

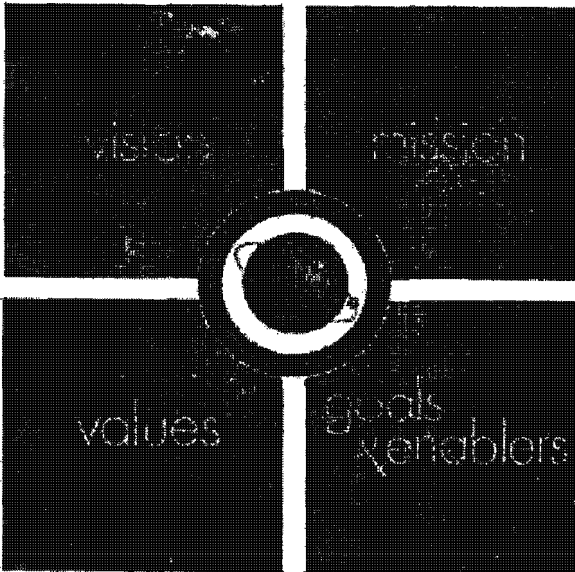
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The Recon - January 2003

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(U) NRO promotes strategy for future

2003 | STRATEGIC PLAN



NATIONAL RECONNAISSANCE OFFICE

(U) To promote NRO's vision and new mission, values, goals and enablers, the Office of Strategic Planning is currently offering colorful posters, contemporary brochures, cool puzzles and notepads to the workforce.

(U) Most importantly, Strategic Planning recently released the **NEWLY REVISED 2003 NRO STRATEGIC PLAN** on its website. Printed copies of the plan are expected to be made available later this Spring.

(U) Each Directorate and Office will receive a copy of the plan. Packets of material, including the plan, posters, brochures and puzzles, will also be sent to all the various geographically-separated NRO sites.

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6/10/2004

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The Recon - January 2003

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(S) [REDACTED]

(S) [REDACTED]

[REDACTED]

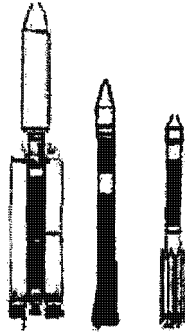
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The Recon - January 2003

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(U) NRO Launch schedule



(U) Below is a list of upcoming NRO launches for 2003-2005. For more information, visit the Office of Space Launch home page and click on CURRENT MANIFEST.

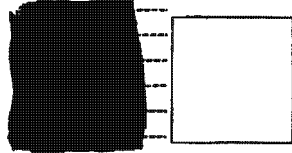
~~(S//TK)~~ 2003 Launches



~~(S//TK)~~ 2004 Launches



~~(S//TK)~~ 2005 Launches



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The Recon - January 2003

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(U) Name the new NRO magazine



(U) We need your input. The Office of Corporate Communications is in the early stages of planning a new quarterly NRO magazine. We expect to publish the first issue in the summer of 2003. The list of suggested names has been narrowed down to five, and now you have the chance to vote.

(U) The final five names are:

- * The Orbit
- * Space Sentinels
- * Eyes & Ears
- * Space View
- * The Magnifier

(U) To cast your vote, click [here](#) and choose your favorite name. If you know of someone who doesn't have access to this survey and wants to vote, call [REDACTED] at [REDACTED].

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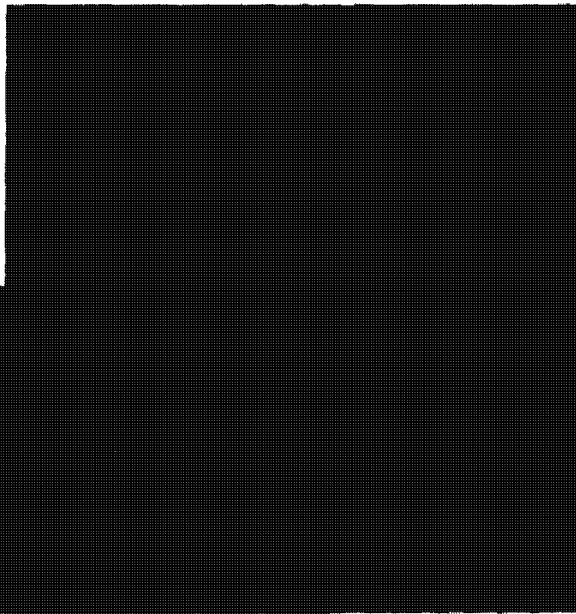
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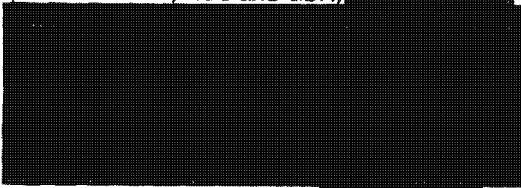
~~SECRET//REL to USA, AUS and GBR~~

(U) US assesses Iraq's preparations for war

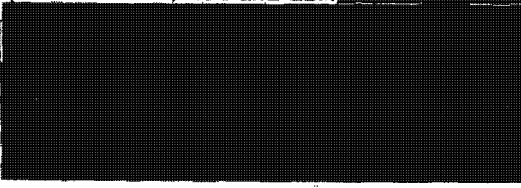
(U) As the United States presses for war with Iraq, tensions are mounting around the world. Nowhere is this more true than in Iraq, as was revealed in a DDMS-sponsored workforce education briefing on Jan. 28, 2003. In the briefing, [REDACTED] and [REDACTED] both members of the DIA-JCS Iraq Task Force from the Defense Intelligence Agency, briefed the NRO on Iraq's preparations for war and their conventional capabilities.



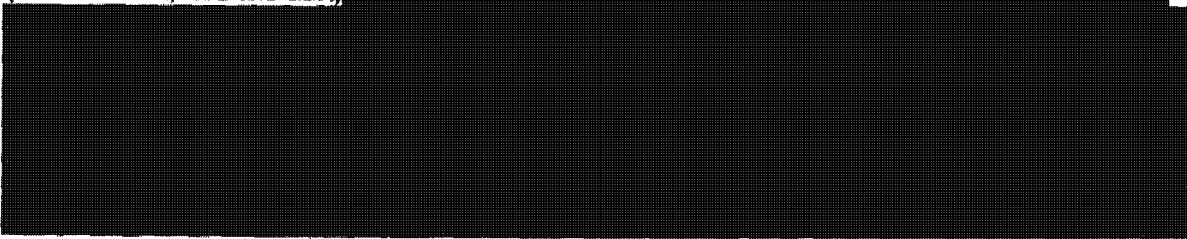
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~~(S//REL to USA, AUS and GBR)~~ [REDACTED]



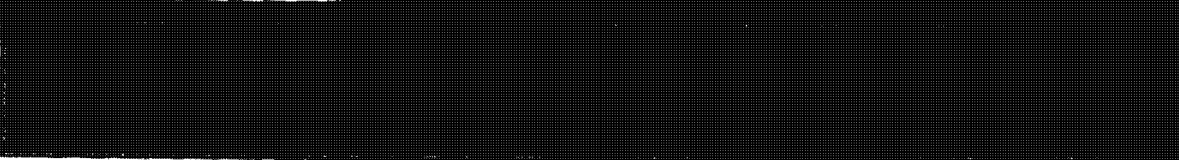
~~(S//REL to USA, AUS and GBR)~~ [REDACTED]



~~(S//REL to USA, AUS and GBR)~~ [REDACTED]



~~(S//REL to USA, AUS and GBR)~~ [REDACTED]



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http://www/s_recon/application/print.asp?issue_id=36

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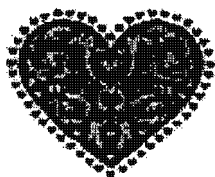
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The Recon - January 2003

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(U) NRO shows love for troops abroad for Valentine's Day



(U) The NRO recently showed its love for US personnel deployed to Kuwait when it sent 600 cards to the troops in celebration of Valentine's Day.

(U) "We collected 600 store bought and homemade cards, letters, and posters from local area Brownie Troops, Sunday School classes, preschools, and individuals," said [redacted] event coordinator and NROC Duty Officer. "The cards were sent to troops stationed in Kuwait."

(U) [redacted] and others collected the great number of correspondence all in just one week. "Thank you Community Services Group for sponsoring this worthwhile event. It conveys our homeland support to troops abroad," said [redacted]

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The Recon - January 2003

~~UNCLASSIFIED//FOUO~~

(U) Readers speak out on effectiveness of Director's Notes

(U) In the last Recon, we asked readers if they found Director's Notes to be effective. Here is what our readers had to say:

(U) *YES, I feel Director's Notes ARE EFFECTIVE.* Especially when sent to everyone via e-mail.

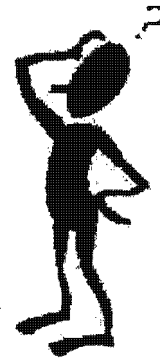
~~(U//FOUO)~~ *The notes are very timely and useful* - although some are of greater personal interest than others. It's the best method in use for getting news or guidance out immediately. To make them more useful when referring to them is to include more than the Note number in the subject line (as e-mail subject or listing on the BYEWAY).

(U) *Directors notes are very useful.* Notes from the Friday staff meeting were useful too, but are no longer published. Why?

(U) *My greatest use of Director's Notes is the announcement of organizational changes* so can keep track of key personnel.

(U) *Fairly effective.* I usually skim the Director's notes and read the fine print if it's other than who took over for whom.

(U) *What are Director's Notes?* Is that the term for the occasional letters that were once distributed to all of us on GWAN? They are interesting when they provide unusual or important information. They should contain matters about which the DNRO made the decision. When they announce ordinary, administrative information, they are an ordinary, administrative communication.



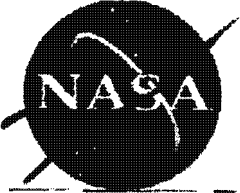
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The Recon - January 2003

~~SECRET//BYE~~

(U) Remembering NASA's lost astronauts



(U) The Community Services Group is collecting cards and letters to be sent to the families of the lost Space Shuttle Columbia astronauts. To submit correspondence via NRO to Houston, please send your card or letter along with adequate postage to any of the following points of contact no later than Feb. 24.

(S//BYE) [redacted]
(U) [redacted]
(U) [redacted]

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

~~SECRET//BYE~~

The Recon - January 2003**UNCLASSIFIED.****(U) DNRO hosts journalists for media roundtable**

(U) On Feb. 12, Mr. Teets hosted a Media Roundtable with journalists from the space media, including representatives from US News and World Report, the Washington Post, Space News, Aviation Week and Space Technology, Jane's Defence Weekly, and others. At the meeting, Mr. Teets shared his top priorities for national security space for 2003.

(U) "I thought going into 2003 that it would be wise to try and identify to the national security space community items of particular focus and priority for 2003 going forward," said the DNRO.

(U) Mr. Teets' top priorities, which he revealed at his last Town Hall meeting on Jan. 17 are: ensuring mission success in space operations; full integration of space capabilities for warfighting and national intelligence; getting space acquisition programs back on track; achieving operationally responsive assured access to space; developing a team of space professionals; pursuing innovative capabilities for national intelligence defense; enhancing space control capabilities and focusing on space science and technology resources and programs.

(U) "Our space assets are now probably more important to warfighters, more important to our ability to win this global war on terrorism than they ever have been historically," said Mr. Teets who continued that mission success must be first.

(U) On **integrating space capabilities** for warfighting and national intelligence, Mr. Teets said, "The lines of distinction between intelligence collection activity and warfighting needs are starting to blur." After citing the information collected from SBIRS High and the constellation of NRO satellites as examples of sources of information used to help the warfighter, Mr. Teets stated that a better job could be done to fully integrate those capabilities. "I think over the years we have made a lot of progress on integrating NRO capabilities into warfighting operations and taking advantage of military space ability to collect some intelligence, but there is further to go."

(U) Mr. Teets also spoke of the progress made on **getting space acquisition programs on track**. "I have a strong interest in getting into some of the details on how we're doing our independent cost estimating," said the DNRO. "The other thing I'm really strong on is the need for program managers to have reserve funding available in the year of execution. When problems arise, program managers must be in a position to bring some additional resource to bear to solve the problem." According to Mr. Teets, the solution is to budget at a more conservative level and allow the program manager to hold back some discretionary funds instead of reprogramming funds or waiting until the following year.

(U) To **pursue operationally responsive assured access to space**, Mr. Teets focused on evolved expendable launch vehicles (EELV). "If we're going to have operationally responsive assured access to space, we need to find ways to reduce the cycle time from weeks and months down to hours and days. So, I very much would like to see us start to initiate some effort on the EELVs to bring on some lightweight, fairly small, straightforward technology," said Mr. Teets. "The other piece of operationally responsive assured access to launch comes in the form of reusable spacecraft, or reusable launch systems. I do believe that the nation needs to embark on a course for fully reusable single stage to orbit kinds of launch capability."

(U) To **develop a team of space professionals**, Mr. Teets spoke of his desire to bring Air Force, Navy and Intelligence Community personnel on a rotational assignment through the NRO on a regular basis.

(U) In **pursuing innovative capabilities for national intelligence and defense priorities**, Mr. Teets will focus on breakthrough technologies that will allow the government to secretly collect adversaries' secrets. "We have two very innovative, creative technological initiatives underway now," said the DNRO, referring to Department of Defense programs for developing a transformational communications system and space based radar. To stay ahead technologically of our enemies, another priority for the DNRO is **enhancing space control capabilities**. Essentially, this is a defensive measure to learn what objects are currently in space. "We track objects now but we don't know an awful lot about what all those objects might be," said the DNRO. "We need to get a better handle on space situational awareness."

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(U) The DNRO addressed the priority of **space science and technology resources and programs**. "We have an enormous amount going on in space science and technology development," said Mr. Teets. He cited examples of excellent work being done by AFRL, the Naval Research Laboratory, the NRO's Advanced Systems and Technology Directorate, DARPA, and NASA. While impressive work is being done, these programs are disparate. "There's a need to gather up a knowledge base and establish some cooperative relationships among the various organizations that are involved in space science and technology development... that can pay us big dividends," said Mr. Teets.

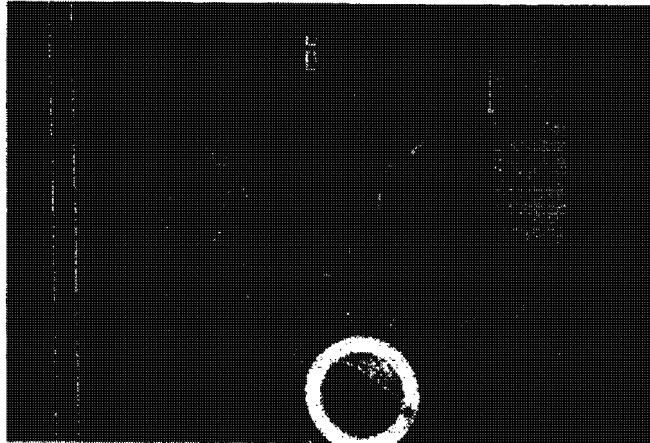
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The Recon - January 2003

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(U) NASA executive addresses NRO for Black History Month



(U) On Feb. 5, in celebration of Black History Month, Dr. Julian M. Earls, Deputy Director of NASA's Glenn Research Center, addressed an NRO audience with an engaging message about unity.

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The Recon - January 2003

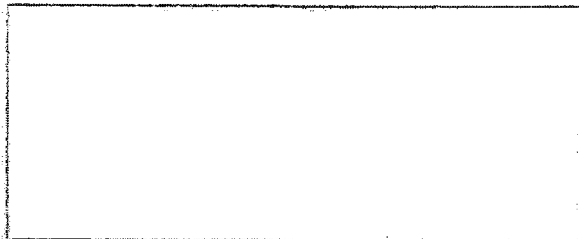
~~SECRET//NOFORN~~

(U) Westfields Security Status: Bravo+



(U) The current security status for NRO Westfields is FPCON Bravo+. What does this mean in terms of security measures?

(S//NF)



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The Recon - January 2003

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(U) NRO Medal recipients

(U) Congratulations to the recipients of NRO medals in Jan. 2003.

(U) Distinguished Medal Recipients:

[Redacted]
DDNS

[Redacted]
TRW

[Redacted]
SIGINT

(U) Superior Medal Recipients:

[Redacted]
DDNS

[Redacted]
IMINT

[Redacted]
SIGINT

(U) Meritorious Medal Recipients:

[Redacted]
COMM

[Redacted]
COMM

[Redacted]
COMM

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