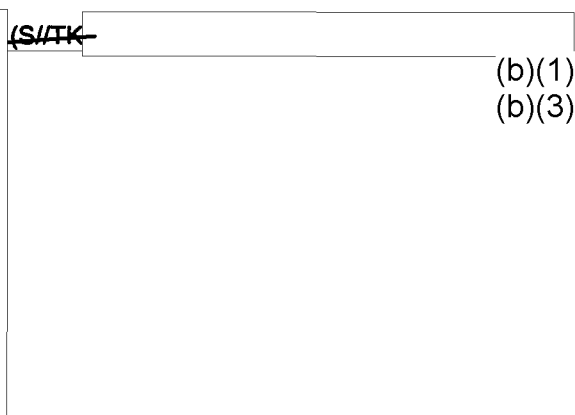
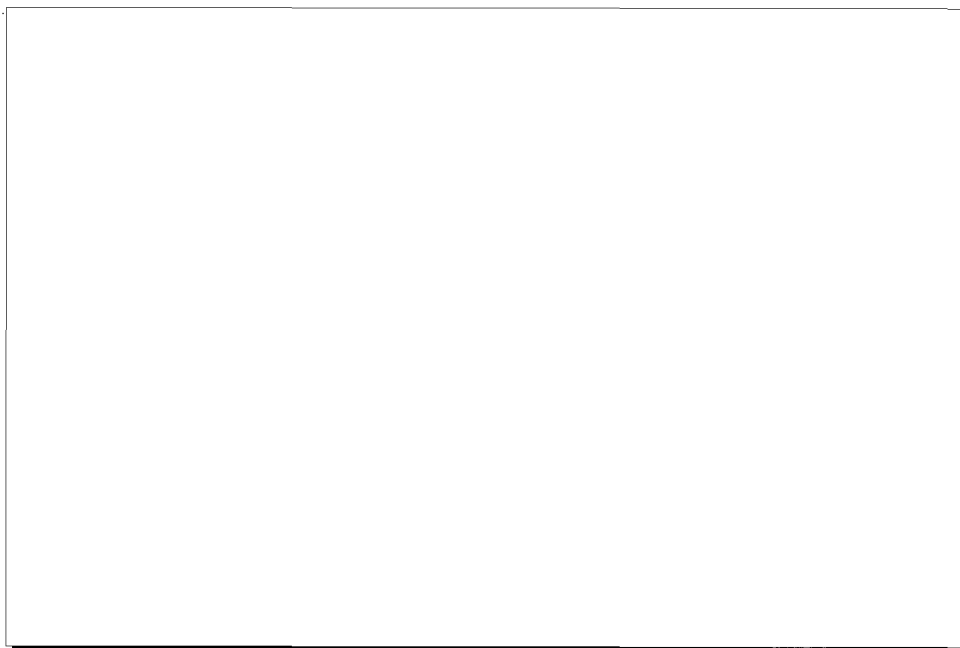


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~~SECRET//TK~~

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

(b)(6)



~~(S//TK)~~

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

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

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

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

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

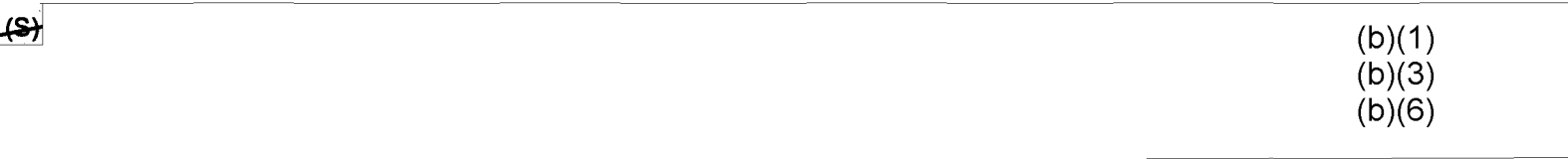
(U) When the second engine finally died at 19,000 ft, [redacted] said the jet was like "a rock floating downhill."

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

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

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

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



(b)(1)  
(b)(3)  
(b)(6)

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

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

(b)(6)

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

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

(b)(6)

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

~~(S)~~  
[redacted]  
[redacted]

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

(b)(6)

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

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

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

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

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

~~SECRET//TK~~

**The Recon - August 08, 2003**

~~SECRET~~

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

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



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

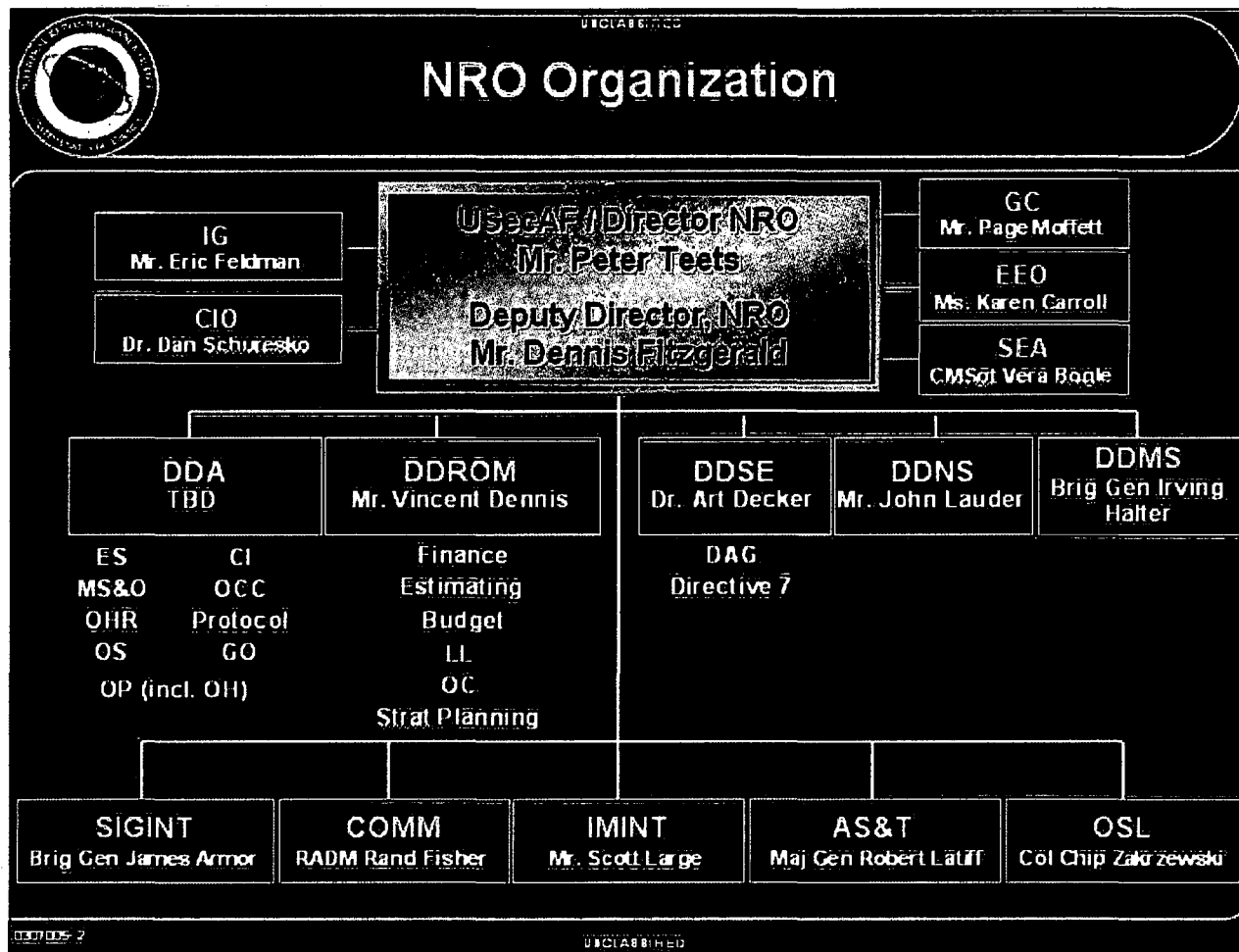
~~(U//FOUO)~~ Friday Briefings are open to all NRO personnel. Personnel at off-sites can tune in via video-teleconference. Personnel can also view the briefings on the NRO Channel on the following Monday at noon. For more information, contact [redacted] at [redacted] (b)(3)

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~~UNCLASSIFIED//FOUO~~

(U) DNRO reorganizes parts of the NRO structure



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

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

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

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

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

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

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

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

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

~~UNCLASSIFIED//FOUO~~

**The Recon - August 08, 2003**

~~UNCLASSIFIED//FOUO~~

**(U) OIG assesses NRO's corporate management structure**



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

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

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

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

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

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

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

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

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

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

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

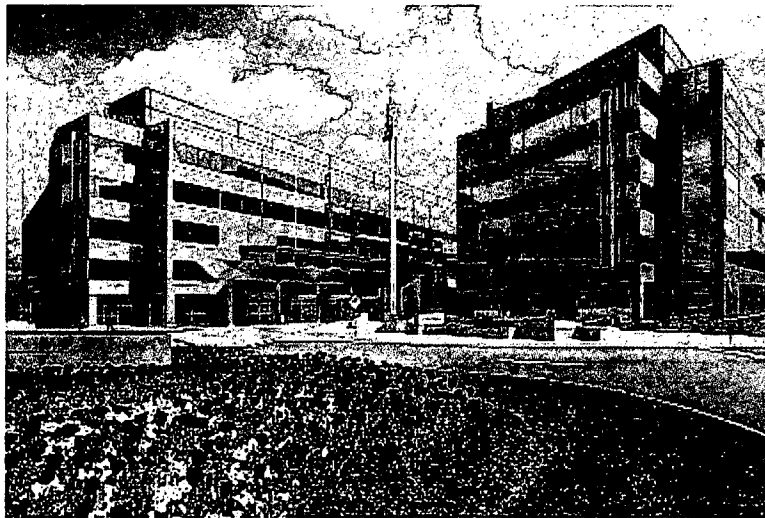
**UNCLASSIFIED.**

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~~UNCLASSIFIED//FOUO~~

(U) Westfields' evacuation survey provides lessons learned

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



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

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

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

The fire (b)(3)

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

(b)(3)

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

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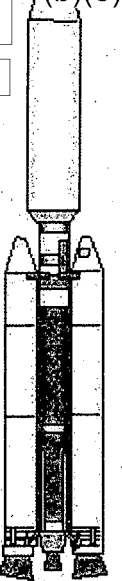
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~~SECRET//TK~~

~~(S//TK)~~

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



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

~~SECRET//TK~~

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~~UNCLASSIFIED//FOUO.~~

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

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

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

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

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

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

~~UNCLASSIFIED//FOUO.~~

**LEADERSHIP AND NATIONAL RECONNAISSANCE: PERSPECTIVES FROM TWO RECENT BOOKS**

**SECRET EMPIRE**  
EISENHOWER, THE CIA AND THE HIDDEN STORY OF AMERICA'S SPACE ESPIONAGE  
PHILIP TAUBMAN

**Beyond Expectations: Building an American National Reconnaissance Capability**  
ROY BURKS

**PANEL DISCUSSION FEATURING:**  
Philip Taubman, *New York Times*  
Peter Wilhelm, Pioneer of National Reconnaissance  
Roy Burks, Pioneer of National Reconnaissance  
[redacted] Center for the Study of National Reconnaissance (b)(3)

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

Contact [redacted] 857-5982 for tickets (b)(3)

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~~UNCLASSIFIED//FOUO~~

(U) Coming soon: the *Space Sentinel*



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

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

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

~~UNCLASSIFIED//FOUO~~


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~~SECRET//TK~~

(U) Air Force announces promotional increments for August 2003

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

(U) Colonel <input type="text"/>	(U) Captain <input type="text"/>
(U) Lieutenant Colonel <input type="text"/>	(U) Master Sergeant <input type="text"/>
(U) Major <input type="text"/>	(U) Technical Sergeant <input type="text"/>
	(U) Staff Sergeant <input type="text"/>

  
U.S. AIR FORCE

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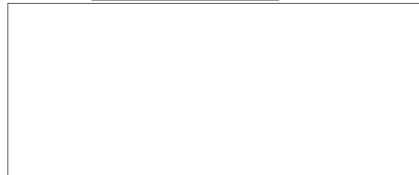
~~UNCLASSIFIED//FOUO.~~

(U) Congratulations to NRO secretaries announced for promotion



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

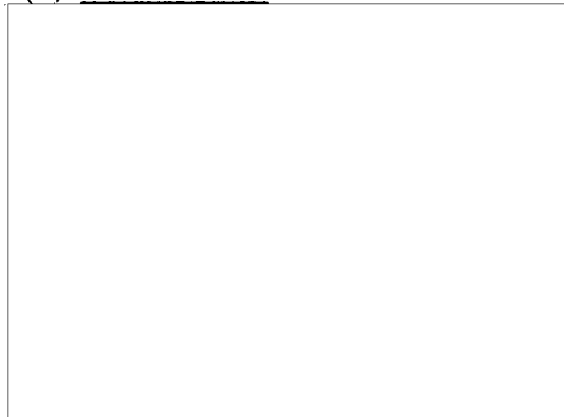
(U) IS-03 to IS-04



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

(b)(3)

(U) IS-02 to IS-03



SIGINT/LSPO  
DDSE/ODIR  
DDSE/SA  
DDSE/IP  
OSL/ODIR  
DDA/SECURITY  
IMINT/ODIR  
IMINT/SBR  
IMINT/ODIR  
IMINT/SO  
DDMS/FMERO  
COMM/AG

(b)(3)

~~UNCLASSIFIED//FOUO.~~

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

(U) July Medal recipients

**July 2003 NRO Medal Recipients**

<p><u>Meritorious Medal</u></p> <p>(U//FOUO) [redacted]</p> <p>(U//FOUO) [redacted]</p>	<p><u>Distinguished Medal</u></p> <p>(U) [redacted]</p> <p>(S//REL) [redacted]</p>
<p><u>Superior Medal</u></p>	
<p>(U) [redacted]</p> <p>(U) [redacted]</p> <p>(U) [redacted]</p> <p>(U) [redacted]</p> <p>(U) [redacted]</p>	<p>(U) [redacted]</p> <p>(U) [redacted]</p> <p>(U) [redacted]</p>

(SECRET)

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(U) Congratulations to the above recipients.

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

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~~UNCLASSIFIED//FOUO~~

(U) CSA sponsors winter wear collection drive

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

~~(U//FOUO)~~ To help organize the collection or for more information, please contact  at  or  a

(b)(3)

~~UNCLASSIFIED//FOUO~~

