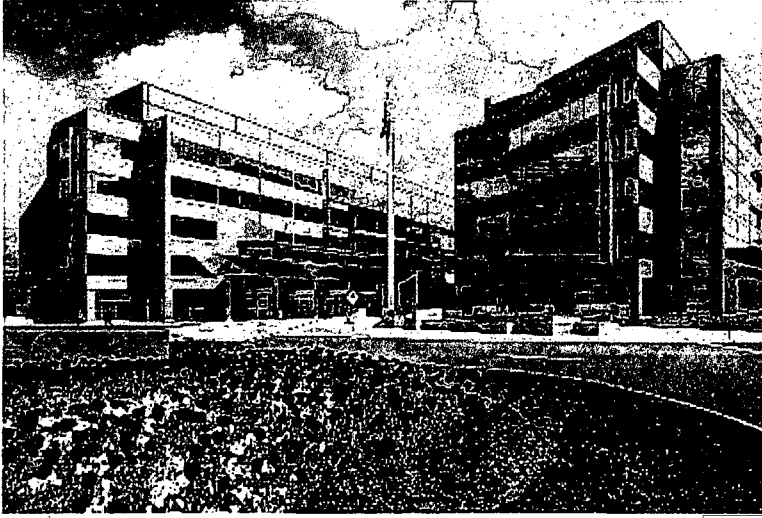


**The Recon - August 29, 2003**~~UNCLASSIFIED//FOUO~~**(U) Westfields returns to commercial power**

(U) MSO/FSG worked with Dominion Virginia Power to bring the Westfields complex back on commercial power early Friday morning.

(U//FOUO) "We want to thank everyone for their patience and energy conservation efforts during the power outage," said [redacted] (b)(3) chief of MSO's Facilities Support Group.

(U//FOUO) Westfields experienced a power interruption Aug. 25 at 7:34 a.m. Within 36 seconds, the generators were activated and power was restored to the facility. Dominion Virginia Power determined that a defective switch caused the outage and replaced it. However, when they attempted to reenergize Westfields at 12:35 p.m. Aug. 25, there was a minor explosion and fire in the main switchgear. Because of the damage this caused, the Westfields complex had to remain on generator power, prompting NRO officials to request energy conservation across the facility. "We were very pleased with the response of

the NRO population to our requests to conserve energy," said [redacted] "Everyone pitched in and took this outage seriously."

(U) Restoring commercial power to the Westfields facility required MSO/FSG and Dominion Virginia Power to work through Wednesday and Thursday nights, requiring complete outages to replace surge suppressors and other parts. Now FSG Engineering will make final repairs over the Labor Day weekend and determine the lessons learned from the incident.

(U//FOUO) [redacted] noted that while energy conservation helped during the contingency, it is a smart practice every day. "We were (b)(3) delighted with the energy conservation efforts that people took during the contingency and hope that we continue conserving energy in the future. It just makes good sense and it saves resources."

(U) Editor's note: There will be a previously scheduled run of the Westfields generators between 2-9 p.m. today, but it is not related to the power outage that occurred this week.

~~UNCLASSIFIED//FOUO~~

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~~TOP SECRET//SI//TK//REL to USA, CAN, AUS, and GBR~~

(U) Director, National Security Agency Gen Hayden addresses NRO

(U) Gen Michael Hayden, the Director of the National Security Agency spoke to a packed auditorium at Westfields on Aug. 22. "You are a very important mission partner for us," said the General who gave the audience a broad overview of NSA and its products and services.



~~(S)~~ [Redacted]

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

~~(S//SI//TK)~~ [Redacted]

~~(S//SI//REL)~~ [Redacted]

~~(S//SI//REL)~~ [Redacted] (b)(1)  
(b)(3)

~~(S//SI)~~ [Redacted]

~~(TS//SI)~~ [Redacted]

~~(S//SI)~~ [Redacted]

~~(S//SI)~~ [Redacted] (b)(1)  
(b)(3)

~~(S//SI)~~ [Redacted]

~~(TS//SI)~~ [Redacted]

(TS//FK)

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

(U) The General stated his support for NRO's Integrated Overhead SIGINT Architecture (IOSA). "The architecture is a good solid architecture that gives good coverage. "We are strongly committed to this," said the DIRNSA.

~~TOP SECRET//SI//TK//REL to USA, CAN, AUS, and GBR~~

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~~SECRET//TK.~~

(U//FOUO)

[Redacted]

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

[Redacted]

~~(S//TK)~~

[Redacted]

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

[Redacted]

~~(S//TK)~~

[Redacted]

[Redacted]

~~SECRET//TK.~~

**The Recon - August 29, 2003**~~SECRET//REL TO USA, AUS and GBR~~(b)(1)  
(b)(3)

(U) The following story first appeared in the June 2003 edition of AS&T's newsletter, the Trailblazer.

(S//REL)

(U) Several months previously, I received a letter from the office of the British Prime Minister, Mr. Tony Blair at Ten Downing Street, telling me that "he had it in mind to submit my name to the Queen with a recommendation to be made a Member of the Most Excellent Order of the British Empire (MBE)" and "would I mind confirming in writing to him that this would be agreeable." My first reaction was that this sounded "very British." My second reaction was that this was a practical joke of some kind.

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

(U) Despite receiving numerous high-level confirmations, I was still partially convinced this was really a practical joke. This was partially reinforced when my U.S. Government lead, U.S. Army [redacted] "double-dog-dared" me to steal some toilet paper from Buckingham Palace whilst collecting my award from the Queen. While I now realized the award was real, I was convinced the dreaded "double-dog-dare" could cost me my MBE if I accepted the dare. (b)(3)

(U) On April 29, 2003, I found myself standing in the Picture Gallery, which runs down the spine of Buckingham Palace, listening to the Lord Chamberlain explain how the morning's events would take place. My wife, Joanne, and both of our mothers were already waiting in the Grand Ballroom at one end of the Palace. 112 people waited with me separated into three pens in order of importance and rank. I was in pen three. The Lord Chamberlain explained that the first time you speak to the Queen you address her as "Your Majesty." After that, it is "ma'am" pronounced "mam" as in "jam." He also explained that after a brief conversation, the Queen would shake your hand firmly, which is your cue to take two steps backwards, bow, turn to the right and walk off the stage. After the Lord Chamberlain finished, I decided to speak to some of the others to try to calm my nerves. A quick look around the room and I estimated that I was the youngest person by several years.

(U) Of the 112 people receiving honors, around 14 were for operational support. The other awards were for a variety of activities from charity work to tax inspectors. I ended up speaking to a major from the Royal Marines who was receiving a bravery medal for clawing through a brick wall of a Taliban stronghold with his hands and killing the six inhabitants who were raining fire on his colleagues. Once again, I felt like a fraud and consoled myself with the thought that "I bet he can't type."

(U) As things settled down, I became a bit more relaxed – it didn't look too difficult: bow to the Queen; two steps forward; "Your Majesty;" "ma'am;" hand shake; two steps back; right turn and exit stage right. I decided to go to the bathroom and see if I could fulfill my "double-dog-dare obligations."

(U) I can never understand the fascination with royal bathrooms. Whenever I have announced that I've been to the Palace, people always ask what the bathroom is like. So here is the official description: Lav-ish. The floor has a thick, deep red velvet carpet, and there are more oil paintings on the walls. Unfortunately, the toilet paper has no royal seal on it and is from Andrex, a standard British supplier. I took a few sheets and returned to the pen.

(U) The first two pens are now empty and the third has considerably reduced. My initial fear was that they called out my name and I wasn't around to hear it. As I watched the monitor, I was cursing [redacted] and wondering if at any moment, the master of ceremonies was going to read out my name and I wouldn't be there (I later found out that there was nothing to fear, as they would have found me). (b)(3)

(U) As the last person to see the Queen, I was able to speak to her for considerably longer than most others. I stood waiting at the side of an usher who told me to start walking onto the stage when I heard my last name called. As I was walking on, the Master of Ceremonies read a citation but at this point all I heard was my heart pounding. I walked forward to the Queen, turned left, bowed, and approached. The Queen hung the medal onto a clasp on my suit lapel that was waiting to receive it. Unfortunately, the clasp was rather tight and so after a couple of attempts she said, "Hmm, you'd think I'd know how to do this by now!" The medal went into the clasp and the Queen patted it gently saying, "There. Very smart. So you work with satellites?"

(U) This took me completely by surprise. I had rehearsed in my mind what I was going to say but this was instantly forgotten and all I could do was say "Yes ma'am," forgetting the obligatory "Your Majesty." Bad start.

(U) The Queen didn't blink. She said, "For the Intelligence Community I understand?" Again, another surprise. All I could think of was asking what classification we were currently at, but all that came out was, "Yes ma'am."

(U) "So do you build them or fly them?"

(U) "Neither, I'm a scientist."

(U) "Oh, that's interesting. What do you do?"

(U) "I try and think of ways to make sure that the best intelligence possible can be extracted from the data from the satellite."

(U) "Well I understand you are really pushing the boundaries of what's achievable and would like to offer you my thanks."

(U) "Thank you."

(U) "Now I understand that you are posted to a team in the United States of America?"

(U) "Yes that's right - in fact it was the U.S. team that did all the work - I'm sure I received the award as I was the only Brit on the team."

(U) Then she looked at me and smiled, "Yes, that's often the way!" At this point, her 5'2" height seemed to increase and she became very stern. "I'd like you to do something for me. When you return I'd like you to pass my personal thanks back to all your team for their efforts in the Afghanistan Conflict."

(U) "I will."

(U) And with that she firmly grabbed my hand and shook it hard twice. I backed away two steps, looked the Queen in the eye and bowed, turned right, and left. Outside we stood to attention whilst the national anthem was played once more, then the audience, and the recipients filed outside the Palace for photographs in the Inner Quadrangle.

~~(S//REL)~~

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

~~SECRET//REL TO USA, AUS and GBR~~

**The Recon - August 29, 2003**

**UNCLASSIFIED.**

**(U) New monetary award created for government civilians**

(U) The Sentinel Award is the newest addition to the NRO Award Program. This annual award essentially replaces the Annual Performance Award (APA) and is designed to recognize approximately 35 percent of the NRO government civilian workforce. To be eligible, personnel must be assigned to the NRO at least for six months and be in good standing in their most recent performance evaluation. Personnel are also required to have made a significant contribution to the mission and goals of a D/O, and perform in such a way that reflects and supports NRO values. The monetary value of this award is in increments of \$1,000, \$2,000 and \$5,000.

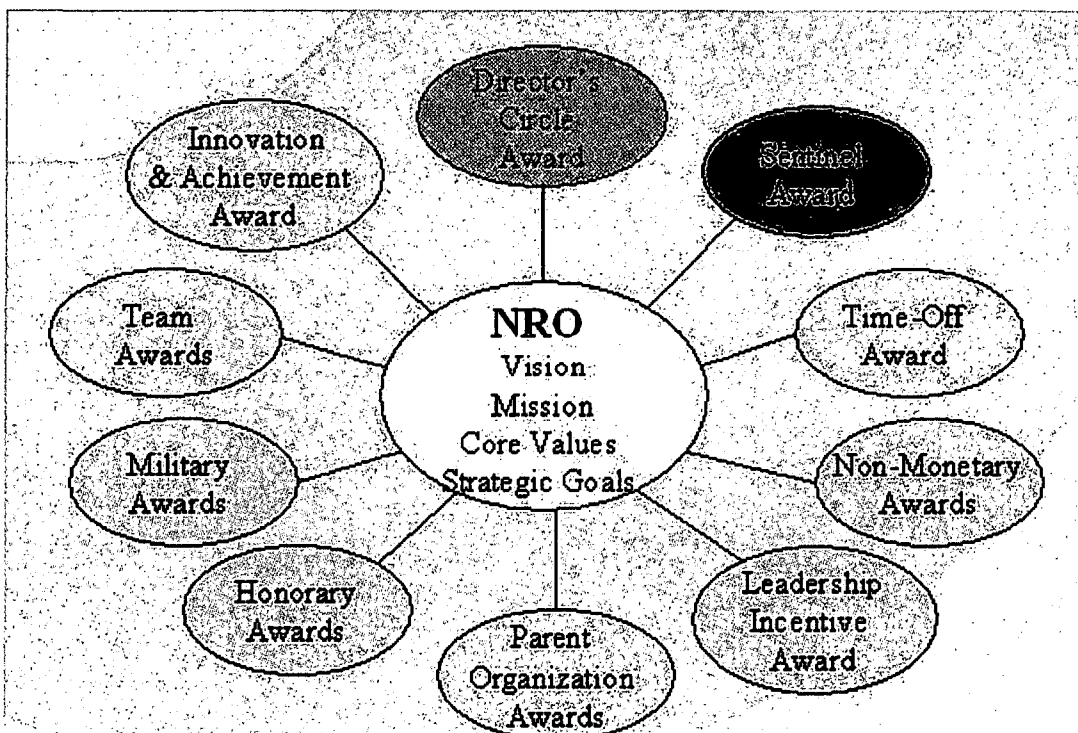
(U) To ensure even distribution across the organization, each D/O will be allocated a set number of Sentinel Awards it can present. This number is based on approximately 35% of each D/O's assigned government civilian positions. Thus, by award amount within each D/O, three percent of its government civilian personnel will receive \$5,000, 15 percent will receive \$2,000, and 20 percent will receive \$1,000.

(U) Recognizing approximately 35 percent of the government civilian workforce represents a significant change from the almost 90 percent recognized last year by the APA. Best practices suggest that recognizing 35 percent provides for a significant level of recognition while maintaining a high degree of selectivity.

(U) D/Os may submit nominations for the Sentinel Award beginning Oct. 1. The submission deadline is Oct. 31. Following nomination and selection by D/Os and final approval by the DNRO, the Office of Human Resources will publish the names of the awardees. D/Os will present the award to their employees in Dec. 2003. Payment of awards will occur in between Jan. and Feb. 2004.

(U) For more information, contact your immediate supervisor, the OHR/Awards & Recognition Team at [redacted] or visit the OHR (b)(3) website.

**(U) Award chart below:** This chart shows all of the awards at the NRO. More information about each award will be available in upcoming Recon editions.



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~~SECRET//BYE//TK~~

(U) NIMA Support Team works to ensure "no surprises" between agencies



(U) A busy team of six people is working hard to make sure that there are no surprises between mission partners NRO and NIMA. Open communication between these two agencies is vital for meeting the intelligence needs of US national security. To ensure open communication—keep all players "in the loop" on what's going on—a NIMA Support Team (NST) recently was formed at the NRO.

(U) What is a NST?

(U) The formation of a NST is new for the NRO, but not for NIMA. In addition to the first NST formed at DIA at least two years ago, NIMA has other national agency NSTs in various stages of development at CIA, NSA, and NRO, and a small contingent at the State Department.

(U) Because each agency is different in function and focus, each NST is also different. At CIA and DIA, the NSTs consist of geospatial and imagery analysts embedded to support all-source intelligence production. At NSA, the NST integrates imagery into NSA's signals intelligence mission. At the State Department, the team primarily serves as a liaison with the Bureau of Intelligence and Research (INR). At the NRO, however, the NST has an entirely different look and feel. Unlike at CIA and DIA, there are no analytic resources involved in the NRO NST, which primarily deals with acquisition-related issues.

(U) What does the NRO NST do?

(U) The team facilitates thorough communication between various NRO and NIMA entities and ensures that no one is left out of the loop or surprised by what the other agency is doing. If a NST member notices that communication is lacking, he/she will take action to help bring about effective communication, bridging the communication gap between agencies and helping the different parties to "speak the same language."

~~(S//FOUO)~~ The NRO NST focuses on making sure that all parts of the imagery business function seamlessly as an enterprise, from start to finish. Consider, for example, the development of future imagery collectors. The NST works to make sure that the imaging system under development is an end-to-end system, integrating NRO's satellite design and construction, data collection, processing, and delivery with NIMA's tasking, dissemination, analysis, and intelligence production. "The planning, structure, and interfaces necessary to make sure the enterprise works—from an idea all the way to execution—take a lot of people talking to a lot of people. It's got to be seamless, well-coordinated, well-planned for, and well-executed," said Terry Vernier, Director of the NRO NST.

(U) The NST's focus runs the gamut from:

- (U) "Now" activities—current operations in which both NIMA and NRO have a stake, for instance ground station operations, to [redacted]
  - ~~(S)~~ "Next" activities—imagery collectors that are almost ready to be launched, such as [redacted] (b)(1)
  - ~~(S//BYE)~~ "After Next" activities—future collectors that are [redacted] such as Space Based Radar (SBR), the [redacted] (b)(3)
- Future Imagery Architecture (FIA) follow on, and Jedhi. (Note that FIA sits somewhere between "next" and "after next.")

~~(S//TK)~~ [redacted]

(U) Who is the NST?

~~(U//FOUO)~~ Although the NST is composed of only six members, it spans the NRO. The primary interface is with the IMINT Directorate, with Deputy Director of IMINT Mr. Terry Vernier serving as the Director of the NIMA Support Team, NRO. NST members are physically embedded with NRO components, for instance in IMINT, DDNS, DDMS, and DDSE. Members and their primary focus are:

- Terry Vernier, DD/IMINT, D/NST [redacted]

(b)(3)



(U) Although the team members have a variety of backgrounds, they are all NIMA employees who have worked in the imagery field at some point in their careers and who all know the imagery business. These people "facilitate the seamless nature of the imagery enterprise," said Mr. Vernier, "so that the right people are talking to the right people at the right time about the right things." Mr. Vernier acknowledged that communication does break down occasionally, and the NST's job is to identify areas where that happens and help to fix the problems.

~~(U//FOUO)~~ Mr. Vernier praises his hard-working team members, light-heartedly characterizing them as "ducks on a June bug," saying, "they go after stuff."

(U) For more information on the NIMA Support Team at the NRO, contact one of the team members listed above.

~~SECRET//BYE//TK~~

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~~UNCLASSIFIED//FOUO~~

**(U) NRO Unity Council discusses succession planning, directed assignments with DNRO**

(U) Earlier this year, the NRO Unity Council met with the DNRO to discuss its evaluation of NRO demographic data, succession planning, directed assignments and the role diversity plays within NRO senior leadership. At that time, the DNRO tasked the Council to research these matters and provide him with a recommended course of action.

(U) The NRO Unity Council is comprised of representatives from NRO D/Os, Special Emphasis Programs (SEP), and the Office of Equal Employment Opportunity/Military Equal Opportunity (OEEO/ME). It is responsible, among other things, for ensuring that SEP constituents take on more substantive/critical business issues and incorporating NRO's Strategic Plan for Diversity into individual group activities.



(U) At a brown bag lunch on August 15th, the Council updated the DNRO. Regarding NRO demographic data, the Council is interested in collecting and analyzing data pertaining to diversity within NRO's management, technical positions and directed assignments. Since complete information could not be readily obtained, the Council is currently working with the Office of Human Resources, (OHR) to collect some of this information through OHR's upcoming NRO census. Thus, it is critical for all NRO employees to complete the census when it's deployed later this Fall.

(U) On the subject of succession planning, the Council noted the perception among some in the workforce that senior assignments within the organization are dependent upon who one knows and that there is a lack of knowledge about the succession process. After researching NRO's new succession planning process, the Council reported to the DNRO that it was encouraged by an employee's ability to nominate oneself for the succession process.

(U) As for directed assignments, the Council expressed concern that qualified employees, including women, minorities, and people with disabilities, are not being given the opportunity to compete for certain assignments, particularly at the higher grade levels. To address this issue, the Council reported that OHR working with the Human Resources Steering Team (HRST) to draft guidelines that will address competing assignments across multiple parent elements. To this end, the Council recommended that:

- NRO guidance on assignments "cast the widest net possible";
- DNRO encourage and support senior leaders to identify and recruit qualified diverse candidates for all NRO positions;
- Managers adhere to diversity criteria for the NRO Director's Circle and Sentinel Awards and weigh diversity elements heavily when awarding NRO Leadership Incentive Awards.

(U) At the end of the August meeting, Mr. Teets reiterated that he is "a believer of the competitive process" and that he intends to "cast the widest net possible" for all senior assignments. The DNRO plans to hold senior managers accountable for having qualified diverse candidates in their selection pools.

~~(U//FOUO)~~ For more information about the NRO Unity Council and its initiatives, contact Co-Chairs  at  (b)(3)  
 and/or  at  or visit the  (b)(3)  
 Unity Council's website.

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**(U) Names of NRO Pioneers for 2003 to be released soon**



**(U) The NRO will recognize four individuals for their contributions to the NRO and national reconnaissance in a Pioneer Recognition Ceremony on Sept. 23 in the J.D. Hill Auditorium. The Pioneer Recognition Program honors those who have made significant and lasting contributions to national reconnaissance. The ceremony, to be hosted by DNRO Peter Teets, will honor the inductees for 2003, the names of which will be released next month. All NRO personnel are invited to attend.**

**(U) The Pioneer Recognition Program is sponsored by the Center for the Study of National Reconnaissance.**

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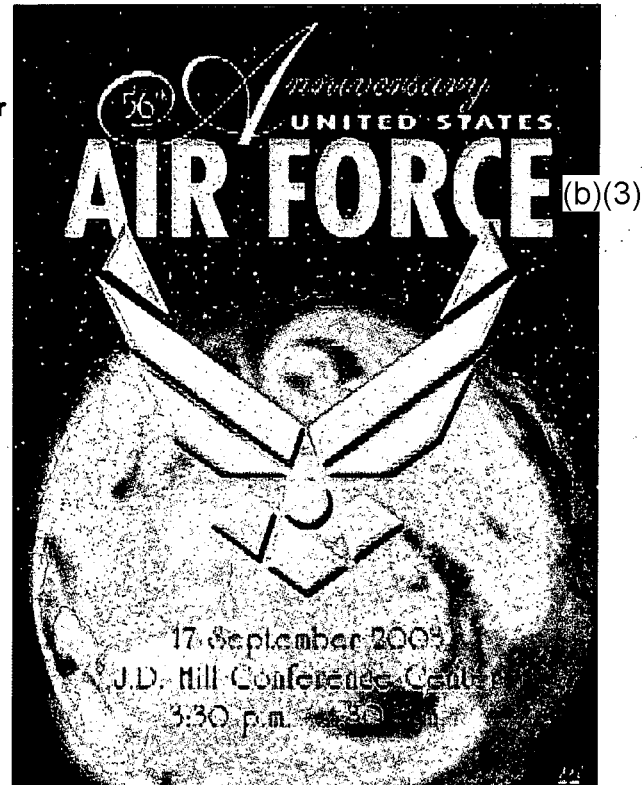
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~~UNCLASSIFIED//FOUO.~~

**(U) NRO celebrates Air Force's 56th Anniversary**

~~(U//FOUO)~~ For the first time ever, NRO will celebrate the Air Force's 56th anniversary on Wed., Sept. 17 from 3:30 p.m. to 4:30 p.m. in the J.D. Hill Auditorium. At this time, there will be a ceremony featuring a presentation on the elements of the Air Force flag and the showing of an original MSC Air Force historical music video. What does MSC stand for? DNRO Peter B. Teets will deliver the opening remarks. There will be a ceremonial cake cutting with Mr. Teets, BGen Armor and [redacted] who respectively represent an Air Force civilian, senior ranking member and junior ranking member. A reception will follow with cake and punch. All NRO personnel are welcome to attend.


~~UNCLASSIFIED//FOUO.~~



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~~S//TK~~

(U) NRO employees of the quarter




Please join Mr. Teets in congratulating the  
NRO Employees of the Quarter  
April - June 2003

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Middle Enlisted	
Senior Enlisted	
Company Grade Officer	
Field Grade Officer	
Civilian (Non-technical)	
Civilian (Technical)	
Senior Civilian	

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CONGRATULATIONS!

(Secret//TK) 

(b)(3)

~~S//TK~~

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**(U) Workforce Excellence Lecturer to discuss the value of diversity and why white males are indispensable**



**(U) The Office of Equal Employment Opportunity/ Military Employment and NRO's Hispanic Heritage Month Planning Committee is pleased to present Dr. Samuel Betances who will speak at Westfields as a part of NRO's Workforce Excellence Lecture Series on Tues., Sept. 16 at 10:30 am in the Jimmie D. Hill Conference Center. The title of Dr. Betances' presentation will be *The Value of Diversity and Why White Males are Indispensable in the Quest*. All NRO personnel are invited to attend.**

**(U) Dr. Betances is a lecturer, professor, consultant and author who is interested in making sense of differences and helping others learn the importance of pulling cultures together as a way of bringing America back to the top in education, business, and society in general. "Our mission is to make America stronger, healthier and freer than when we found her," says Dr. Betances.**

**(U) Dr. Betances has worked in all fifty states, all six U.S. territories and in various countries including Japan, Korea, Germany and Mexico. He has challenged and motivated clients and audiences in Fortune 500 companies, governmental agencies, community groups, community colleges, and universities. Dr. Betances is the author of *Ten Steps to the Head of the Class*. He**

**earned his doctorate from Harvard University.**

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~~UNCLASSIFIED//FOUO~~

(U) DDT Visualization Team wins IC Award



(U) The Director's Demonstration Tool (DDT) Visualization Team will be presented with the National Intelligence Community Seal Medallion at the Intelligence Community Awards Ceremony on Sept. 8, at CIA Headquarters.

(U) The team is being recognized for creating a high-fidelity, physically accurate, three-dimensional, interactive, multimedia presentation on NRO systems in space using state-of-the-art satellite orbit software combined with current [redacted] This (b)(3) presentation is used in briefings to illustrate the advantages and limitations of space-borne reconnaissance collection over the past two years delivered.

~~(U//FOUO)~~ The DDT Visualization Team consists of [redacted]  
[redacted]

~~UNCLASSIFIED//FOUO~~

