Back to Top](#)

Give blood and give life

NRO Blood Drive

All NRO personnel are encouraged to give blood at the NRO Blood Drive on **Oct. 17 -18** at **8 a.m. - 2 p.m.** in rooms **C11J-T**. To sign up, visit http://www/s_ms_o/DBS/BloodDrive/Frameset1.asp or call [REDACTED] for more information. *(This is UNCLASSIFIED.)*



Give Us a Call !

Got a story idea? Give it to The Recon!
Contact [REDACTED] at [REDACTED] today.

UNCLASSIFIED//FOUO

[REDACTED]/1.5c/X1/NCG 5.101 May 2000

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

IN THIS ISSUE: NRO COMPLETES [REDACTED]

National Reconnaissance Office

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

Vol. 10 No. 15
October 18, 2001



NRO completes [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] (This is classified

SECRET//BYE//HK)

The Cape remembers co-workers killed in Sept. 11 attacks

[REDACTED] On Oct. 10, friends and co-workers gathered at Cape Canaveral Air Force Station, Fla. dedicate a memorial to [REDACTED], the two NRO contractors killed in the Sept. 11 attacks. The [REDACTED] Launch Team held the ceremony just hours prior to the launch to remember their two co-workers and to dedicate two black olive trees and a granite marker placed at the Technical Support Facility in their honor. [REDACTED] was a propulsion engineer and [REDACTED] a power/T&C systems engineer with the [REDACTED]

[REDACTED] "We wanted to do something special for them," says [REDACTED] and friend, [REDACTED] "They were both diligent professionals -- 'can-do' type of guys and h respected."

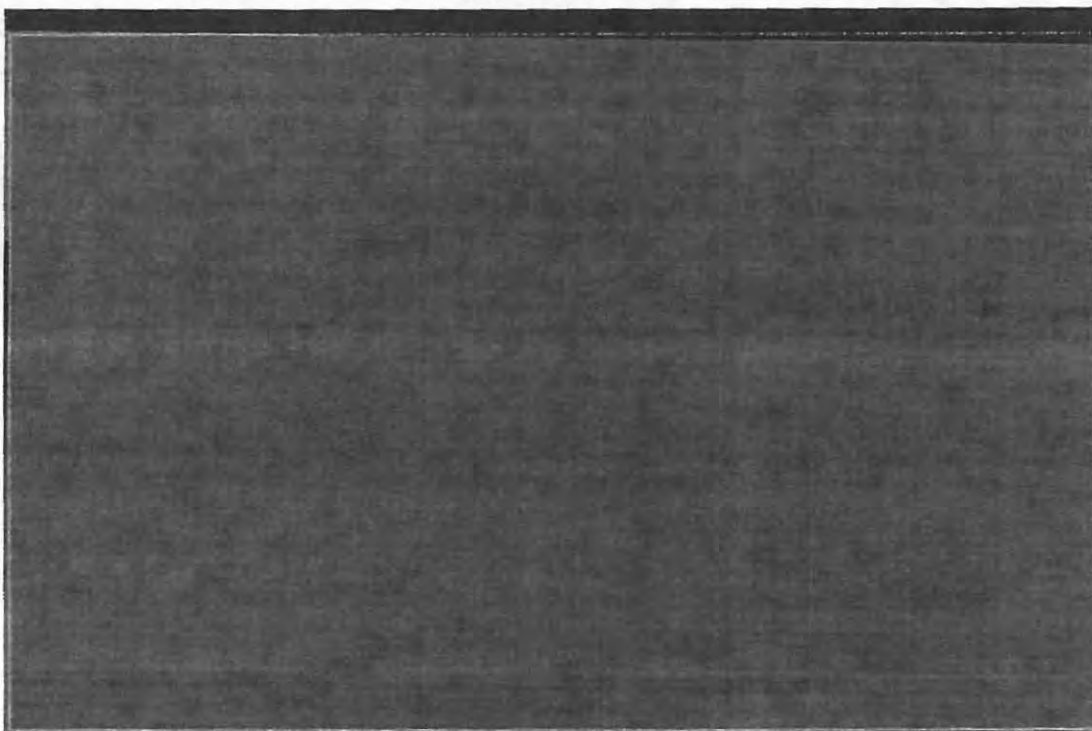


In honor of their memory, many co-workers have a renewed focus and dedication towards their work following in the footsteps of the deceased. "A large number of us have decided to uphold the tradition [REDACTED] and [REDACTED] set as systems engineers," says [REDACTED]

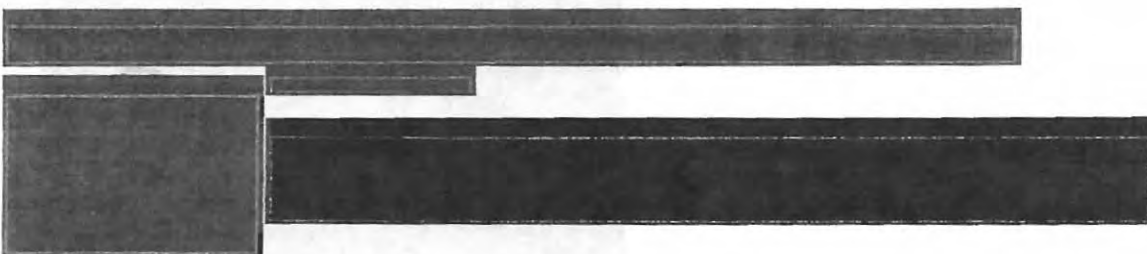
Their passing was difficult for many at the Cape. [REDACTED] were just at the Cape a week before the attacks," says [REDACTED] another team member. "They left the Cape to go to [REDACTED] for rehearsal support. They were traveling home to their families when the plane was hijacked. Their passing took a while to sink in."

[REDACTED] 30, joined the [REDACTED] contractor (SVC) in 1996. He leaves behind a wife. [REDACTED] 40, joined [REDACTED] in 1985. He leaves behind a wife who is expecting their first child.

Members of the [REDACTED] launch team with the two olive trees and the granite marker dedicated to [REDACTED] (This is ~~SECRET~~/TK/X1:)



Neg: P105-01-00



[REDACTED]

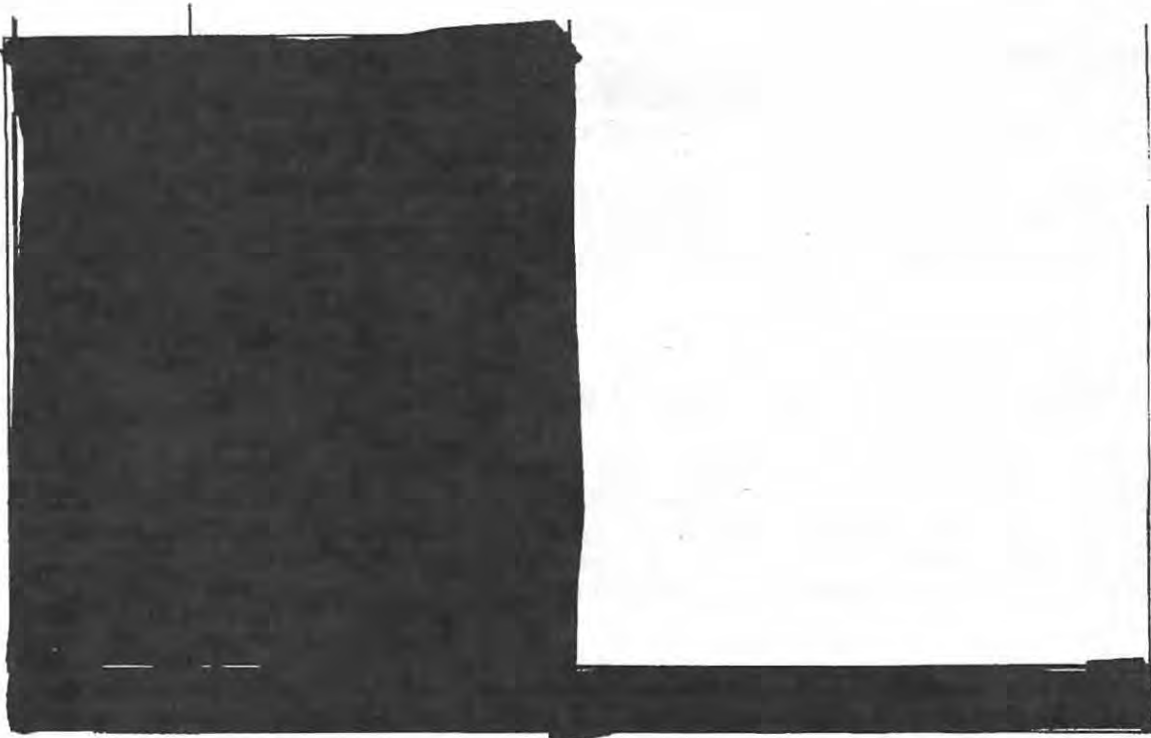
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



(This is **SECRET//BYE//TK.**)

NRO supports Navy to bring deceased sailors home

The NRO is currently helping the Navy locate a twin-engine Navy seaplane that crashed on Thurston Island, Antarctica in 1946. The flight was a part of one of the largest US Antarctic scientific and exploration expeditions to date. It was in an uncharted region to complete an aerial survey and drop American flags claiming the territory for the United States, when in white out conditions, the seaplane crashed into an ice shelf and exploded. The crash took the lives of three American sailors who remain buried on the island.



Although the accident occurred over 50 years ago, surviving crew member James Robbins still longs to bring the bodies of his shipmates home. He has even petitioned the Navy to do so. As a result, the Navy, with the help of the NRO, US Geological Survey, the National Science Foundation, and NASA is presently reviewing imagery to determine the feasibility of a recovery effort.

The NRO has provided all archived [REDACTED] to the US Geological Survey for comparison with the 1946-47 Navy hand-held imagery to determine the rate of change in the ice sheet at the site. [REDACTED]

Downed Navy seaplane and burial [REDACTED]


Additional [REDACTED] collections are planned to [REDACTED]

site for three American sailors. pinpoint the crash site to determine the presence of [REDACTED] and other hazards that may hamper casualty recovery team operations. Eventually, the NRO will take [REDACTED] to locate possible areas for approaching ships, potential base camps and aircraft landing strips for the recovery crews.

Once all imagery is analyzed, the Secretary of the Navy will decide if recovery is possible. Due to its remote location and inhospitable and dangerous terrain, Thurston Island has not been visited or explored since the crash. (This is **SECRET//TK**.)

Eyeing the enemy

Website reveals NRO role in war against terrorism

 To learn how NRO is supporting Enduring Freedom, America's war against terrorism, visit the [NRO Customer Support website](#). The site is managed by the [NRO Customer Support Center \(CSC\)](#) and offers a comprehensive view of NRO support to mission partners and end-users to help Ds and Os coordinate and share information enabling NRO to provide better customer service.

The site also features all customer support the NRO provides in a variety of formats at the [Customer Support Picture](#) page. On this page, users can search for information about NRO support to customers by mission partner, customer account, customer type and customer support activity type to better increase awareness for those who need to know what we are doing for customers. Point of contact information and biographies for NRO field representatives, NRO customer support policies, and links to websites of mission partners such as CIA, USSPACECOM, CMO, DIA, NIMA, and NSA are also available.

"The CSC plays a vital role in connecting NRO product experts to solve real customer problems. Equally important, is that we use our shared knowledge of customer problems, and the application of our data and services to solve them, to quantify our value to customers for Congress and other stakeholders," says [REDACTED] former OSO Deputy Director responsible for establishing the CSC.

Currently, the CSC is heavily engaged in support the Enduring Freedom Crisis Action Team Working Group to focus NRO's collective effort in support of the operation. The CSC resides in DDMS/OSO, but serves a corporate function in accordance with NRO's Customer Support Policy. (This is **UNCLASSIFIED**.)

Getting beyond command & control

Former Navy officer to speak at NRO on how to manage



Former Navy Commander D. Michael Abrashoff will be at the NRO to speak on **Grass Roots Leadership: Beyond Command & Control** on **Tues. Oct. 30** from 1-2 pm in the J.D. Hill Auditorium. All NRO managers and personnel are invited to attend.

When Abrashoff took control of the USS Benfold, one of the most

sophisticated and technologically advanced ships in the Navy, he heard cheers celebrating his predecessors departure. To avoid the same fate, he decided to abandon the traditional authoritarian "command and control" leadership model. Instead, he got to know all the crewmembers as individuals, requested their input and implemented their ideas and strategies whenever possible. The results yielded a \$15 million in savings in one year, a new record in performance tests and increased the re-enlistment rate from 28% to 1000%.

This lecture is a part of the new Workforce Excellence Lecture Series. This series is devoted to increasing awareness of and enabling NRO leaders to achieve Goal 6: Creating and maintaining a world-class workforce and is sponsored by the Office of Equal Employment Opportunity and Military Employment. (This is **UNCLASSIFIED**.)

What could you do with \$100,000?



The Facilities Services Group thanks everyone in advance for their support. (This is **UNCLAS**.)

Vandenberg team speaks at Space Camp

[REDACTED] from the Vandenberg Air Force Base recently spoke to a group of kids at the NASA Learning Center's Endeavor Space Camp about space, rockets, and the history of CORONA and Vandenberg. "We talked about the physics of launch, why we use different rockets and launch from different locations," said [REDACTED]

[REDACTED] speaks to kids about space.

who sat in on our presentation, thanked us afterwards and said that we were one of the most interesting presentations so far," said [REDACTED] "Several of the kids said that ours was the best presentation to date," said [REDACTED]



To help the kids visualize a power rocket, the Vandenberg team showed a flyable model of a Titan IV with a mock satellite under its fairing. They also gave out stickers and posters all of which greatly impressed audience members. "A grandfather

There is talk of giving an even better presentation next year. "For

next year, we are thinking of bringing in a payload transporter so the kids can get a real feel for the magnitude of the spacecraft," said [REDACTED]

In addition to delivering a winning presentation, the Vandenberg crew raised over \$500 and received an additional \$500 donation. Kids listen with interest to the [REDACTED] from the LMTO Booster Club to send four kids to the camp this Vandenberg's team presentation. [REDACTED] year. (This is **UNCLASSIFIED**.)



Baby stuff needed

Community Service Activities is hosting a collection drive for baby items **Oct. 2** Network of Loudon County (YPN). Diapering items, infant formula, and baby food for pregnant and parenting mothers between the ages of 13 and 21 by offering prenatal care, child education courses as well as individual & family counseling.

Collection boxes will be available at the following locations:

WF Cafeteria
Towers 1 & 4 entrances
Meadows I entrance
South Gate 2 & 3 entrances

(This is **UNCLASSIFIED//FOUO**.)



CSA collects food to feed the needy

Community Service Activities (CSA) is sponsoring a Food Drive **Oct. 15 - 26** to help local area food banks. The recent tragedies and increase in unemployment has depleted local area food banks. CSA is working with these banks to replenish their supplies. For more information, contact [REDACTED] at [REDACTED] or [REDACTED] at [REDACTED]

Collection bins are available at:

Tower 1 second floor entrance
Tower 4 entrance
WF Cafeteria

(This is **UNCLASSIFIED**.)

NRO continues to thank rescue workers



In coordination with CSA, the NRO Disaster Relief "Letter of Appreciation" subcommittee, continues to collect letters and cards for those involved with the clean up of the Sept. 11 attacks. Over the last 3 weeks, more than 200 cards and letters have been collected throughout the NRO.

The letters are a way for NRO personnel to say "thank you" to the American Red Cross, firefighters, police officers, urban rescue teams, National Guard and Coast Guard -- all those who have been on the scenes around the clock since the tragedies of September 11, 2001.

Personnel who have not done so already are encouraged to take a moment to lift someone's spirit by writing a thank you letter.

(This is **UNCLASSIFIED**.)

To submit a story idea,
call [REDACTED] at [REDACTED]

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

[REDACTED] 1.5c/X1/NCG 5.101 May 2000

Special Edition

Oct. 25, 2001
Vol. 10, No. 16

x

No anthrax found at NRO

- The mail inspection blue trailers have been tested and there is no trace of anthrax. Precautionary testing of the facility will continue and all mail handling personnel have the option of being tested for exposure to anthrax, and to receive medication if they desire.

All incoming mail to NRO Headquarters is being X-rayed, opened, and inspected in the blue trailers adjacent to the Westfields Headquarters building. NRO security procured chemical and biological testing kits several months ago.

- All corporate mail being brought to NRO Headquarters, including the local geographically-separated sites, **must** go through the Westfields mail processing facility.
- All NRO sites will be receiving the same chemical, biological, and radiological screening equipment as being used at the Westfields Headquarters site. Reasonable and prudent precautions will continue.
- Maintain your vigilance. Check the [security website](#) for information about mail handling precautions, and an anthrax description.

(This is **UNCLASSIFIED//FOUO**.)

Special Edition

Oct. 31, 2001
Vol. 10, No. 17

President Bush nominates Teets as USECAF, DNRO

On Oct. 30, President George Bush sent the nomination of Peter B. Teets to the Senate to be Under Secretary of the Air Force. If confirmed, he will also become the Director of the National reconnaissance Office.

Teets was the President and Chief Operating Officer of Lockheed Martin Corporation from 1997 to 1999. He previously served as President and Chief Operating Officer of the Corporation's Information and Services Sector, a post he held since the Lockheed Martin merger in 1995. Prior to the merger, he was President of Martin Marietta Space Group where he had served since 1963. He is a Fellow of the American Institute of Aeronautics and Astronautics and the American Astronautical Society, as well as a 1999 inductee into the National Academy of Engineering. Teets received both an undergraduate and Master's of Science degree from the University of Colorado. *(This is UNCLASSIFIED//FOUO.)*

Special Edition

Nov. 1, 2001
Vol. 10, No. 19~~Confidential//X1~~

Increased security posture is not related to any identified threat to NRO facilities

NRO headquarters and associated facilities are taking a number of measures to increase security posture, including the placement of additional barriers at the main entrance and in front of the conference center. On Monday, Nov. 5, Vance Uniformed Security Officers will begin patrolling outside the compound and a chicane (concrete slalom) will be in place at the main gate. Also effective Monday, no trucks or oversized vehicles will be allowed to access the main gate. All visitors must use the gate house located at the south end of the property; however, a passenger drop-off area will be maintained outside the main gate. For the safety of all personnel, please do not drive in excess of five miles per hour when entering the compound.

NRO Security and NRO Counterintelligence emphasize that **there are NO known active threats against NRO employees or facilities.** In the event of a specific threat, employees will be notified in a prudent and timely fashion. Employees are advised to recognize that threat profiles vary with location and component functions, and they should maintain vigilance wherever they are.

The additional barriers are simply prudent enhancements of federal building protection during time of war. In addition, these and other security enhancements are part of ongoing precautions against potential terrorist attack. By taking proactive measures, NRO Security and NRO Counterintelligence seek to increase the visibility of security, deter threat, and minimize any appearance of vulnerability that might make a facility look like an easy target.

For additional information, see NRO Security Status on the BYEWAY.

(This is ~~CONFIDENTIAL//X1~~.)

Special
Edition



Nov. 8, 2001
Vol. 10, No. 21



Hunter detained near NRO compound

Today, several alert employees reported to security that a hunter was seen in the woods on the south side of the compound (outside of the perimeter fence). Vance Officers and Fairfax County Police Department responded. The hunter was detained, searched and questioned by Fairfax County Police. Further investigation revealed that the individual was in violation of Fairfax County hunting laws. The hunter was never inside the perimeter fence. (This is **UNCLASSIFIED**.)

***Disclaimer:** Special editions of the Recon attempt to provide readers with timely news and information as it becomes known.*

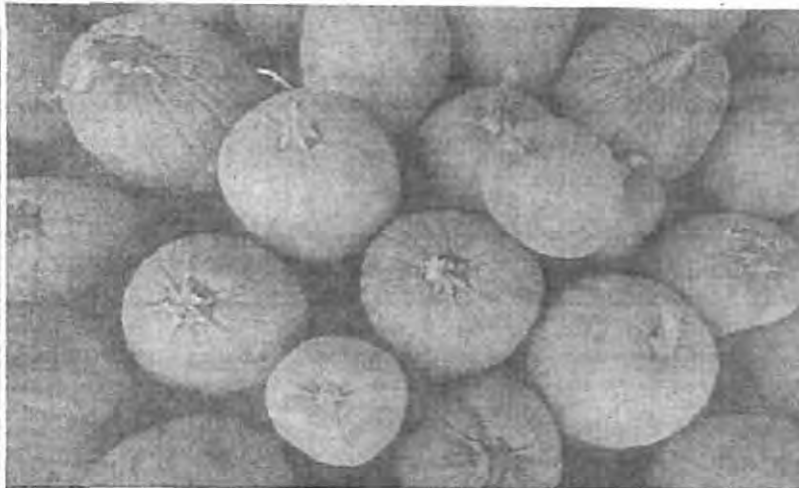
~~SECRET//DYE//TKX1~~

IN THIS ISSUE — TEETS COMPLETES SASC HEARING — WESTFIELDS RE

National Reconnaissance Office

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

Vol 10 No. 22
November 9, 2001



Teets completes SASC hearing, awaits Senate vote

Peter Teets, President Bush's nominee to become the next Under Secretary of the Air Force and Director of the National Reconnaissance Office, completed his confirmation hearing before the Senate Armed Services Committee Nov. 8. He is awaiting confirmation vote by the full U.S. Senate.

Teets was the President and Chief Operating Officer of Lockheed Martin Corporation from 1997 to 1999. He previously served as President and Chief Operating Officer of the

Corporation's Information and Services Sector, a post he held since the Lockheed- Martin Marietta merger in 1995. Prior to the merger, he was President of Martin Marietta Space Group where he had served since 1963. He is a Fellow of the American Institute of Aeronautics and Astronautics and the American Astronautical Society, as well as a 1999 inductee into the National Academy of Engineering. Teets received both an undergraduate and Master's of Science degree from the University of Colorado. (This is **UNCLASSIFIED**.)

Westfields ready to withstand biochemical warfare



NRO Headquarters is nearly complete in preparations to handle a terrorist chemical or biological attack. This is according to [REDACTED], a top senior scientist and a nationally recognized expert on biological agents defense at the Defense Threat Reduction Agency (DTRA). "If I were within 20 minutes of the NRO during a chemical or biological attack, I'd drive to 14675 Lee Road," said [REDACTED]

The Office of Security contacted DTRA for an outside assessment of the Westfields facility's ability to withstand a chemical or biological attack. The finding confirmed what NRO already knew and helped focus Security and Management Services and Operations (MS&O) planning efforts towards completing those readiness actions remaining.

"The Westfields facility is well-built and provides a great degree of protection already," says [REDACTED] NRO Deputy Director of Security and point man for chemical, biological, radiological, and nuclear (CBRN) preparedness. "The building is well-positioned to effectively respond to a chemical or biological attack based on the inherent nature of chemical and biological agents and the location of the air intake ducts at Westfields."

Chemicals and biological pathogens are difficult to dispense. Chemicals are usually heavier than air and more likely to fall to the ground than stay in the air. Biological weapons are unstable and easily dissipated by UV rays, wind and rain. Since the air intake ducts for the Westfields facility are located at the top of the building, it would be difficult for such agents to reach inside the building. Even if such agents were thought to be outside the building, the heating, ventilation and air conditioning system at Westfields has been modified to easily halt air flow. (*Editor's Note included language regarding over pressurization of the building in the event of an attack. As decided that over pressurization would not be an action taken.*)

DTRA also evaluated other buildings within the Westfields/Chantilly complex and made recommendations to "harden" those facilities against bio/chem attack.

For more information about NRO's bio/chem preparedness contact [REDACTED] at [REDACTED] or [REDACTED] at [REDACTED] (This is **UNCLASSIFIED//FOUO**.)

New [REDACTED] offer dramatic increase in capabilities

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

.. (This is ~~SECRET//BYE/TK~~)

[REDACTED]

NRO contractors killed in attacks receive Defense Freedom Medal

DNRO Keith Hall presented the Defense Freedom Medal, the civilian equivalent of the Purple Heart, to the families of [REDACTED] the two NRO contractors killed in the Sept. 11 attacks. The ceremony took place Nov. 5 at [REDACTED]. Mr. Hall was joined by [REDACTED]

The families were also presented with American flags that flew over an NRO facility, lapel pins from a recent NRO launch, and photographic montages of [REDACTED] featuring the granite memorial marker dedicated in their honor last month in [REDACTED]

Mr. Hall took time away from his vacation to preside over the ceremony and to visit the [REDACTED] while in the area. He also met with NRO personnel at a [REDACTED] all-hands meeting. (This is **SECRET//TK**.)

NRO inducted into Balanced Scorecard Hall of Fame



The NRO now joins DuPont, Mobil, GTE/Verizon, and Siemens ICM in the Balanced Scorecard Hall of Fame. The Balanced Scorecard Collaborative, Inc. bestowed the honor on the NRO in recognition for its continuing efforts in applying the balanced scorecard to create a strategy-focused organization.

In general, the balanced scorecard involves the five principles of a Strategy-Focused Organization: mobilizing change through executive leadership, translating strategy to operational terms, aligning the organization to the strategy, making strategy everyone's job and making strategy a continual process.

Guided by its vision of being Freedom's Sentinel in Space, One Team Revolutionizing Global Reconnaissance, the NRO turned to the balanced scorecard philosophy to develop its strategy plan and performance measures. The Balanced Scorecard framework enabled the NRO to gain between its operational performance, its customer data and information, employee satisfaction information and financial performance data. As a result, the NRO is able to assess and obtain strategic alignment across diverse organizational units while maintaining focus on its customers, employees, process management, and financial management in a highly technical, engineering-based organization.

A ceremony will be held in the Main Lobby to place the award, a stunning Steuben crystal rising star, in the NRO's display case on Nov. 27 at 11:45 a.m. (*This is **UNCLASSIFIED.***)



NRO Holiday Celebration set for Dec. 8

NRO's Holiday Celebration is **Sat., Dec. 8** from **7pm - 12 am** at Westfields. All NRO blue and green badged personnel are invited to attend with one guest. There will be an open bar, buffet, music, dancing, entertainment and a casino. Attire is coat and tie. Ticket costs are as follows:

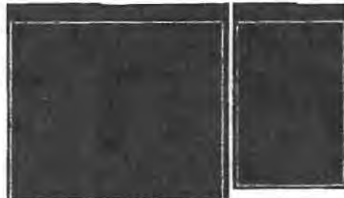
\$15.00	\$17.00
E-1 - 6	E-7 thru O-3
GS-11 & below	GS-12
Contractors to 40K	Contractor \$40,100 - 60K
Secretaries	

\$28.00	\$34.00
O-4 & O-5	O-6 & above

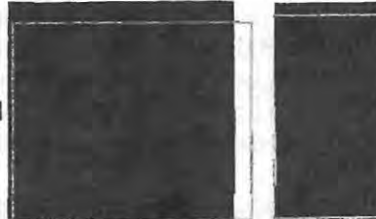
Guest tickets cost the same as the employee's ticket. There is a \$2 discount for all non-drinkers. *There is a **\$5 late fee** for tickets purchased after **Nov. 30**. No refunds after **Dec. 6**.*

Tickets may be purchased from office POCs:

ODIR
DDNS
DDSE
IMINT
AS&T
OS
BSC &
Vance



ROM
DDMS
SIGINT
COMM
MS&O
IG
NIMA



(*This is **UNCLASSIFIED.***)

To submit a story idea,
call [redacted] at [redacted]

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

 1.5c/X1/NCG 5.101 May 2000

~~SECRET//TK//X1~~

IN THIS ISSUE: DNRO TOWN HALL ON NOV. 27 -- NRO'S OPERATION POL

National Reconnaissance Office

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

Vol. 10 No. 23
November 21, 2001



DNRO Town Hall set for Nov. 27

DNRO Keith Hall will host a Town Hall meeting on **Tues., Nov. 27 at 1 p.m.** in the **Jimmie D. Hill Auditorium**. All NRO personnel are invited to attend what may be Mr. Hall's last NRO-wide meeting before the NRO populace. (This is **UNCLASSIFIED**.)

Fighting in the war against terrorism

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
(This is **SECRET//TK.**)

[REDACTED]



Got a minute? Take the Recon survey!

Help us serve you better by giving us your honest opinion about the Recon.
Tell us the kinds of stories you want and when you want them all in less than
5 minutes!

Recon survey

NRO holds Balanced Scorecard Hall of Fame ceremony Nov. 27



Everyone is invited to attend a ceremony commemorating the NRO's induction into the Balanced Scorecard Hall of Fame at the NRO's display case in the main lobby Nov. 27 at 8:30 a.m.

During the ceremony a stunning Steuben crystal rising star will be showcased as the NRO joins DuPont, Mobil, GTE/Verizon, and Siemens ICM in the Balanced Scorecard Hall of Fame. The Balanced bestowed the honor

on the NRO in recognition for its continuing efforts in applying the balanced scorecard to create a strategy-focused organization.

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NRO recipients win Intelligence Community award

Former Deputy Director for National Support **Tom Conroy** was recently awarded the National Intelligence Distinguished Service Medal. This highly selective award is given

for distinguished meritorious service to the United States in a duty of great responsibility within the Intelligence Community (IC), the outstanding accomplishment of which distinctly benefits the interest of the US and constitutes a major contribution to the foreign intelligence or counterintelligence mission of the IC.

Mr. Conroy won the award because as DDNS, he ensured that valuable overhead collection assets were used to best advantage by the full range of Government customers. But, perhaps more importantly, he reached out to connect the managers of intelligence collection processes with non-traditional users of their products, seeking new ways to raise their awareness of the power of overhead data and how it can satisfy compelling needs of civilian as well military agencies.

The Office of Space Systems and the Office of Missile and Satellite Systems, Secretary of the Air Force also won a National Intelligence Meritorious Unit Citation. This award is given to a unit or group whose collective performance has resulted in accomplishments that are of a clearly superior nature and are of significant benefit to the mission of the IC. (This is **UNCLASSIFIED**.)

[REDACTED] named NRO's first Grievance Officer

[REDACTED] DNRO Keith Hall recently announced the selection of [REDACTED] as NRO's first Grievance Officer. [REDACTED] comes to the NRO from the CIA and will be responsible for handling work-related disputes and complaints. One example of the kinds of subjects that will be addressed, and for which there currently are no established procedures, is workplace harassment that is not based on discriminatory factors.

"I am a neutral and objective resource available to help all personnel, particularly managers, resolve problems before they start," says [REDACTED] to speak to offices and affinity groups about her role. "The goal is to resolve issues at the lowest possible level."

While the provision of a Grievance Officer at the NRO serves to provide CIA personnel with the same service available at CIA Headquarters, given the direction from Mr. Hall of a harassment-free workplace, all NRO personnel, including contractors, are eligible to meet with the Grievance Officer, discuss their situations, and file a complaint, if so warranted.

"Anyone who is a party to or a witness to offensive behavior can utilize the grievance resolution process," says [REDACTED] "It can be a confidential process, if requested."

NRO grievance procedures are being formalized. However, to learn more about the grievance process, contact [REDACTED] at [REDACTED] (This is **UNCLASSIFIED**.)

New NIMA director visits NRO



Last month, the Director of the National Imagery and Mapping Agency, retired Air Force Lieutenant General James R. Clapper, Jr., visited NRO to meet with

DNRO Keith Hall and other senior NRO executives to talk about NIMA and the NRO. The visit allowed the two agencies to educate each other about events taking place in their home agencies.

Gen. Clapper informed the NRO of its new realigned streamlined organization and its greater intelligence mission focus based on "now, next, and after-next" priorities and timelines and NIMA's increasing emphasis on imagery analysis and intelligence production.

Gen. Clapper and Mr. Hall also discussed the importance of the two agencies working cooperatively within a set of guiding principles. Gen. Clapper acknowledged the potential benefit for NIMA to work jointly with NRO's R&D effort, in line with Mr. Hall's longstanding offer to do so.

For more information on NIMA, visit <http://www.nima.ic.gov/> (This is **UNCLASSIFIED**.)

Virginia Task Force One thanks NRO for letters



NRO recently received a letter from the Battalion Chief and Program Manager of the Virginia Task Force One, Urban Search and Rescue Program. The letter thanked the NRO for the letters of appreciation it sent to the program in light of the Sept. 11 attacks.

"On behalf of the men and women of Virginia Task Force One and the entire Department, we would like to personally thank you for taking the time to forward us the many letters, cards, pictures, and donations. Every single one of them has touched our hearts and was greatly appreciated. As space allows, we have posted them in our office complex and in the work locations of our team members. These will serve as a constant reminder of the spirit of the American people as we continue to work within local, state, and federal emergency plans in times of disaster.

"As a department, we stand ready for our next assignment. As a community, we know you will continue to support us in our efforts. We thank you and may God bless you all."
(This is **UNCLASSIFIED**.)

Future Focus Kick-off

Lecturer to speak at NRO on maximizing leadership

Where do leaders come from?

What is the difference between a leader and a manager?

Are leaders born or are they made?

Do leaders emerge as situations demand or do leaders develop their skills over time?

To learn the answers to these questions and more, attend **Maximizing Leadership at All Levels** on **Fri. Dec. 7 at 1p.m.** in the Jimmie D. Hill Auditorium. Sponsored by the Office of Human Resources/Corporate Learning and Development Center, this presentation features **Warren Blank, PhD**. Dr. Blank is the author of several books on leadership and is the president of The Leadership Group, a nationally known management and organizational development firm.

This event kicks off Future Focus, a new NRO leadership development program aimed at leaders at all levels and from all career services. Future Focus will define leadership competencies and implement an integrated program to reinforce the importance of the NRO "One Team" vision through training, developmental experiences, coaching, and feedback. It will position NRO's future leaders to lead in a changing environment.

For more information about this presentation or about Future Focus, call [REDACTED] Program Manager, at [REDACTED] (This is **UNCLASSIFIED**.)

Federal agencies unite in war against terrorism Attend 2002 Federal Convention on Emerging Technologies

The 2002 Federal Convention on Emerging Technologies hosted by the Government Electronics and Information Technology Association will be held on **Jan. 7-9** at the



Riviera Hotel in Las Vegas, NV. This convention will address emerging technologies that are anticipated to play the most significant role in the U.S. counter-terrorism effort. It is expected to bring together members from the Intelligence Community, Department of Defense, and various associated civilian and law enforcement agencies to help them better understand the strategies, challenges and opportunities that

these technologies present. Agencies including the NRO, CIA, DIA, NSA, NIMA, Department of Interior, US Navy and US Army are supporting the conference and planning the agenda content.

A few of the topics to be covered include cyber threats/terrorism, metadata, collaboration tools, Next generation search engines, neural net/fuzzy logic searches, global wireless communications. Keynote speakers include Dr. Ruth David, President and CEO of ANSER, and Bill Gates of Microsoft.

For more information, visit www.federalevents.com on the internet or call the National Conference Services at 888-603-8899. (This is **UNCLASSIFIED**.)

NRO Employees Helping Local Youth Reach the STARS

[REDACTED] NRO's [REDACTED]

[REDACTED] are helping high school students step up in their studies in the Saturdays Towards Excellence Program (STEP). STEP is a training program designed to help tutor and educate students at Chantilly High School on Saturdays during the months of October through May.

"Seeing the students blossom and gain confidence is a real privilege to be a part of their growth. They are our future!, who has been tutoring for about a decade and have recruited volunteers in STEP.

The tutoring sessions are preceded by a motivational

presentation from a professional. Each year, [REDACTED] has given a "rocket talk" wherein she shows model rockets loaned from the NRO Office of Space Launch to take the kids on a journey from how a rocket flies to why we go to space. She also gives the kids an interactive exercise on [REDACTED] help outline the steps

[REDACTED] necessary to take a satellite mission from an idea to final orbit.

[REDACTED] STEP is currently seeking volunteer tutors in the areas of calculus, geometry, algebra, chemistry, physics, biology, social studies, foreign languages, reading and study skills. To volunteer, please contact any NRO STEP volunteer: [REDACTED] COMM at [REDACTED] Aerospace ETG at [REDACTED] DDSE at [REDACTED] or [REDACTED] OSL at [REDACTED] (This is **UNCLASSIFIED**.)

[REDACTED] talks to students about rockets.

Get into the holiday spirit !

Upcoming CSA holiday events



Nov. 19 - Dec. 14
Nov. 26 - 30
Dec. 3 - 7
Dec. 3 - 21
Dec. 10 - 20

Deb's Little Darlin Stocking
Book Collection
Winter Clothes Collection
Toys 4 Tots
Food Collection

Dec. 13

Wreath Laying at Arlington
Cemetery

(This is **UNCLASSIFIED**.)

To submit a story idea,
call [REDACTED] at [REDACTED]

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~~SECRET~~/1.5c/X1/NCG 5.101 May 2000

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NRO Headquarters to open new Visitor Center



After several years of planning and construction, the NRO Headquarters Visitor Center is scheduled to open on Mon., Jul. 22, 2002. The Visitor Center provides added protection to all NRO HQ employees by creating stand-off space for visitor processing, and by keeping visitors' vehicles at a safe distance from the main facility. As such, the Visitor Center is a key component of the NRO's Facility Enhancement Project.

Security within the Visitor Center is provided by armed Vance uniformed security officers, utilizing state-of-the-art security screening equipment and camera monitoring of all activities within the Center. The Visitor Center is the central point where all unbadged visitors will sign in, receive visitor badges, and

enter the Westfields compound. (Note: Mail and other deliveries continue to be inspected and processed by the Security Screening Facility, located to the north of the Main Gate.)

The Visitor Center's hours of operation are:

Monday through Friday
5:15 a.m. - 8:45 p.m.

Saturday
9:15 a.m. - 2:45 p.m.

When closed, visitors will be processed at the 24-hour Main Gate.

What's changing?

All unbadged visitors must park in the Visitor Center parking lot and enter the Visitor Center for badging. Visitors are not processed at the gate during Visitor Center operating hours.

Upon entering the Center, visitors are subject to airport-style screening, including a walk-through metal detector and x-ray inspection of hand-carried materials by armed, uniformed Vance security officers.

VIPs also receive badges at the Visitor Center. When the Office of Protocol determines it is appropriate, VIPs are issued a one-day VIP parking pass.

Temporary "T" Badges will be issued only at the Visitor Center along with a one-day compound parking pass, if requested.

At the completion of a visit, visitors should return to the Visitor Center to turn in their badges. NRO personnel however, may turn in T-Badges to Vance posts at the turnstiles.

Escorts are not required to meet visitors requiring an escort at the Center. Escorts should however, arrange to meet the visitor in either Tower 2 or 4. Visitor Center receptionists will direct the visitor to the designated entrance. As in the past, any escort required visitor must be escorted through the turnstiles and the building.

Family members invited into the building over 16 years of age must go to the Visitor Center and park in the Visitor Center parking lot. Family members will be issued a badge which they are required to wear.

Personnel to be dropped-off, picked-up or participating in carpools with non-NRO personnel should arrange to meet their parties in the Visitor Center's parking lot.

All personal deliveries (i.e., pizza, flowers, etc.) to the building must be directed to the Visitor Center. Personnel arranging for the delivery should contact the **Customer Security Services (CSS)** at [REDACTED] prior to the delivery to inform Security that a delivery is expected. Recipients are responsible for meeting drivers at the Visitor Center to pick up the delivery. All items will be screened prior to admission onto the compound.

What remains the same?

Visitors must continue to be pre-registered via the Visit Request and Badging System (VRBS).

Visitors with facility badges honored under existing reciprocity arrangements may continue to enter the compound without processing through the Visitor Center. (Badges recognized under reciprocity include: Intelligence Community government badges, and government and contractor badges for NIMA, [REDACTED] Naval Research Lab, and [REDACTED].) Visitor badging for reciprocity personnel is done only at the Tower 2 lobby.

Gate operating hours remain unchanged. The South Employee Gate is open Monday thru Friday, from 6 a.m.-6 p.m. The North Main Gate is open 24 hours a day, seven days a week.

Headquarters Security Services Division released a SOCOMM message outlining all of these changes to all NRO contractors and Intelligence Community organizations. In addition, a Facility Advisory on the Visitor Center opening was released to the NRO population via the GWAN Byeway.

For more information about the Visitor Center, contact [REDACTED]

at [REDACTED]

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The History of the Facility Enhancement Project

The Facility Enhancement Project (FEP) was conceived in response to a changing world with increased domestic threats. In May 1997, the NRO Office of Security initiated an internal assessment of existing methods of protection used at NRO headquarters facilities. The assessment benchmarked similar government and corporate facilities. Independent firms conducted a site entrance study, a building exterior blast analysis, and an overall assessment of the NRO headquarters security protection methods. The FEP assessment findings and recommendations were presented to and approved by the Director of the NRO in Dec. 1997.



Security and Facility Services Group prepared the FEP requirements document. Several independent architectural/engineering firms competed for the design contract. A firm, which was selected in Aug. 1999, completed the design in May 2000.

The FEP was constructed in three phases in order to maintain operation of two secure entrances at all times and to minimize disruption of daily activities.

In the first phase, the new south entrance, which eventually became the employee-only entrance, was constructed. Simultaneously, site preparation began for the North Gatehouse and Mail Screening Facility. The south entrance opened for use on Sept. 10, 2001.

In the second phase, the North Gatehouse, Mail Screening Facility and all the connecting roadways was constructed. Site preparation also began for the Visitor Center and associated visitor parking lot at this time. The North Gatehouse and Mail Screening Facility began operating on Jan. 20, 2002.

The third and final phase of construction included closure of the existing main gate and its conversion to a surface parking lot, construction of the Visitor Center and visitor parking lot. The Visitor Center will open for operation on Jul. 22, 2002.

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NRO Headquarters receptionists get new location

Westfields receptionists in Towers 2 and 4 lobbies will relocate to the Visitor Center to direct visitors to the appropriate destination. Visitors will exit the Visitor Center through a set of turnstiles and a door at the south end of the building, and follow a covered walkway and signs to Tower entry points.

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The Visitor Center's Hours of Operation

Monday through Friday

5:15 a.m. - 8:45 p.m.

Saturday

9:15 a.m. - 2:45 p.m.

Closed

Sundays & Holidays

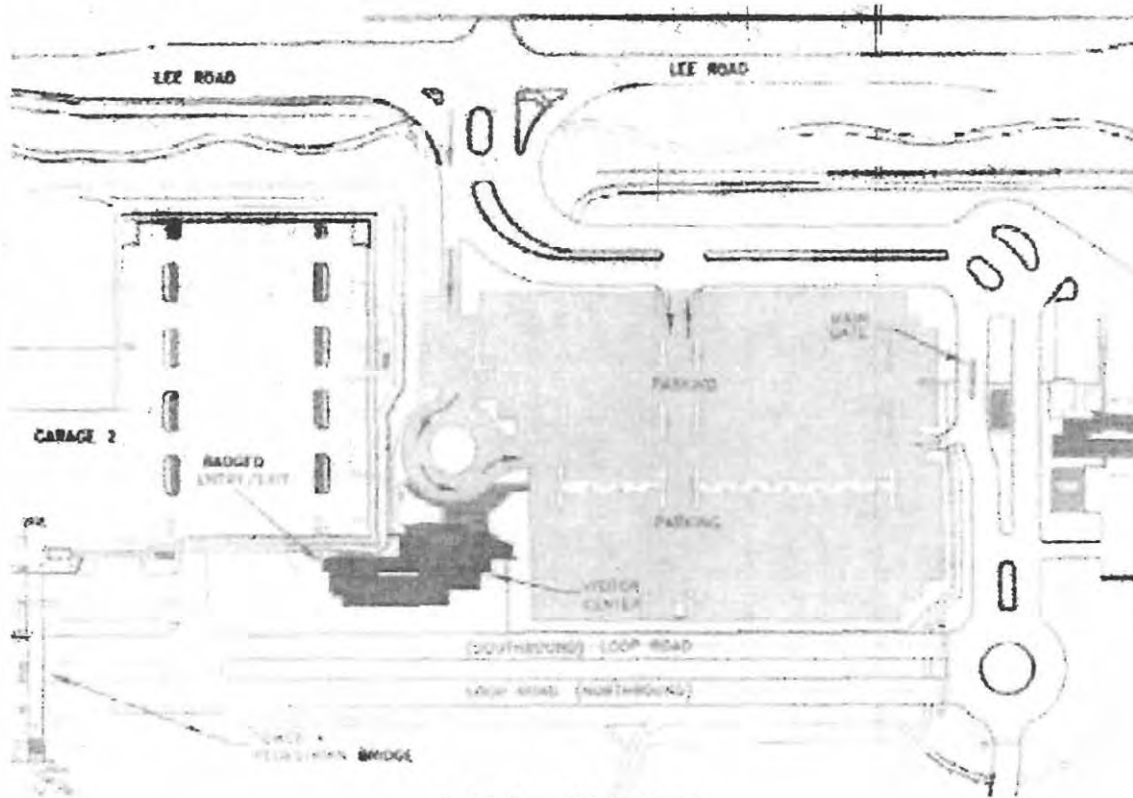
When closed, visitors will process at the 24-hour Main Gate.

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The Recon - November 1969

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Map of Visitor Center



Aerial view of Visitor Center

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The Recon - November 2001

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Peter B. Teets becomes new USecAF, DNRO

Mr. Peter B. Teets was sworn in as Undersecretary of the Air Force and appointed Director of the National Reconnaissance Office on December 13, 2001. Within the Air Force, he is responsible for all actions of the Air Force on behalf of the Secretary of the Air Force and is acting secretary in the secretary's absence. As NRO Director, he is responsible for the acquisition and operation of all U.S. space-based reconnaissance and intelligence systems. This includes management of the National Reconnaissance Program, where he reports directly to the Secretary of Defense and the Director of Central Intelligence.

"I am extremely honored and pleased with the opportunity to have this job, especially under the current circumstances," said Mr. Teets. "The people of the NRO have a long history of providing this nation with the world's best space-based reconnaissance assets and I believe we can make a difference in national security space."

Mr. Teets has worked in various engineering and management positions with industry since 1963 and is the former President and Chief Operating Officer of Lockheed Martin.

Mr. Teets received both a Bachelor and Master of Science in applied mathematics from the University of Colorado, which also presented him with an honorary doctor of science degree in 1990. He also earned a Master of Science in management from the Massachusetts Institute of Technology.

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The Recon - November 2001

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DDNRO wins Intelligence Community Medal



DDNRO Dennis Fitzgerald was awarded the National Intelligence Distinguished Service Medal for distinguished service at an award ceremony at CIA Headquarters on Nov. 30. The ceremony was hosted by Deputy Director of Central Intelligence for Community Management Joan Dempsey.

Mr. Fitzgerald won the award for achieving the goals of a state-of-the-art, fully integrated approach to overhead acquisition and operations. He actively supported integrated solutions to the most complex national and tactical intelligence problems and, as the driving force behind the development and implementation of the Office's Integrated Overhead Signals Intelligence Architecture, he pioneered methods to reduce program risk and better manage available resources. As a result, the United States is now on the threshold of activating the first generation of spacecraft designed to meet post-Cold War requirements and positioned to meet the most daunting collection challenges in the future.

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The Recon - November 2001

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CIA officer first U.S. casualty of war in Afghanistan



On Nov. 30, numerous senior CIA, State and Defense officers in Germany joined 50 other CIA officers and 100 military representatives at Ramstein Air Force Base for the arrival of the remains of Mike Spann, the CIA officer killed in the line of duty in Afghanistan.

Mr. Spann was in the fortress of Mazar-e Sharif where Taliban prisoners were being held and questioned. A prisoner-led uprising claimed his life along with the lives of many others.

"His was a career of promise in a life of energy and achievement. A precious life given in a noble cause. Mike fell bringing freedom to a distant people while defending freedom for all of us here at home," said DCI George Tenet. "He was an American hero, a man who showed passion for his country and his Agency through his selfless courage. Mike Spann will live forever in our memories. May God grant him eternal peace and give his wonderful family the strength to carry on."

DCI Tenet accompanied the body from Germany and led a CIA delegation that joined the Spann family for the arrival of the remains at Andrews Air Force Base on Dec. 2.

Mr. Spann, 32, was the husband of Shannon Spann, and is survived by his infant son, two young daughters, and two sisters. He was the son of Johnny and Gail Spann of Winfield, Alabama.

A **visitation/wake** is scheduled for Sun., Dec. 9 at the Arlington Funeral Home, 3901 N. Fairfax Drive, Arlington, VA from 2 pm to 6 pm in with a formal service at 3 pm.

The **burial** will be at the Arlington National Cemetery on Mon., Dec. 10 at 1 pm.

A **memorial service** is also scheduled for Tues., Dec. 11 at CIA Headquarters in the Auditorium. All Agency employees are invited to attend. There will be no media present.

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The Recon - November 2001

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Hall names Stephanie Platz-Vieno as NRO's first Director of Human Resources



NRO Director Keith Hall recently named Stephanie Platz-Vieno as the NRO's first Director, Office of Human Resources. The newly created Office of Human Resources is tasked with managing and overseeing all human resource strategic and corporate level programs for the NRO.

As the former Chief of the Strategic Human Resources Analysis Staff under the Directorate of Administration of the CIA, Ms. Platz-Vieno played an instrumental role standing up the NRO Corporate Support Career Service. As Director she will be responsible for ensuring that human resource policies are closely aligned with the NRO's strategic and corporate objectives.

Ms. Platz-Vieno joined the CIA in 1985.

Read more about the changes taking place in the new Office of Human Resources in the [Human Resources Bulletin](#).

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The Recon - November 2001

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LA COMS Team raises funds for Relief Effort

Being 3,000 miles away from "Ground Zero" and the Pentagon on Sept. 11th, did not lessen the horror and sadness felt on the West Coast, especially in the "City of Angels." After several days of digesting all that happened that fateful morning, Veridian and military members of the Los Angeles COMS contract team looked for ways to help. Living and working in "earthquake country," they are no strangers to impending disaster and recognized the importance of pulling together and helping in times of need.

"Our goal as a team was to raise \$5,000 for the American Red Cross," says [REDACTED] Superintendent of the West Coast Communications Support Element (WCCSE) whose enthusiasm and motivating leadership has sprung team members into action.

Team members like [REDACTED] collected \$700 in donations for American Flags he acquired for free. Others raised \$2,050 selling goods baked by personnel from the Aerospace complex building in Los Angeles.

"In lieu of a traditional bake sale, we decided there would be no prices on any of the items. Instead, we asked people to donate whatever amount they were comfortable with. Everyone was very generous. In fact, one man set down a one hundred dollar bill for a muffin and just walked away. Another wrote a check in the amount of \$100.00 in exchange for a few brownies," says [REDACTED] According to [REDACTED] "it was difficult for anyone to just pass by our table and not be enticed."

The wife of [REDACTED] designed pins with flags and hearts and 300 were sold, which raised \$2,350. Due to the high demand, several team members had to pitch in with the cross-stitching.

A check in the amount of \$5,100 was presented to the American Red Cross on 3 Dec by [REDACTED]

"None of this could have been possible without the strong support and blessing of [REDACTED] COMS IST lead, [REDACTED] WCCSE Director, [REDACTED] Deputy, OSL Comm Division, and [REDACTED] Squadron Commander," says [REDACTED]

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The Recon - November 2001

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What's on your mind matters to NRO



Management Services and Operations (MS&O) wants NRO to know that what's on your mind matters. To prove it, MS&O has made several changes to NRO facilities in and around Westfields based upon comments and suggestions from the workforce.

A recent report on "What's on Your Mind" accomplishments lists 24 specific steps taken by MS&O to make NRO facilities a better place based upon the comments and suggestions received from the "What's on Your Mind" (WOYM) program. WOYM was established by MS&O to solicit customer comments and suggestions regarding facilities services. Since the date of the last report, WOYM has received 687 comments and

suggestions.

A few of the changes include:

- Link on the BYEWay to NRO Directives and Instructions; Installation of after hours mail slot in TRAC;
- Military rank reflected in the Employee Directory;
- Trees trimmed on exterior running path around Westfields;
- New "stop" line painted in Garage 2, level 2;
- New instructions posted on treadmills in gym, and
- Inter-building shuttle now available on Fridays.

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The Recon - November 2001

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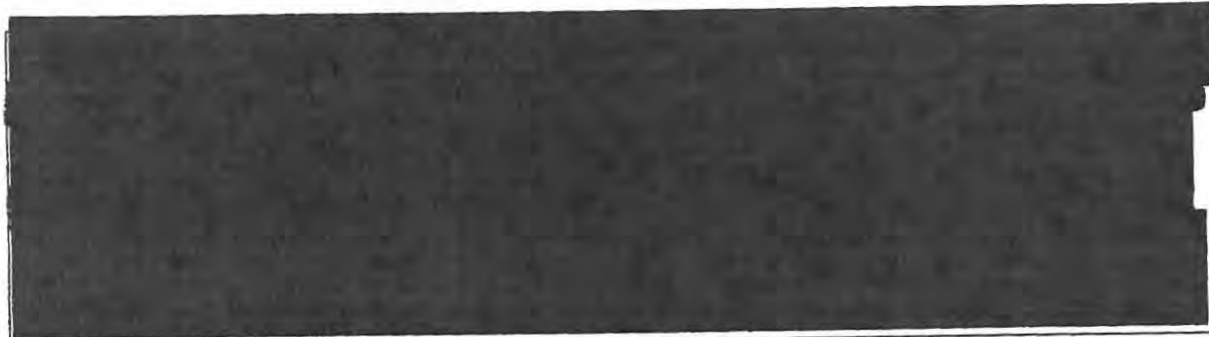
NRO wins big at IC awards ceremony

DDNRO Dennis Fitzgerald wasn't the only winner at the CIA Intelligence Community Awards Ceremony on Nov. 30. Other individuals and groups from the NRO were also recognized for their outstanding and superior achievement.

██████████ won the **National Intelligence Certificate of Distinction**. This award is given for sustained superior performance of duty of high value by a member of the IC or for a significant single act of special merit. ██████████ is largely responsible for the successful completion of the first-ever financial audit of an IC organization. ██████████'s pioneering efforts in the successful design and implementation of the audit are being utilized by others in the IC as they seek to establish audit programs.

Roger C. Marsh won the **National Intelligence Distinguished Service Medal**. This selective award recognizes outstanding accomplishments that greatly benefit the interests of the US and constitutes a major contribution to the foreign intelligence or counterintelligence mission. Mr. Marsh won the award for instituting the support infrastructure vital to the development and operations of advanced satellite reconnaissance systems. He is personally credited for the highly successful negotiation and acquisition of several interim facilities needed to accomplish the significant task associated with these systems and the construction of the NRO Headquarters.

Several NRO offices/teams won the **National Intelligence Meritorious Unit Citation**. This award recognizes a unit or group whose collective performance has resulted in accomplishments that are of a superior nature and significant benefit to the mission of the IC. Those from the NRO who received the National Intelligence Meritorious Unit Citation include:



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The Recon - November 2001

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Results from the Recon survey

The Recon survey results are in. A total of 714 people took the survey and provided extensive feedback on how the Recon could be a better newsletter.

The Recon staff thanks everyone who took the time to complete the survey. Your honest comments and suggestions are greatly appreciated and readers can expect to see changes.

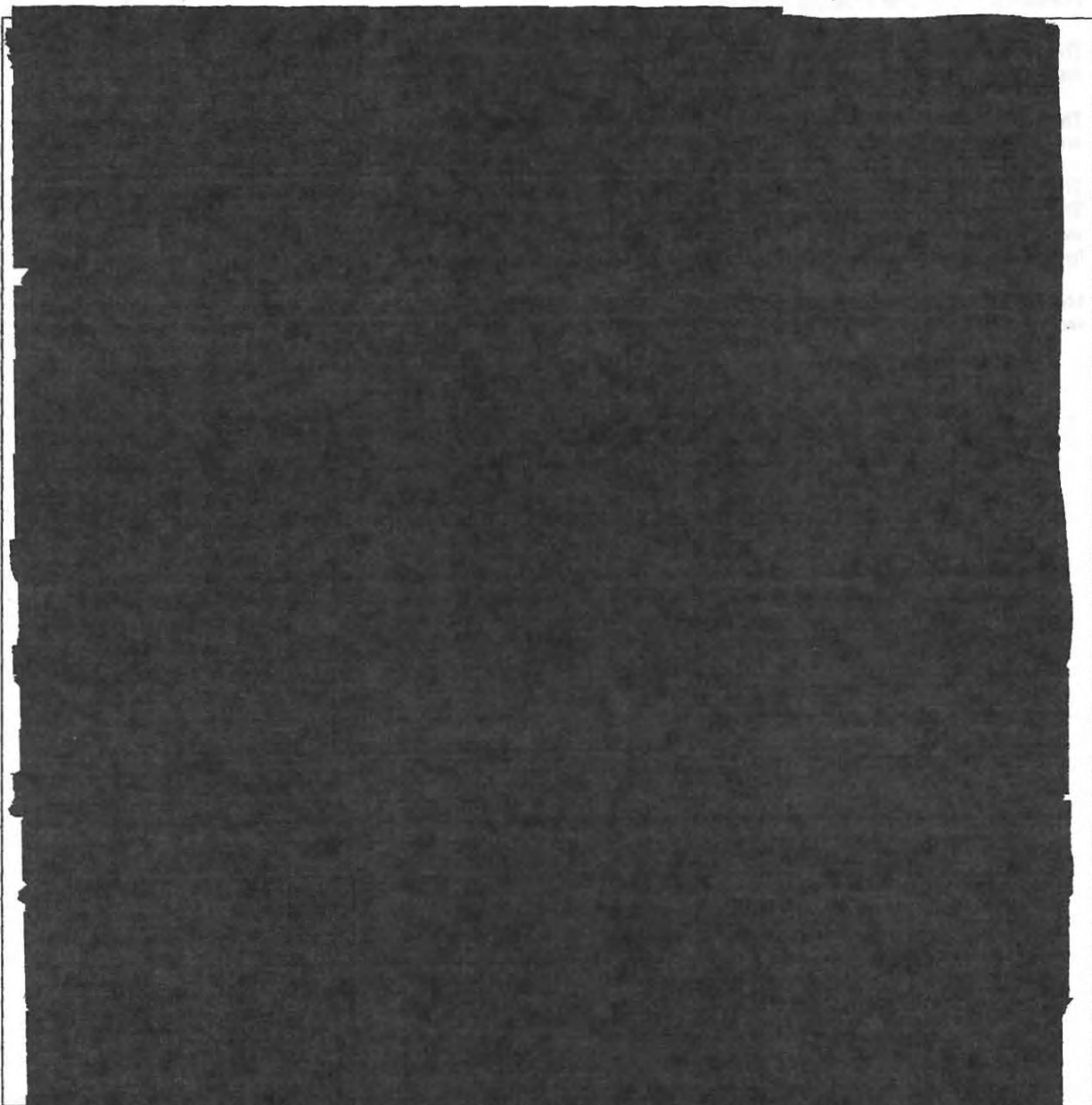
The majority of people responded that they prefer the on-line version and wanted to see more mission-related stories. The population recommended more photos and to continue publishing the RECON on its current schedule, once every three weeks. 61 percent of respondents gave the RECON good or excellent marks as a source of information for the NRO and 69 percent rated the story quality as good or excellent.

Most of the comments were insightful and the RECON staff will take a close look at the many suggestions that were received and do our best to make the RECON meet our customer's desires.

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The Recon - November 2001

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



For more information, contact [redacted] at [redacted] or [redacted]
at [redacted]

See photos of the team conducting the test at [redacted]

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

The Recon - November 2001

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NRO's new Yellow Pages

The NRO Operations Yellow Pages provides contact information for the major functions of NRO Operations. It helps personnel contact their counterparts to compare operational issues and solve problems.

The Yellow Pages promotes collaboration and encourages a "cross-INT" approach as the NRO enters a new operating environment that makes use of the entire ground system as a single ops network.

In the Yellow Pages, users will usually find just one phone number for each function. The entries are coordinated with functional managers who recognize the value of reaching a knowledgeable person within the function. The organizational name of the function is retained but the functions are grouped to indicate similarities.

The Yellow Pages is an initiative of the NRO Common Ops (NROCO) that consists of representatives from the NRO ops elements including the mission ground stations, the National Reconnaissance Operations Center, Comm Ops/Enterprise Management Operations Center, and other operations organizations as appropriate.

Each of the Directorates and their operations elements will be receiving a limited number of hardcopies of the NRO Ops Yellow Pages. For more information, contact [REDACTED] at [REDACTED] or [REDACTED] at [REDACTED] who maintains this document.



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The Recon - November 2001

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Teets becomes USECAF, DNRO

Mr. Peter B. Teets was sworn in as Under the Secretary of the Air Force and appointed Director of the National Reconnaissance Office on December 13, 2001.

Mr. Teets had been confirmed by the Senate Dec. 7, according to the Congressional Record.

Mr. Teets was the President and Chief Operating Officer of Lockheed Martin Corporation from 1997 to 1999. He previously served as President and Chief Operating Officer of the Corporation's Information and Services Sector, a post he held since the Lockheed Martin merger in 1995. Prior to the merger, he was President of Martin Marietta Space Group where he had served since 1963. He is a Fellow of the American Institute of Aeronautics and Astronautics and the American Astronautical Society, as well as a 1999 inductee into the National Academy of Engineering. Mr. Teets received both an undergraduate and Master of Science degree in applied mathematics from the University of Colorado. He also has a Master of Science in management from the Massachusetts Institute of Technology.

Read the *Inside the Air Force* report on Teets.

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The Recon - December 14, 2001

UNCLASSIFIED.

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"I am extremely honored and pleased with the opportunity to have this job, especially under the current circumstances," said Mr. Teets. "The people of the NRO have a long history of providing this nation with the world's best space-based reconnaissance assets and I believe we can make a difference in national security space."

Mr. Teets has worked in various engineering and management positions with industry since 1963 and is the former President and Chief Operating Officer of Lockheed Martin.

Mr. Teets received both a Bachelor and Master of Science in applied mathematics from the University of Colorado, which also presented him with an honorary doctor of science degree in 1990. He also earned a Master of Science in management from the Massachusetts Institute of Technology.

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The Recon - 2002

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Gen Weston named Electronic Systems Center Vice Commander



AS&T Director Maj. Gen. Craig Weston was recently named vice commander, *Electronic Systems Center (ESC), Air Force Materiel Command, at Hanscom AFB, Mass.* He will be replaced as AS&T Director by the current vice commander at ESC, Brig. Gen. Robert Latiff.

In his new position, Gen. Weston will be second in command of an organization with 10,000 employees operating from five major locations. He will be responsible for a host of policy, resource management, operations and acquisition duties.

Prior to becoming Director, AS&T, Gen Weston was Director, Corporate Operations Office and Chief Information Officer at the NRO. He also served as Director, Air Force-NRO Planning Integration Group, a task force dedicated to cooperative projects that provide NRO capabilities to significantly enhance Air Force acquisition and operations. In addition, he was the Senior Air Force Officer for the Air Force Element of the NRO wherein he oversaw the personnel, training, education and career management for the 1,400 Air Force officers, enlisted and civilians of the Element.

Gen Latiff comes to the NRO after a broad range of engineering, acquisition and operations positions in the Air Force. Prior to becoming vice commander, ESC, Gen Latiff commanded the Cheyenne Mountain Operations Center in Colorado. There he was responsible for the execution of the North American Aerospace Defense Command's integrated tactical warning and attack assessment mission and the U.S. Space Command's space and missile warning support to NORAD and other warfighting commanders in chief. In a previous assignment with the Electronic Systems Center, he was the program director for the Joint Surveillance Target Attack Radar System. In this capacity, Gen Latiff's responsibilities included all aspects of development, acquisition and sustainment of the high-priority E-8C Joint STARS system and coordination with the U.S. Army Common Ground Station Program.

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The Recon - 2002

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Drills prepare workforce for emergencies



After the September 11 attacks, former DNRO Hall directed NRO Security to step up its evacuation program to ensure that the workforce knows what to do during an emergency.

Evacuation drills were conducted to change employee perceptions that evacuation automatically meant leaving the headquarters compound. Depending on the threat, it might be better to evacuate in-place. Towers 3 and 4 were evacuated to Tower 1, October 25. November 1 saw Towers 1 and 2 evacuated to Tower 4.

"We're very proud of the progress we have made during our evacuation drills," said [REDACTED] Chief of the Action Planning Staff in Headquarters Security Services Division.

This was Headquarters' first attempt at an internal relocation. For the most part employees followed the EBS (Emergency Broadcast System) instructions as well as those of monitors.



The October and November drills were two of three conducted since Sept. 11. The first was a familiarization drill to acquaint the Headquarters workforce with rendezvous points on the Westfields compound. Familiarization drills were also conducted at the outer buildings. Future drills will be conducted to hone the skills of internal emergency personnel and to ensure that each employee knows what to do in an emergency.

For more information on NRO site security, security policy updates and antiterrorism/force, visit [Security's web page](#).

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The Recon - 2002

~~UNCLASSIFIED//FOUO~~

Former NRO employee pleads guilty



On 23 Oct., a former NRO employee was found guilty of violating the post-employment conflict of interest criminal statute. The guilty verdict was the result of a plea agreement wherein the individual admitted violating the law that restricts former executive branch officers and employees, for two years after leaving federal work, from communicating with their former agencies on matters previously pending under their official responsibilities.

Court documents reflect that within two years of this individual's retirement from the NRO, he communicated with an NRO official from his last office. During a conversation, the former employee requested the NRO official to allocate a portion of the funds spent by the section, including funds associated with a project that the former employee managed, to be used for the installation of a Contractor Wide Area Network terminal within his new company.

The case was initiated by the NRO Office of Inspector General as a result of a lead and later involved a joint investigation by the Federal Bureau of Investigation (FBI), and Defense Criminal Investigation Service (DCIS).

This case demonstrates NRO's commitment to aggressively investigate violations of conflict of interest laws designed to protect the integrity of NRO decisions, contracts and operations. NRO employees are reminded of their responsibility to report possible violations of federal criminal law involving employees, funds, property, operations, or activities to the Office of the Inspector General. Personnel may reach the IG via the web or call [REDACTED] or on the web.

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The Recon - 2002

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A conversation with Mr. Teets



Editor's Note: The Recon recently met with Mr. Teets to discuss his appointment as DNRO, responsibilities as Undersecretary of the Air Force and his goals for the NRO. Below are excerpts from that conversation.

Question 1: What was your reaction when asked to accept the appointment as the 14th Director of the NRO, and why did you?

Teets: My first reaction, really, was one of excitement and high energy. I was thrilled and honored—frankly—to have been given the opportunity to lead an organization like the NRO, and I very much look forward to the challenge of it. The reason that I wanted to do this job is, frankly, I've been associated with our nation's space program for many years, but it's always been on the industrial side. I felt that this was a terrific opportunity for me to be able to do some public service work, to give something back, if you will. I realize just how important this activity is to the national security of the United States.

Question 2: What are your responsibilities in your dual role as DNRO and Undersecretary of the Air Force?

Teets: Well, as you probably know, the National Security Space Commission did an outstanding study last year in which they came forth with a group of recommendations that essentially said it's time now for our country to put together all of its national security space assets. I think of it as a significant challenge to find the right way of blending military requirements, needs, and assets with reconnaissance needs and assets. These are operations and organizations that have interfaced over the course of the years, but certainly have not melded completely together. There are opportunities, I think, going forward—as clearly spelled out by the National Security Space Commission—to increase productivity and hopefully increase mission success as we move forward with a combination.

Question 3: What are your primary concerns and goals for the NRO?

Teets: Yes, if I had a concern at all about the NRO, it's that we need to find a way to bring on-line bold, new, innovative, creative systems that can improve our intelligence collection capabilities, while at the same time operating this wonderful constellation of important satellites that are doing such a good job for our nation today. So, it's finding a way to bring on-line new, bold initiatives, and at the same time not drop the ball on the vitally crucial satellites that are already in place.

Question 4: The Space Commission report recommended that the Undersecretary have "milestone approval authority for space." What does that represent?

Teets: The National Security Space Commission felt it very important to have a way to combine Army, Navy, Air Force needs in space, and then work to incorporate NRO requirements as well. By giving the Undersecretary of the Air Force the executive agency for space, by giving me milestone decision authority, Commission felt that it would be an important step in serving the needs of all the military requirements and be a positive step toward aligning those military needs with NRO requirements and capabilities as well.

Question 5: What are your goals and priorities for the Air Force?

Teets: The Air Force has had a strong and ongoing space program for many, many years. I see the goals ahead to continue to develop and implement additional technology that furthers the capabilities of those systems, while at the same time, though, blending the Air Force needs with Army, Navy needs and then fitting into the overall national security space infrastructure by coupling in the NRO requirements, assets, and capabilities.

Question 6: You've been directly involved in defense programs and space systems for a number of years. How has your tenure as a defense contractor assisted you in your transition to government?

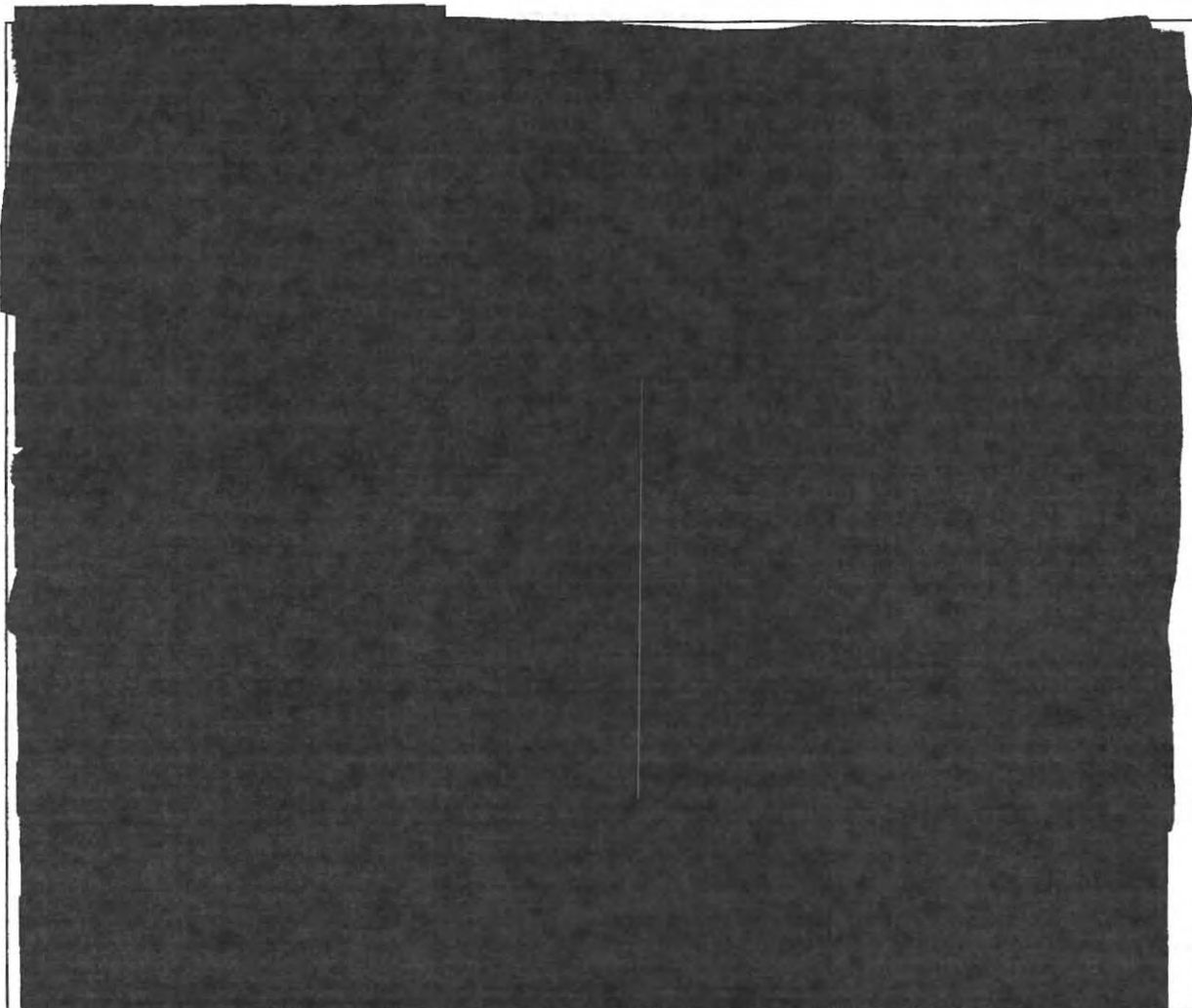
Teets: Throughout my career on the industrial side, serving the needs of the defense establishment, I've seen the government as a customer. Certainly that is a useful view, but it's a rather narrow field of view. What I see now is an

opportunity to participate on the government side, which has a much broader field of view and it takes in the overall national security requirements of our country. So, I would like to apply some of the techniques and methods that I have learned from the industrial side and see if we can't put forth some of the positive aspects of that experience in governmental operations, but I am very much in the process right now of taking in this wider field of view.

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For more information, visit  on the ByeWay.

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UNCLASSIFIED.**President Bush signs the 2002 Federal Pay Scale**

President Bush signed an Executive Order on Dec. 28, making the new Federal pay rates official. The General Schedules and 2002 locality pay tables for the 32 locality pay areas are available on the Office of Personnel Management's (OPM) web site at <http://www.opm.gov/oca/payrates/>.

The new rates became effective on the first full pay period in 2002 (beginning Jan. 13). The new rates will be reflected in pay checks received **Feb. 7 (pay period 3)**. The GS pay scale, reflecting the locality pay for the DC area, appears below.

GS	1	2	3	4	5	6	7	8	9	10
1	16451	17000	17547	18091	18639	19182	19700	20245	20668	20575
2	18497	18935	19548	20088	20790	21387	21483	22080	22678	23273
3	20181	20853	21526	22198	22870	23542	24275	24887	25559	26231
4	22655	23410	24164	24919	25674	26429	27183	27938	28693	29447
5	25347	26192	27037	27882	28727	29572	30417	31262	32107	32952
6	28253	29185	30138	31080	32022	32964	33906	34848	35790	36732
7	31307	32444	33491	34538	35584	36631	37687	38725	39772	40818
8	34772	35931	37091	38250	39409	40569	41720	42887	44047	45206
9	38406	39686	40966	42245	43525	44805	46085	47365	48644	49924
10	42294	43705	45115	46525	47935	49346	50756	52166	53576	54986
11	46468	48018	49568	51115	52663	54212	55760	57309	58857	60405
12	50894	52550	54207	55863	57519	59175	60831	62487	64143	65800
13	55629	57435	59241	61047	62853	64659	66465	68271	69988	71794
14	60655	62673	64692	66710	68728	70746	72764	74782	76799	78817
15	66060	68299	70538	72777	75016	77255	79494	81733	83972	86211

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Don't be a target - Be on alert for psych tactics

Spies, hackers, and terrorists each employ similar methods to elicit information from unsuspecting targets. Specifically, many such individuals are practiced in the art of social engineering.

Social engineering is a method of deception that relies upon the targeted individual's psychological need to feel knowledgeable and natural instinct to be helpful. Unaware, the target often discloses valuable data. The operative studies his target and learns the target's interests, names of friends and jargon used at work.

The current security environment requires our continued vigilance; be alert to information gathering attempts through social engineering. To avoid disclosing sensitive information, follow these tips:

- * Confirm the identify of anyone unknown to you who is requesting information.
- * Practice the need to know.
- * Get requests in writing and on official stationery.
- * Get a return e-mail address as well as a telephone and fax number.
- * Feel free to say "no" to a request.
- * Trust your instincts -- if the situation seems unusual contact security.

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NRO hosts Federal Reconnaissance Users Conference



The NRO will host the Federal Reconnaissance Users Conference on **Feb. 4 -7** in the Jimmie D. Hill Auditorium. This conference is being held to discuss the current and future reconnaissance capabilities used to respond to threats and explore applications. The key objectives of the conference are to identify the data needs of federal users, explore areas of common interest and concern, and demonstrate successful data applications, algorithms and technologies with wide applicability among this diverse user community.

Those who should attend include cleared policy makers, planners, project managers and operators concerned with homeland security and nontraditional threat issues, and representatives from the remote sensing, geospatial, and information technology community.

For more information, contact [REDACTED] at [REDACTED] or visit the [conference web site](#) on the Byeway.

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[no classification submitted]

DNRO Town Hall meeting set for Feb. 7

Mr. Teets will host his first Town Hall meeting on Thurs., Feb. 7 at 11:00 in the Jimmie D. Hill Auditorium. All NRO personnel are invited to attend.

The meeting can be viewed via video-teleconference and IPTV.

[no classification submitted]

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Mr. Teets greets NRO for first time



Editor's Note: Below is the text of a taped telecast of Mr. Teets that aired on the NRO Channel today, Jan. 17. The interview will re-air every hour on the hour today through tomorrow at 8 A.M. To view the actual telecast on the NRO Channel via IPTV, go to Start/Programs/IPTV Viewer on your Desktop.

Good day to all of you. I am truly honored to have been named last month as the new Director of the National Reconnaissance Office. In the few weeks that I have been with you, have met many capable, intelligent and dedicated people who believe in our mission and who are committed to working together to achieve goals which are critical to the national security of our country. This is an outstanding team, and I am enormously pleased to have the opportunity to lead it.

I have spent my entire career on the industrial side of our nation's space and defense activity. Throughout my career I have been extremely impressed with the people and the accomplishments of this organization. You have pushed the limits of technology for more than 40 years to produce some of the world's most sophisticated satellite systems. I look

forward to joining this effort to provide our nation with the world's finest space based reconnaissance and information superiority systems.

The war on terrorism has focused attention on the importance of the space systems that we build and operate. Recent experiences give us an opportunity to generate a list of lessons learned from our efforts to support military operations in Afghanistan. We must now work hard to improve our intelligence collection capability to support a broad range of customers and develop new systems that will make a major contribution to the war on terrorism.

As you may know, I have been presented with multifaceted job titles that highlight several challenges. My first priority is to build a plan that responds to the National Security Space Commission's recommendations to interface black and white space needs and programs. We should consider carefully how we can make best use of both NRO and military space assets. Several programs straddle the artificial boundaries between the national intelligence and military operations communities. For instance, we will determine how to acquire a space-based radar with a moving target indicator capability, and how to provide a robust communication system with enough bandwidth for all national security users. The nation needs both of these capabilities, but we cannot afford to have separate national and military assets to meet them. I expect to move forward with organizations and operations to meet these needs.

I certainly don't have all the answers to these and other important questions yet, and I'm going to need your experience and expertise to help find them. I ask for your patience and persistence as I take in a deluge of new information, and I hope within a month to move forward with an organization that best serves our collective needs.

Now is the time to re-ignite the creative spark that has made the NRO great these past 41 years. I encourage you to take risks and come forward with bold, new ideas. Continue to push technology's boundaries to further enhance our global intelligence collection capability. Let us together build revolutionary national security systems. And at the same time, be good stewards of the taxpayer's money by handling our budget responsibly.

I have complete confidence that we will meet these challenges with the same dedication and innovation of the pioneers who preceded us. And I look forward to joining you in this challenging and vital work. Thank you.

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CSA Silent Auction proves to be huge success

The CSA Silent Auction raised \$8,260 for the NRO Disaster Relief Fund benefiting Sept. 11 victims. This was NRO's first on-line silent auction. All items for the auction were donated by NRO personnel.

The item most bid on overall was the Wizards vs. Timberwolves tickets which eventually sold for \$690. Other highly priced auction items included the Rolling Rock Patio Furniture, auctioned at \$200; Brutus, the golden Labrador puppy auctioned at \$740 and the Sol Beach Package auctioned at \$125.

The most generous bid was the golden Labrador puppy which was valued at \$350 but sold for \$740. The best bargain bid was for the Michael Jordan basketball, valued at \$800 but sold for only \$370.

The coordinators for this event were [REDACTED] and [REDACTED]

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Register now for Satellite Reentry Conference

The DDMS and the National Reconnaissance Operations Center is sponsoring the 6th annual NRO Satellite Reentry Conference on Feb. 21 and 22 at the [REDACTED]

The conference will cover: [REDACTED]
[REDACTED]

Seating is limited. To register, contact [REDACTED] at [REDACTED] or [REDACTED] at [REDACTED]

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Fitzgerald discusses his role, goals as DDNRO



The Deputy Director of the NRO, Mr. Dennis Fitzgerald, was interviewed by the NRO Channel's "Visions" regarding the NRO's focus and direction, and his role and goals as deputy director. Excerpts:

Visions: What is your impression of your office and role during these dynamic times for the NRO?

Fitzgerald: ...To support the Director of the NRO and maintain ongoing operations... We are in a war on terrorism... We have people in harm's way all around the world. The NRO must make sure the systems that we built perform absolutely flawlessly and we give the best possible support ... to the folks in the field.

Visions: Where is the NRO headed with regard to strategic direction?

Fitzgerald: ...A greater alignment of white and black space... There are activities in white space—particularly in the communications area—that overlap with things that go on in the NRO... **The NRO will consider: Is there a better way of individually developing our own programs or to align those interests so that we can provide these services to the taxpayers at less cost?**

NRO will look at the best practices across both black and white space to get the best of both worlds.

Visions: You are a highly educated and busy man. Would you comment on your career and its progression?

Fitzgerald: I think everybody ought to be continuing to improve and upgrade their skills... Regarding being busy, it forces you to prioritize, delegate and concentrate on those things that are important.

Visions: Is there any particular goal that you want to accomplish during your tenure as DDNRO?

Fitzgerald: The first goal is to see the delivery of the next generation of reconnaissance capabilities... the Integrated Overhead SIGINT Architecture (IOSA) system and the Future Imagery Architecture (FIA) system. The second is to continue to assure the financial integrity of the NRO. The third priority is to increase the NRO top line. The NRO needs funds to pursue the abundant great new ideas that can take us to the next frontier in reconnaissance.

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Sign up for NRO Blood Drive on Jan. 16, 17

The NRO Blood Drive is Jan. 16 and 17 from 8 a.m. to 2 p.m. in C114J-T at Westfields. Donors are greatly needed as the need for blood remains high. Persons interested in donating blood should sign up today.

For more information, contact Westfields Nursing Services [REDACTED]

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Reflections from Ground Zero



"In the valley of the shadow of death"... There they were at last: words to accurately describe the site of the World Trade Center after September 11. It was while watching the anniversary memorial service on October 11 that I heard the words that had eluded me during the time I'd been working at the site. Over and over I had said to family and colleagues who asked about the site that there were no words to describe the devastation. But there they were. Nothing else even came close to conveying the magnitude of the destruction or the surreal feeling that permeated the site, especially after dark. But now I had words that said it all.

Those of us from the NRO Office of Inspector General who worked in the joint Federal effort to recover material of national security concern from the site shared a unique opportunity to provide direct support to a vital government mission. Collectively, we are former case officers, retired military members, personnel, budget & plans officers, and former & current security officers. Quite a diverse group, yet we all quickly volunteered. After all, we're in the Intelligence business. And protecting the classified information made vulnerable by the attack was paramount. The work was decidedly unglamorous, but the sense of mission was absolutely unwavering.

Envision yourself garbed in a head-to-toe Tyvek suit, respirator to rival that of Darth Vader, and OSHA-approved hardhat, reporting to work day after day to a place known as "Fresh Kills", a toxic dump at Staten Island where debris from Ground Zero is transported by truck and barge. Imagine using a rake or hoe for hours on end to dig through the muck to find classified material. Or standing at a mechanical sifter pawing through muddy debris to find those all-important documents. And instead of finding a document, you watch as a child's tennis shoe passes by. Imagine standing at the base of the remains of Tower One and seeing the equipment and workers looking as small as ants scurrying around because the area of destruction is so enormous. And being surrounded by peripheral buildings covered in shrouds to protect the workers from falling debris. Imagine constantly listening for the emergency evacuation signal that means run for your life because one of those buildings is starting to fall. Imagine the eerie quiet on the day the work stopped so that family members of the fallen could come say farewell to their loved ones. And then imagine feeling grateful to be there.

While the hours were long and the work conditions less than optimal, the rewards were many. The thrill of "the find", the esprit de corps of the workers, the friendships formed with members of the deconstruction crews, the camaraderie we shared with law enforcement personnel, and the pervasive feeling that we were making a difference in the world made the sacrifices seem like mere inconveniences. Over and over we were thanked for our efforts by our New York colleagues who had worked in the buildings that were now smoking piles of rubble. We were told of tears of joy when personal items were recovered. We were told of the gratitude of an officer when documentation revealing his classified associations was recovered, thus protecting the officer's identity and career, as well as possibly his life. We were praised by the other government agencies working at the site for locating great quantities of their material. And as the feeling that we were doing something truly good grew, our determination to do more also grew. And the more we did, the more we recognized the value of what we were doing.

The weeks spent in New York provided a valuable lesson in teamwork, a constant reminder of the importance of protecting intelligence information, and the regeneration of a feeling that what we in the Intelligence Community do is important no matter how small a role we as individuals play. Those of us who worked in the recovery effort are the grateful ones, for we witnessed firsthand indescribable destruction overcome by indomitable human spirit as exhibited by the firefighters, police officers, and rescue personnel who worked tirelessly at the site. And we had an opportunity to do what many Americans wanted to do...just help in some way.

We in the OIG who shared this New York experience have returned to our everyday jobs and lives, and have done so with a renewed sense of what's truly important. We are your colleagues: [REDACTED]

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NRO Mentoring Program celebrates one year

Late last year, the Office of Human resources celebrated the one-year anniversary of the NRO Mentoring Program by recognizing all NRO mentors and mentorees in an award ceremony. "We wanted to recognize everyone involved with the program," said [REDACTED] Career Counselor and Mentoring Program Manager. "From mentors who contribute to the development of the NRO workforce and mentorees for taking a pro-active approach in developing their career by seeking the advice and council of a mentor to senior NRO leaders who support the program."

The Mentoring Program was started in October 2000 by the Corporate Learning & Development Center to help employees navigate the complexities of the workplace. It was championed by its first mentor, former DNRO Keith Hall. The program was created as a means for personnel to share corporate knowledge for greater performance and growth while encouraging professional leadership in support of Goal 6: to create and maintain a world-class workforce that will revolutionize global reconnaissance.



Since its creation, the program has been endorsed by many senior NRO leaders. Seniors such as Roger Campbell, former Chief, Management Services and Operations; Gil Klinger, Chief, Office of Policy; Brian Malone, Chief, Management Services and Operations; Carol Staubach, Chief, IMINT and [REDACTED] Chief, Corporate Learning Development Center have all supported and promoted the program. Not only have these senior leaders been strong advocates for the Mentoring Program, but they all are also participating in the program as mentors. Senior leadership's support and enthusiasm is the secret to the program's success. "NRO's Mentoring Program has and continues to succeed where others have failed because of senior leadership's deep commitment to the program," said [REDACTED]. "This is the true reason for the program's success."

Training is available to anyone interested in becoming a mentor. For more information on how to become a mentor or mentoree, contact [REDACTED] at [REDACTED] or visit the Mentoring web site in COMPASS under NRO Training on the ByeWay.

[REDACTED] presents Brian Malone an award for being a mentor (above).

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Former DNRO Keith Hall wins Cabell Award

The Honorable Keith R. Hall was selected to receive the Air Force Intelligence Reserve's Cabell Award. Mr. Hall is one of two civilians to have received the award, which has been presented to a single honoree annually since 1985.

The General Charles P. Cabell Award recognizes the contributions of senior policy makers who have actively furthered the integration of reserve intelligence into the Air Force mission.

Mr. Hall, recognized for his leadership as Assistant Secretary of the Air Force for Space, joins Lt. Gen James R. Clapper, Jr., USAF (ret.), currently the Director of NIMA; Major General Michael V. Hayden, USAF; and other distinguished leaders on the list of Cabell Award recipients.

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Hall's Farewell Ceremony set for Jan. 25



There will be a Farewell Ceremony for former DNRO Keith Hall on Fri., Jan. 25 at 10 a.m. in the Jimmie D. Hill Auditorium. All NRO personnel are invited to attend.

The ceremony can be viewed via video-conferencing or the NRO Channel. For more information contact [REDACTED] at [REDACTED]

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Meet NRO's new Senior Enlisted Advisor

[REDACTED] became the Senior Enlisted Advisor to the DNRO on Nov. 19. The Recon recently had a chance to meet with [REDACTED] to discuss [REDACTED] background and goals as the SEA.

RECON: How long have you been with the military?

[REDACTED] I have been with the military for 24 years, the last four years of which I have spent at the NRO.

RECON: Where were you prior to becoming the Senior Enlisted Advisor?

[REDACTED] Prior to becoming the Senior Enlisted Advisor, I was with the COMM directorate as the Chief of COMM. Before coming to the NRO, I was in Space Command at Schriever AFB in the 50th Space Wing working satellite communications on the Air Force Satellite Control Network.

RECON: What are your goals for this position?

[REDACTED] As SEA, one of my main goals is to identify and resolve issues before they hinder mission accomplishment and adversely affect the enlisted workforce. To accomplish this I will continue to 1) advise NRO senior leadership on all enlisted concerns from all assigned services; 2) ensure we maintain a mission ready workforce; 3) develop future enlisted leaders by ensuring across-the-board participation in military professional and technical educational programs, and continued emphasis on breadth of experience and career broadening; 4) build strong working relationship with our host support agencies, and 5) promote service, organizational pride and excellence.

RECON: Tell us something about your management background.

[REDACTED] Although I have a technical background in communications, I also have a degree in Human Resource and Organizational Management. The degree has shaped my belief it takes mentoring, developing, and actively leading the workforce to achieve success in any workplace environment. Everything revolves around people. People are the greatest resource in any organization. The NRO's success will continue into the 21st century and beyond based on the harnessed talents, energy, and creativity of the workforce.

RECON:: What projects are you currently working on?

[REDACTED] In addition to my primary activities, I am an advisory board member for Future Focus, NRO's new leadership development program aimed at leaders at all levels and from all career services. I am also a goal team member for the Awards & Recognition Team with Goal 6 (to create and maintain a world-class workforce), chartered with enhancing the NRO's Recognition Program.

RECON: Any final words?

[REDACTED] I plan to continue many of the initiatives put into place by my predecessors, as well as looking for new activities to enhance and develop our enlisted force serving at the NRO. As the NRO Senior Enlisted Advisor, I'm charged with keeping the Director and all NRO seniors apprised of enlisted problems, concerns, morale and welfare issues. Additionally, I'm responsible for ensuring enlisted members are afforded normal career progression opportunities, assignments, promotions, training, awards, evaluations, and recognition. To accomplish this huge task, I plan to continue and enhance the strong working relationships with all senior service representatives, D/O senior officers and senior NCOs. I'm very excited to be given the opportunity to serve the NRO's enlisted force and look forward to challenges ahead.

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USecAF, DNRO responds to questions

After USecAF/DNRO Peter Teets delivered his Town Hall briefing, he opened the floor to questions. Below are selected questions and answers that drew the most reaction from the audience.

Q: What is your vision for creating and sustaining a cadre of space professionals?

A: I don't have specific implementation schemes for how we're going to create this cadre of space professionals, but I have an approach to it. Part of the approach will be to create a culture where people can spend considerable time in the space field. I think one of the things that has been a characteristic of military in space is for military people to [not] remain in a military space career field for a lengthy period of time. I think we ought to have longer assignments in specific areas of space operations or space acquisition because it is indeed a field that requires a different thought process than perhaps in other fields. Our systems are so complex and sophisticated that it requires special thought process and I think [that] time in [a] job is important in that whole equation. This is one that we are going to take on in a meaningful way and I think you will see some results in the near future.

Q: When will these changes take place?

A: I don't want to tell you that it's going to all be done by next week when I can't guarantee that, but I want to move rapidly, and to the best of my ability I'll be pushing hard.

Q: What is your number one "people" priority?

A: In terms of the military component of space, I do want to focus on this issue of longer duration of time ... having people who can stay in the space field for a more continuous period of time. Now, in terms of my number one people priority on the broad front, I'd have to say that my priority is to try to align this vision and get these multiple cultures moving in the same direction. And that is going to take a lot of interchange, dialogue, and open communications. My priority will be to try to be a receptive ear and then a voice back to this widely diverse community of people.

Q: Regarding acquisition reform ... concepts such as total system performance responsibility (TSPR) and insight vs. oversight has been used for years now. Do you think it is working? How would you change it or improve it for NRO programs?

A: I do think that TSPR is a flawed concept — I'll just say it quite bluntly — and I would not be an advocate of seeing it promulgated through any more acquisitions programs. The fact is that the government has an absolute responsibility to have oversight of the dollars that are being spent. They are public dollars, there are taxpayers that are paying these bills, and we have an obligation to nurture the use of those dollars. To have an attitude that you just turn it over and have the contractor have full responsibility is a bit of a cop out. So, I would have to say that the days of TSPR are probably numbered. Some of the problems that we have developed, frankly, are a result of TSPR and we are going to have to be smart about working our way out of those too. I don't want to be lighthearted about this; it is a very, very serious matter, and we are going to be working hard to get these programs on solid restructured basis.

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USecAF, DNRO creates new offices under space transformation plan

At his first Town Hall address, Under Secretary of the Air Force and DNRO Peter Teets announced plans to implement Space Commission integration recommendations. "We have a mandate to align Air Force and NRO best practices... to transform space and pull together a National Space Security operation that will be aligned in vector, future thrust, and where it is heading," said Mr. Teets.

The plans include the creation of two new offices: the Deputy for Military Space and Directorate of National Security Space Integration. The Deputy for Military Space will oversee military matters related to space activities and day-to-day acquisition issues for national security space programs. The deputy for this office will be the counterpart to DDNRO Dennis Fitzgerald who manages the daily operations at the NRO. Although this position has yet to be filled, a civilian with significant experience in military space operations is expected to be named.

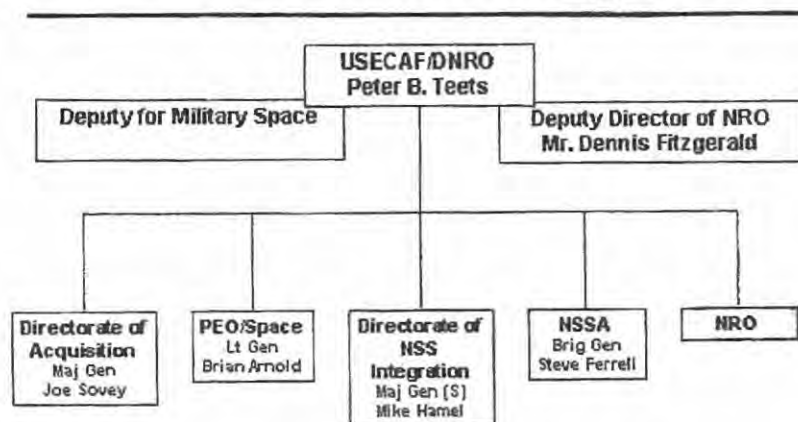
Maj Gen Michael Hamel will head the Directorate of National Security Space Integration, which will be responsible for implementing best practices for military and national space programs. General Hamel is currently the director of the Air Force Space Operations and Integration office. General Hamel will have a civilian deputy from the intelligence community who has yet to be named.

In addition, Mr. Teets announced Maj Gen Joseph Sovey as the new Director of Air Force Space Acquisition; Lt Gen Brian Arnold, the current commander of Space and Missile Systems Center at Los Angeles Air Force Base, as the new Program Executive Officer for Air Force Space; and BG Steve Ferrell as the new National Security Space Architect.

"Together these space professionals make a tremendous team to leverage our unparalleled talent from the military, intelligence community and industry to provide the nation with the best space capabilities to meet the challenges of the 21st Century," said Mr. Teets. "I see a wonderful challenge ahead. I can't tell you how pleased and enthusiastic am about having this opportunity to provide leadership to this transformation which can truly create a National Security Space culture and operation."

Copies of the Town Hall meeting can be obtained by contacting [REDACTED] at [REDACTED]

USecAF/DNRO Organization



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Exploiting and Controlling Space

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Corporate Learning and Development Group offers perspectives on change

In January, the Office of Human Resource's Corporate Learning & Development Group, (CLDG), initiated a series of opportunities for learning about organizational and individual change. One component of this initiative is a Perspectives on Change video series. The kick-off was a lunchtime "Food for Thought" video entitled Celebrate What's Right with the World. Two runnings of the video drew a total of 75 NRO employees. The ongoing Perspectives on Change video series will focus on providing a positive context for perceiving and adapting to change in our lives.

In addition, CLDG is expanding its curriculum to include change management.

- A first course, entitled **Navigating Change and Transition**, is open to the general NRO population. The focus will be identifying the dynamics of change and personal coping strategies. This one-day course will be offered four times in 2002. The first running will be on Feb. 14.
- The second course, **Change for Organizations**, is tailored for supervisors and managers. The goal of the course is to enable managers to assist the workforce in accepting and implementing change, achieved in part by examining personal assumptions and beliefs about change. The course will be piloted Feb. 26-27.
- The third course in the series, **Change Leadership**, addresses the needs of executive and senior-level leaders who drive organizational change. A pilot running was conducted in August 2001. Participants found the framework and models presented in the course to be both practical and enlightening. Change Leadership is part of the Future Focus Program. Dates of runnings in 2002 are to be announced.

According to Rosabeth Moss Kanter of the Harvard Business School, "Change is disturbing when it is done to us, exhilarating when it is done by us." How can we make the changes necessary and do so in a way that creates high energy and yields sustainable results? These CLDG Perspectives on Change learning opportunities are geared toward guiding NRO employees - at every level - into and through the type of change that characterizes today's healthy organizations. Watch the daily announcements for notice of the various events. To register for these and other CLDG courses, visit the [COMPASS website](#) on the Byeway.

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Visions' interview with Brian Malone



Editor's Note: A few months ago, Brian Malone, Director of Management Services and Operations, appeared on Visions, an NRO Channel program that features interviews with NRO senior leaders. Below are excerpts from that interview.

Q: How does the Management Services and Operations (MS&O) office fit into the organization?

Malone: MS&O is a support function of the NRO. We handle everything from making sure that classified packages get to the right place to employee assistance programs to video/audio. The bottom line is that we make sure that employees are safe, that the building is up to snuff and that employees have the tools they need to do their jobs.

Q: As MS&O Director, you are responsible for all NRO facilities, not just the facilities located around Westfields, correct?

Malone: [Yes.] When we get the employee survey every year, facilities is on the top of the list. It is the highest rated [issue] and has been for the last four years. However, what brings [the score] down somewhat are the guys in the field. Having been in the field for the NRO, I can tell you [that the field facilities] are pretty good facilities. But are they one-on-one with Westfields? No. That's an issue we come up against time after time.

How much can we do [to address that issue]? One of the things we do through Goal 7 is we have a team that goes to all the NRO facilities. Our goal is to visit each one of them at least once every two years. We sit with them face-to-face and ask "What are the top 10 issues you have here?" "What are the things we can fix?" As it turns out, a team just came back from Sunnyvale. There [are some] fairly long-term issues that will cost a lot of money that we need to look at, but there were a lot of things we said that we could do in a matter of days. The report we got back from Sunnyvale was, "You guys listened to us, took some simple actions - morale is a lot higher and employees are really happy." Odds are the field offices may not be like Westfields, but we want to try to bridge that gap.

Q: You are in charge of Community Service Activities (CSA). Please elaborate on that and how you see the NRO participation in CSA.

Malone: I was surprised when I took this job at the breadth and depth of community services. From a community standpoint, I'm just gratified that the NRO workforce time and time again gives of their time, of their money and of themselves. A recent example of that is the silent auction we just completed. People bid money for things that were donated or things that people made. Many people went out and bought those things or spent hours of their personal time to make them and donated them so we could raffle them off. We made over \$8,000 for community services.

-Our partnership with Cub Run [elementary school] is a very gratifying experience. If any [readers] haven't done that, we are always looking for volunteers to help with the kids. [Last year] we had the principal and the vice-principal over here for a ceremony. We recognized a lot of [NRO] employees who, year after year, have mentored the kids in a variety of subjects. You don't have to be an expert in any of these things.

Finally, we are trying to cement a relationship with Westfield High School. They are in their second year now and one of the interesting things they have is an "Aviation University." We have a lot of rocket scientists around here, so we're really trying to marry those guys up and see what they can do. I think Westfields is very excited about that.

Fast Fact: Mr. Malone is a third generation CIA employee. His grandmother worked at the CIA during the late '40's and early '50's. His parents met at the agency.

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Gen Fraser wins Moller trophy

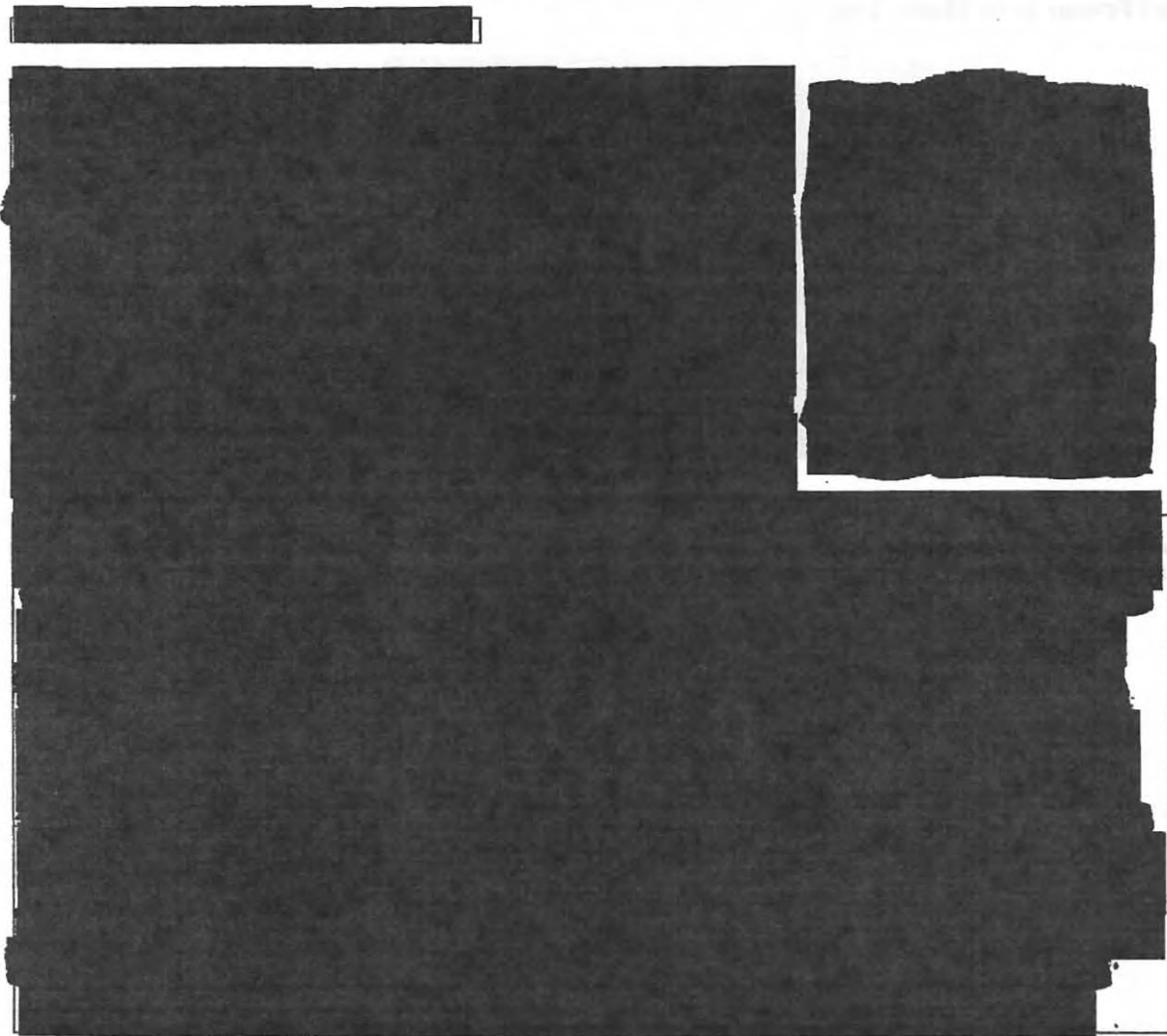


Gen Hal Hornburg, commander, Air Combat Command, (left) recently presented the Moller Trophy to Brig Gen Fraser (right) as the best wing commander in the ACC in 2001 during ceremonies at Langley AFB, Va.

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Workforce Excellence Lecture Series presents Bobbi Gutman, Dr. Sheila Widnall



The Office of Equal Employment Opportunity and Military Equal Opportunity (OEEEO/ME) is proud to present two upcoming speakers in the **Workforce Excellence Lecture Series**.

In observance of Black History Month the Workforce Excellence Lecture Series will host a lecture by **Ms. Roberta W. Gutman**, the former corporate Vice President and Director of Global Diversity at Motorola Corporation on **Wed., Feb. 20** at 10 a.m. in the J.D. Hill Auditorium. Ms. Gutman is the present principal of Roberta Gutman Consulting, LLC, and is the Executive Director of the Motorola Foundation. She has an extensive background in Human Resources and global workforce diversity, as well as succession planning and organizational development. She will be discussing best practices in Diversity Management, particularly in areas such as employee development, retention and recruitment, as well as making the business case for diversity and how it is important to corporate success.

Also, in honor of Women's History Month the Workforce Excellence Lecture Series has invited **Dr. Sheila Widnall**, the former Secretary of the Air Force, to speak to the NRO on **Thurs., Mar. 7** at noon in the J.D. Hill Auditorium. As Secretary of the Air Force, Dr. Widnall was responsible for all Department of the Air Force recruiting, organizing, training, administration and she was the co-chair of the Department of Defense Task Force on Sexual Harassment and Discrimination. Currently, Dr. Widnall is a faculty member at the Massachusetts Institute of Technology where she teaches dynamics and aerodynamics, graduate level aerodynamics of wings and bodies, and aero-elasticity.

Dr. Widnall is the only woman to ever head a military service. She is also the first woman to chair a department at MIT. She is a master pilot, astrophysicist, aeronautical genius, lauded educator and prolific writer. Her presentation will include portions of her seminar entitled, *Barriers and Enablers for Women in Engineering*.


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IMINT civil staff assumes Homeland Security interface role

Americans everywhere are aware of the impact the September 11 terrorist attacks had on the nation and the government. Few realize, however, the increased tasking and responsibilities that were levied on the civil community under the homeland security doctrine. In response, the community sought support via the existing IMINT civil interface. The following homeland security activities are currently being supported:

- NIMA's Office of Homeland Security (OHS), the designated imagery lead supporting the [REDACTED] In response IMINT, along with NRO/NSS (National Support Staff, the NRO lead for homeland security) and the Operational Support Office, are supporting NIMA/OHS requirements. [REDACTED] systems are currently being considered for support.
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• IMINT also supported the first NRO-sponsored Federal Reconnaissance Users Conference held in the auditorium at Feb. 5-7. The Hon. Sylvester Reyes, (16th District, El Paso, Texas) gave the keynote address. Themes included:

- o National Crisis and Consequence Management
- o National Preparedness and Homeland Defense
- o Weapons of Mass Destruction
- o Threats to Safety and Security of U.S. Citizens or Interests
- o Applications Relevant to Civil Agency Missions
- o Infectious Disease and Their Impact on People, Livestock and Crops

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[REDACTED]

[REDACTED]

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We ain't seen nothing yet
**NRO on the road to becoming a
 world-class workforce**

What began as a goal is now becoming a reality as NRO take steps to become a world-class workforce that will revolutionize global reconnaissance. To ensure that the NRO continues to move in the right direction, [REDACTED] a 10-year CIA careerist with an extensive background in human resources, was recently hired as the Goal 6 Program Manager. [REDACTED] will be responsible for ensuring that the plans of the Goal 6 teams to improve Manpower, Recruiting, Diversity, Awards and Recognition, Corporate Awareness, Training, Leadership, and Employee Development -- all Goal 6 elements -- are implemented systematically and expeditiously.

"Momentum has been building for the last six months as we've begun to implement the Goal 6 plans in earnest," said [REDACTED]. "In this short time, the NRO has launched Future Focus, NRO's corporate leadership development program, which has already brought Drs. Warren Blank and Terry Busch to speak to the NRO on leadership and change. Goal 6 boasts a mentoring program, a new Change Leadership course, and an NRO Training Council to explore ways to make access to training and course registration easier. We are also working with the Office of Equal Employment Opportunity, which recently developed a new strategic plan for diversity that calls for executing a Best Management Practices survey this spring in order to identify sources of diversity concerns and equity issues."

As the integrator for the various initiatives, [REDACTED] says these changes are just the beginning of what is to come. "We are already embarking on next steps. The Office of Human Resources (OHR) is reviewing all NRO positions in an effort to develop systematic processes for corporately managing the workforce. OHR will also stand up a corporate recruiting and staffing capability later this year to better position the NRO to attract the best and brightest," said [REDACTED]. "In addition, Corporate Communications will design a communications strategy for improving the workforce's understanding of all NRO strategic plans and activities."

As NRO continues to improve its workforce, the ultimate goal of Goal 6 is to revolutionize reconnaissance. According to [REDACTED], "It's about guaranteeing that this country has the world's premier reconnaissance capability by delivering a highly skilled, highly motivated, unparalleled workforce. Our national security and the free world rely on our having the right workforce with the right skills to take reconnaissance into a new era."

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AF-NRO Integration Planning Group set to play major role in space transformation



Under Secretary of the Air Force and Director of the National Reconnaissance Office Peter Teets' recent move to implement the Space Commission's recommendations has raised questions both within the NRO and the Air Force. Personnel from both organizations are eager to learn more about what can be expected as a result of the changes.

"Expect to see few internal changes in the near term, but more and more changes in processes over time. Air Force personnel in particular will begin to see the Department of Defense (DoD) adopt many NRO processes and policies," said [redacted] Deputy Director of the AF-NRO Integration Planning Group (ANIPG). ANIPG was established in 1998 by former DNRO Keith Hall and Secretary of the Air Force Whitten Peters to find cost savings and synergy by bringing Air Force and NRO programs and processes closer together — efforts that directly supported the Space

Commission's findings.

ANIPG is currently working to facilitate integration in the short term by increasing emphasis on joint programs and processes among the Air Force, DoD, and Intelligence Community (IC). "We are looking at programs like the [redacted] Space Based Radar (SBR), [redacted] (LAS) as collaborative programs that can help link the communities. We are looking at cradle-to-grave processes like the NRO Acquisition Board (NAB) that could be adapted by DoD," [redacted] explains.

Personnel can also anticipate changes to the space career management process as key recommendations of the Space Commission are implemented. "The Air Force and NRO are developing options to recruit, train, educate, and expand the experience of space professionals — officers, enlisted, and Government civilians," said [redacted]. "Our goal is to educate and train everyone on the team about how space systems should be used to meet DoD and IC requirements. In the future there will be a shift in what we ask our people to do. We can't afford to have anyone who purchases or operates space systems without understanding how to employ them effectively and efficiently to meet our nation's needs."

ANIPG manages ongoing efforts to capture the best of Air Force and NRO practices for the new combined space team to use. Since March 2000, nine teams in operations, launch, science and technology, acquisition, planning and programming, requirements, personnel management, security, and strategy concepts and doctrine, have been exploring all aspects of space research, development, acquisition and operations. Already there have been some solid successes — an NRO-style Independent Program Assessment (IPA) team replaced the complex 3-tiered Integrated Processing Team structure for the [redacted] mid-phase decision. A total of 35 recommendations have been carefully documented by the teams and are being briefed to the USECAF/DNRO for decision later this month.

For more information, visit the [ANIPG website](#).

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ANIPG: The small office with a big punch!

The AF-NRO Integration Planning Group consists of just twenty personnel. For a small office, ANIPG has had a big impact on the NRO and Air Force. On one project alone, ANIPG helped save the Air Force \$15 million a year due to the integration of Air Force and NRO terrestrial communications systems. ANIPG's successes however, don't stop there. Below is a partial list of successful initiatives facilitated by ANIPG:

[REDACTED]

- * Space Based Radar (SBR)
- * Space and terrestrial backbone communications
- * Deployment of targeting, mission planning and situational awareness tools and processes
- * The joint AF/NRO Collaborative Planning Process and the first Collaborative Space Plan
- * Joint AF/NRO definition of how to structure true Interagency Program Offices

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ANIPG Fast Fact

The AF-NRO Integration Planning Group has two counterparts within the NRO: Navy NRO Coordination Group established in 1999 and the Army Coordination team established in 2001.

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[no classification submitted]

OEEO/ME sponsors survey on diversity

The Office of Equal Employment Opportunity and Military Equal Opportunity (OEEO/ME) invites the workforce to participate in a Diversity Best Management Practices Survey. The 15-minute survey will be issued in two waves over the next 6 weeks and will cover key diversity issues.

The first wave of surveys will be sent to randomly-selected personnel who will receive an email with a link to a web survey during the week of Feb. 18. There will be a second wave of surveys issued in March that will include the entire NRO population.

Feedback is critical to the development of diversity initiatives. OEEO/ME would like to incorporate representative viewpoints across the NRO.

[no classification submitted]

The Recon - January 17, 2002

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Mr. Teets greets NRO for first time



Editor's Note: Below is the text of a taped telecast of Mr. Teets that aired on the NRO Channel today, Jan. 17. The interview will re-air every hour on the hour today through tomorrow at 8 A.M. To view the actual telecast on the NRO Channel via IPTV, go to Start/Programs/IPTV Viewer on your Desktop.

Good day to all of you. I am truly honored to have been named last month as the new Director of the National Reconnaissance Office. In the few weeks that I have been with you, I have met many capable, intelligent and dedicated people who believe in our mission and who are committed to working together to achieve goals which are critical to the national security of our country. This is an outstanding team, and I am enormously pleased to have the opportunity to lead it.

I have spent my entire career on the industrial side of our nation's space and defense activity. Throughout my career I have been extremely impressed with the people and the accomplishments of this organization. You have pushed the limits of technology for more than 40 years to produce some of the world's most sophisticated satellite systems. I look forward to joining this effort to provide our nation with the world's finest space based reconnaissance and information superiority systems.

The war on terrorism has focused attention on the importance of the space systems that we build and operate. Recent experiences give us an opportunity to generate a list of lessons learned from our efforts to support military operations in Afghanistan. We must now work hard to improve our intelligence collection capability to support a broad range of customers and develop new systems that will make a major contribution to the war on terrorism.

As you may know, I have been presented with multifaceted job titles that highlight several challenges. My first priority is to build a plan that responds to the National Security Space Commission's recommendations to interface black and white space needs and programs. We should consider carefully how we can make best use of both NRO and military space assets. Several programs straddle the artificial boundaries between the national intelligence and military operations communities. For instance, we will determine how to acquire a space-based radar with a moving target indicator capability, and how to provide a robust communication system with enough bandwidth for all national security users. The nation needs both of these capabilities, but we cannot afford to have separate national and military assets to meet them. I expect to move forward with organizations and operations to meet these needs.

I certainly don't have all the answers to these and other important questions yet, and I'm going to need your experience and expertise to help find them. I ask for your patience and persistence as I take in a deluge of new information, and I hope within a month to move forward with an organization that best serves our collective needs.

Now is the time to re-ignite the creative spark that has made the NRO great these past 41 years. I encourage you to take risks and come forward with bold, new ideas. Continue to push technology's boundaries to further enhance our global intelligence collection capability. Let us together build revolutionary national security systems. And at the same time, be good stewards of the taxpayer's money by handling our budget responsibly.

I have complete confidence that we will meet these challenges with the same dedication and innovation of the pioneers who preceded us. And I look forward to joining you in this challenging and vital work. Thank you.

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