

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Monday, April 04, 2016 8:33 AM
To: [redacted] (b)(3)
Subject: [Non-DoD Source] RE: Security Officer for Scheduling Secure VTC on April 8, 2016

(b)(3)

Thank you [redacted] I will be at our facility later today- probably around 9 am (MT). I have some items I need to take care of before I leave the office. I will send you an email when I'm there. R/[redacted] (b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Monday, April 04, 2016 4:38 AM
To: [redacted] (b)(3) 31 USC § 711
Subject: RE: Security Officer for Scheduling Secure VTC on April 8, 2016

Good morning and thank you, [redacted] I'll give [redacted] a call today. (b)(3)

I'll be in touch soon to discuss/confirm the briefing, read-ins, and other items we discussed last week.

VR, [redacted]

[redacted] (b)(3)

National Reconnaissance Office

[redacted]

From: [redacted] (b)(3) 31 USC § 711
Sent: Friday, April 01, 2016 5:19 PM
To: [redacted] (b)(3)
Cc: [redacted]
Subject: [Non-DoD Source] Security Officer for Scheduling Secure VTC on April 8, 2016

[redacted] (b)(3)

Please call [redacted] info attached below, to schedule the secure VTC on April 8th at 8:00 am MT (10:00 am (b)(3) ET). If you have any other questions, please feel free to give me a call, or drop an email. Have a great weekend.

V/R

[redacted] (b)(3) 31 USC § 711

[redacted] (b)(3)

(b)(3)

[Redacted]

[Redacted]

Senior Defense Analyst
U.S. Government Accountability Office
1244 Speer Blvd. Suite 800
Denver, Colorado 80204

[Redacted]

(b)(3) 31 USC § 711

(b)(3)

From: [REDACTED]
Sent: Tuesday, April 05, 2016 4:32 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: Request: Info for Friday, 4/8

(b)(3) 31 USC § 711

(b)(3)

No problem on my part. Just let me confirm who all is attending. I know Cristina is, but [REDACTED] who you met at the VTC conference call last week may also attend. And, yes, I will send them tomorrow on the other system. Thanks!

V/R

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Tuesday, April 05, 2016 12:40 PM
To: [REDACTED]
Subject: Request: Info for Friday, 4/8

(b)(3)

(b)(3) 31 USC § 711

Can I get the SSNs for the individuals who will be in attendance on Friday? The security folks need this for the second briefing.

If you're more comfortable sending on the other system, that works for me.

More to follow. Thank you!

VR, [REDACTED]

(b)(3)

National Reconnaissance Office

[redacted] (b)(3)

From: [redacted] (b)(3)
Sent: Wednesday, April 06, 2016 3:16 PM
To: [redacted] (b)(3) 31 USC § 711
Subject: RE: Blocked Mail

Thank you [redacted] I'll start working this right away. (b)(3) 31 USC § 711

VR, [redacted] (b)(3)

[redacted] (b)(3)

National Reconnaissance Office
[redacted]

From: [redacted] (b)(3) 31 USC § 711
Sent: Wednesday, April 06, 2016 2:46 PM
To: [redacted] (b)(3)
Subject: [Non-DoD Source] RE: Blocked Mail

Hello [redacted] (b)(3)

Please see below for the information you requested. I thought I would make it off site today, but I'm stuck in other meetings all day. Once you pass this information to your security person, could you please let me know ASAP if there are any problems. I know Cristina, [redacted] were just there; however, I'm want to make sure Rich is good to go too. (b)(3) 31 USC § 711

Also, just FYI, the staffers are pleased that we will be meeting with you all on Friday. They asked about it during another meeting we were having for another review. Glad we were prepared to respond.
Thanks so much and I look forward to hearing from you soon. (b)(3) 31 USC § 711

V/R
[redacted]

Cristina Chaplain [redacted] (b)(3) 31 USC § 711

Richard Horiuchi [redacted]

[redacted] (b)(3) 31 USC § 711

From: [REDACTED]
Sent: Wednesday, April 06, 2016 11:15 AM
To: [REDACTED]
Subject: Blocked Mail

(b)(3)

(b)(3) 31 USC § 711

Good afternoon [REDACTED]

I got an auto-generated message saying a message you sent to me was blocked. Something about the attachment being password protected?

Can you resend, or perhaps unprotect the document?

A quick note on our most recent conversation: once I get the list of attendees, I'll be able to coordinate accesses on my side.

Thank you!

VR [REDACTED]

(b)(3)

[REDACTED]
National Reconnaissance Office
[REDACTED]

(b)(3)

From:

(b)(3)

Sent:

Wednesday, April 06, 2016 3:08 PM

To:

(b)(3) 31 USC § 711

Cc:

Horiuchi, Richard

Subject:

RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

Good afternoon [redacted] I am in the process of culling through the documents and coordinating the meeting; I will send information out soonest.

Regarding fax numbers to pass clearance information, please use [redacted]

(b)(3)

More to follow soon. Thank you!

VR, [redacted]

(b)(3)

(b)(3)

National Reconnaissance Office

From:

(b)(3) 31 USC § 711

Sent: Wednesday, April 06, 2016 2:17 PM**To:**

(b)(3)

Cc: Horiuchi, Richard; [redacted]

(b)(3) 31 USC § 711

Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good afternoon [redacted]

(b)(3)

Looking forward to working with you! Per [redacted] email, I wanted to check in our meeting and document requests below. Also, can you provide me with your phone and fax numbers so that our security office can send our clearance info? Thanks!

(b)(3)

(b)(3) 31 USC § 711

Senior Analyst

Acquisition and Sourcing Management

U.S. Government Accountability Office

From:

(b)(3)

Sent: Friday, April 01, 2016 3:33 PM**To:**

(b)(3) 31 USC § 711

Cc: Horiuchi, Richard [redacted]
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711
(b)(3)

[redacted] et al,

(b)(3) 31 USC § 711

Over to [redacted] for this. I am off to LA. It has been great working with you!

(b)(3)

From: [redacted]
Sent: Friday, April 01, 2016 10:04 AM

(b)(3) 31 USC § 711

To: [redacted]
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3) 31 USC § 711 [redacted] (b)(3)

Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good morning [redacted]

(b)(3)

Thanks for the update! For the program office meeting, the following dates/times would work for us:

- Friday, April 15th, noon – 4 pm
- Thursday, April 21st, 10 am – 4 pm

Like the entrance, we will need to VTC in our Denver colleagues. I will ask our security office to send the NOV with the attendees. Prior to the meeting, we'll send over more specific interview topics.

Thanks and hope you have a great weekend!

Best,

(b)(3) 31 USC § 711

From: [redacted]
Sent: Thursday, March 31, 2016 3:45 PM

(b)(3)

To: [redacted] (b)(3) 31 USC § 711
Cc: [redacted]; Horiuchi, Richard; [redacted] (b)(3)

Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

I am working a few of the below documents through OGC review before we get them out to you. Contracts has been busy, so a few of them are going to take a bit longer to pull together.

With respect to arranging a meeting on the "program of interest", I have CC'ed [redacted] She will (b)(3) help arrange a date and time to have that discussion. Are there any windows of opportunity that work better than any others for your team?

(b)(3)

From: [redacted]
Sent: Wednesday, March 30, 2016 4:55 PM

(b)(3) 31 USC § 711

To: [redacted]
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3)
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

Good afternoon [redacted]

(b)(3)

Just wanted to check in our requests below. We are planning to meet with the Hill at the beginning of April so any info or documents you can provide in the next week or so would be helpful.

Also, we would like to schedule a meeting with the program office that we had discussed at the entrance conference. If you could provide dates/times that work on your end, I would appreciate it. Please let us know if you have any questions.

Best,

(b)(3) 31 USC § 711

[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

From: [redacted]
Sent: Thursday, March 24, 2016 6:03 PM

(b)(3) 31 USC § 711

To: [redacted]
Cc: [redacted]; Horiuchi, Richard; [redacted]
Subject: GAO engagement 100646 - Initial document requests and notification letter

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Thanks again for sending the information below, setting up today's meeting, and ensuring all of the logistics went so smoothly! As discussed, please see below for our initial document request list:

- NRO Acquisition Manual excerpt related to FAR Part 16 (Types of Contracts)
- NRO profit guide
- NRO Fee Structure for Satellite Programs and any other related incentives guides for contracting/program staff
- ND 10-1, *Systems Acquisition* (ref b.)
- ND 10-4, *Advanced Research and Development Acquisition*, (ref. e.)

(b)(3) 31 USC § 711

As [redacted] mentioned, if the documents could be sent to us as soon as they become available piecemeal, we would appreciate it. In addition, as soon as [redacted] has the summary information available, please send that along as well. Also, [redacted] had requested a copy of the notification letter, which I have attached. As always, if you have any questions, please let me know. Thanks!

(b)(3)

(b)(3) 31 USC § 711

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Thursday, March 24, 2016 4:53 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: Engagement 100646 Congressional Language

(b)(3)

(b)(3) 31 USC § 711
(b)(3)

All,

I checked the congressional language for the subject engagement with our security folks. They could not find anything classified about the language. I think it is likely safe for us to speak in the open about the language itself.

Please bear in mind that as soon as we cross into program-specific territory, we will likely be at a higher classification level. Please share this with anyone I missed who may need this info for the engagement. Thank you!

(b)(3)

National Reconnaissance Office

[Redacted] (b)(3)

From: [Redacted] (b)(3) 31 USC § 711
Sent: Friday, April 15, 2016 1:20 PM
To: [Redacted] (b)(3)
Cc: [Redacted]
Subject: [Non-DoD Source] RE: GAO review of space acquisition oversight 100289

Great, thanks very much [Redacted] And thanks for the introduction to [Redacted] (b)(3)

[Redacted] let me know if you need anything from me on this, or need additional info on the review. (b)(3)

[Redacted] (b)(3) 31 USC § 711

From: [Redacted] (b)(3)
Sent: Friday, April 15, 2016 11:18 AM (b)(3) 31 USC § 711
To: [Redacted] (b)(3)
Cc: [Redacted]
Subject: RE: GAO review of space acquisition oversight 100289

(b)(3) 31 USC § 711

[Redacted] thanks so much for sending it along. [Redacted] is no longer at NRO (he moved to SMC), and I was on travel last week (b)(3) and early this week so I missed it. I've cc'd [Redacted] who is managing the GAO account at this point. Appreciate your (b)(3) resending. I didn't see anything I thought was out of sync because it doesn't mention the impact of the "Space Force" option on the NRO and its relationship within the IC.

That being said, we'll have a few folks take a look and get back to you. I'm sure we can meet your deadline.

From: [Redacted] (b)(3) 31 USC § 711
Sent: Friday, April 15, 2016 12:49 PM
To: [Redacted] (b)(3)
Subject: [Non-DoD Source] FW: GAO review of space acquisition oversight 100289

Hi [Redacted] (b)(3)

Just wanted to make sure you received this email and check to see if you have any questions about our briefing and/or the review timeline. We are still planning to get our full briefing to the hill next week, and wanted to make sure the NRO had the opportunity to provide comments before it goes over, if you want to.

Thanks,

[Redacted] (b)(3) 31 USC § 711

From: [Redacted] (b)(3)
Sent: Friday, April 08, 2016 2:54 PM
To: [Redacted] (b)(3)
Cc: Chitikila, Raj; Horiuchi, Richard; [Redacted] (b)(3) 31 USC § 711
Subject: GAO review of space acquisition oversight 100289

[Redacted] (b)(3)

We are finalizing our briefing on space acquisition oversight, and plan to transmit the slides to our hill requesters within the next few weeks. Before we do that, we wanted to give NRO the opportunity to comment on the parts of the slides that are relevant to your agency. There will be a formal comment period later, likely in May, but this is NRO's opportunity to correct any facts we may have wrong or provide initial comments to the team. The portions of our briefing that relate to NRO are attached. Please get us any comments or corrections in writing by COB April 18.

Thanks,

(b)(3) 31 USC § 711

[Redacted]
Senior Analyst
Acquisition & Sourcing Management
U.S. Government Accountability Office
[Redacted]

(b)(3)

From: [REDACTED]
Sent: Sunday, April 17, 2016 3:59 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

H [REDACTED] thanks very much for setting up the contracting meeting to follow the program one. I'll try to send out some Qs and general issue areas for both by tomorrow afternoon. (b)(3)

FYI, we don't need a VTC for Thursday's meeting now, just a JWICS phone connection. Rich will tie in from Denver, and I'll be traveling with the team to Chantilly. Speak to you soon [REDACTED] (b)(3) 31 USC § 711

-----Original Message-----

From: [REDACTED]
Sent: Sunday, April 17, 2016 03:15 PM Eastern Standard Time
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Good afternoon [REDACTED]

(b)(3) 31 USC § 711

I don't yet have a conference room set for the 1000-1130 prgm interview - I'm working that feverishly. Additionally, I've coordinated an hour session with our Office of Contracts Policy to occur after the 1000 session.

I'd also like to check again on the status of the questions. To ensure these are effective and meaningful engagements, I would like to get the questions for both sessions. Can you get me those by Monday afternoon? If not, I may suggest postponing the meeting for a few days until we are better prepared.

I am out of the office tomorrow (Monday, 4/18). If you send the questions, please include [REDACTED] (b)(3)
[REDACTED] (Cc'd above).

Thank you!

VR [REDACTED]

(b)(3)

(b)(3)

National Reconnaissance Office
[REDACTED]

(b)(3)

From: [REDACTED]
Sent: Thursday, April 14, 2016 1:38 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

Hi [redacted] I am writing to follow up on the requested meeting(s) next Thursday. Were you able to arrange a meeting for us (b)(3) with NRO acquisition officials? We'd like to discuss contracting for satellite program [redacted] mention (b)(3) 31 USC § 711 Contracts Policy. Thank you. Also, I need contact information/room number/meeting info for the JWICS VTC we'll set up for our boss, Rich Horiuchi, who will tie into the 10am meeting from Denver. Thanks so much!

[redacted] (b)(3) 31 USC § 711

From: [redacted]
Sent: Tuesday, April 12, 2016 11:30 AM
To: [redacted]
Cc: Horiuchi, Richard [redacted]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

[redacted] (b)(3)

Yes, April 21st, 10:00 am – 11:30 am works for us. Thank you!

Given that we'll be out at the agency anyway, we were wondering whether it would be possible to line up additional meetings that day. For example, could we schedule a meeting with folks who could provide an overview of the agency's acquisition life cycle and the various incentive structures that the agency uses across its programs (maybe the Office of Contracts Policy?)? That would be really helpful for getting a lay of the land.

Thanks!

[redacted] (b)(3) 31 USC § 711

From: [redacted]
Sent: Tuesday, April 12, 2016 10:21 AM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

Good morning [redacted]

What is your team's availability to conduct the program interview from 10:00am-11:30am on April 21? If that's ok for your team, I can lock that in on my end. Please let me know.

Also, as you mention in one of our previous emails, are there questions that you can send me in advance?

I received your clearances – thank you!

Please let me know if there's anything else you need. Once I get your confirmation for 10-11:30 on 4/21, I'll make sure our calendars are all set.

Thank you!

VR, [redacted]

(b)(3)

[redacted] (b)(3)

National Reconnaissance Office

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Monday, April 11, 2016 5:18 PM
To: [redacted] (b)(3)
Cc: Horiuchi, Richard; [redacted] (b)(3) 31 USC § 711
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

[redacted] (b)(3)

Thanks for the update—looking forward to getting additional details regarding the meeting and documents! Also, our security office faxed our clearances over to [redacted] on Friday (April 8th). Please let us know if you (b)(3) didn't receive them.

Thanks,

[redacted]

[redacted]

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

[redacted]

From: [redacted] (b)(3)
Sent: Sunday, April 10, 2016 11:02 AM
To: [redacted] (b)(3) 31 USC § 711
Cc: Horiuchi, Richard; [redacted] (b)(3)
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

Good day [redacted] (b)(3) 31 USC § 711

My apologies for taking so long to get back to you.

Regarding engagement 100646, I'd like to offer that we hold the program interview (mentioned below) on April 21st, as members of that team are not available on the 15th. I'll be in touch tomorrow to schedule an exact time, and to work out the logistics.

The fax number where you can send clearance information is [redacted] please put me in the ATTN line. (b)(3)

Finally, I'm checking on the status of the documents noted below, and will provide you with an update when we talk.

Thank you.

VR [redacted]

[redacted]

(b)(3)

National Reconnaissance Office

[redacted]

From: [redacted] (b)(3) 31 USC § 711
Sent: Wednesday, April 06, 2016 2:17 PM
To: [redacted] (b)(3)
Cc: Horiuchi, Richard; [redacted] (b)(3) 31 USC § 711
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good afternoon, [redacted] (b)(3)

Looking forward to working with you! Per [redacted] email, I wanted to check in our meeting and document requests (b)(3)
below. Also, can you provide me with your phone and fax numbers so that our security office can send our clearance
info? Thanks!

[redacted]

[redacted]

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

[redacted]

(b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Friday, April 01, 2016 3:33 PM (b)(3) 31 USC § 711
To: [redacted] (b)(3)
Cc: Horiuchi, Richard; [redacted]; [redacted] (b)(3)
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

[redacted] et al, (b)(3) 31 USC § 711

Over to [redacted] for this. I am off to LA. It has been great working with you! (b)(3)

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Friday, April 01, 2016 10:04 AM
To: [redacted] (b)(3)
Cc: [redacted] Horiuchi, Richard; [redacted]; [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good morning [redacted] (b)(3)

Thanks for the update! For the program office meeting, the following dates/times would work for us:

- Friday, April 15th, noon – 4 pm
- Thursday, April 21st, 10 am – 4 pm

Like the entrance, we will need to VTC in our Denver colleagues. I will ask our security office to send the NOV with the attendees. Prior to the meeting, we'll send over more specific interview topics.

Thanks and hope you have a great weekend!

Best,

(b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Thursday, March 31, 2016 3:45 PM (b)(3) 31 USC § 711
To: [redacted] (b)(3)
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3)
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

I am working a few of the below documents through OGC review before we get them out to you. Contracts has been busy, so a few of them are going to take a bit longer to pull together.

With respect to arranging a meeting on the "program of interest", I have CC'ed [redacted] She will (b)(3) help arrange a date and time to have that discussion. Are there any windows of opportunity that work better than any others for your team?

(b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Wednesday, March 30, 2016 4:55 PM (b)(3)
To: [redacted] (b)(3) 31 USC § 711
Cc: [redacted]; Horiuchi, Richard; [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good afternoon, [redacted] (b)(3)

Just wanted to check in our requests below. We are planning to meet with the Hill at the beginning of April so any info or documents you can provide in the next week or so would be helpful.

Also, we would like to schedule a meeting with the program office that we had discussed at the entrance conference. If you could provide dates/times that work on your end, I would appreciate it. Please let us know if you have any questions.

Best,

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

From: [redacted] (b)(3) 31 USC § 711
Sent: Thursday, March 24, 2016 6:03 PM
To: [redacted] (b)(3)
Cc: [redacted] Horiuchi, Richard; [redacted]
Subject: GAO engagement 100646 - initial document requests and notification letter

(b)(3)

Thanks again for sending the information below, setting up today's meeting, and ensuring all of the logistics went so smoothly! As discussed, please see below for our initial document request list:

- NRO Acquisition Manual excerpt related to FAR Part 16 (Types of Contracts)
- NRO profit guide
- NRO Fee Structure for Satellite Programs and any other related incentives guides for contracting/program staff
- ND 10-1, *Systems Acquisition* (ref b.)
- ND 10-4, *Advanced Research and Development Acquisition*, (ref. e.)

(b)(3) 31 USC § 711

As [redacted] mentioned, if the documents could be sent to us as soon as they become available piecemeal, we would appreciate it. In addition, as soon as [redacted] has the summary information available, please send that along as well. Also, [redacted] had requested a copy of the notification letter, which I have attached. As always, if you have any questions, please let me know. Thanks!

(b)(3)

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

From: [redacted]
Sent: Thursday, March 24, 2016 4:53 PM
To: [redacted]
Cc: [redacted]
Subject: Engagement 100646 Congressional Language

(b)(3)

(b)(3) 31 USC § 711

All,

I checked the congressional language for the subject engagement with our security folks. They could not find anything classified about the language. I think it is likely safe for us to speak in the open about the language itself.

Please bear in mind that as soon as we cross into program-specific territory, we will likely be at a higher classification level. Please share this with anyone I missed who may need this info for the engagement. Thank you!

(b)(3)

National Reconnaissance Office

[Redacted] (b)(3)

From: [Redacted] (b)(3) 31 USC § 711
Sent: Tuesday, April 19, 2016 1:14 PM
To: [Redacted] (b)(3)
Cc:
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

H [Redacted] (b)(3)

I'll try to be more specific, without going into too much detail over email. We do want a general over view of the program as noted in my first email, but I hope we can cover it in about 15 minutes. The program overview will help us identify criteria on which to base our case studies at NRO and other agencies, so we can be most valuable to the Hill—that's why basic program stats are an interest. Regarding specific issues, we'll know more when we know more. In Thursday's meeting, I suspect we'll ask more detailed questions about how program circumstances (i.e., performance/cost/contract structure) may have informed the FY2016 IAA mandate language (you have a copy of the classified mandate). Ninety minutes isn't a lot of time, so covering the program overview (including pos/neg outcomes, milestones, etc) and the circumstance surrounding our involvement via the IAA mandate may take the whole meeting. Does that help? I'm happy to discuss more over the phone. Looking forward to meeting in person,

[Redacted] (b)(3) 31 USC § 711

From: [Redacted] (b)(3)
Sent: Tuesday, April 19, 2016 7:50 AM
To: [Redacted] (b)(3) 31 USC § 711
Cc: [Redacted] (b)(3)
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

Good morning [Redacted] (b)(3) 31 USC § 711

Thank you for sending the questions.

Keeping in mind that the program in question has a lot of history, several of the areas noted below are broad in nature. To ensure we're prepared to discuss the information you're most interested in, is there an additional layer of detail you can provide on your question set below?

For example, program characteristics, mission, and design life – these sound like general overview topics. Is there something in particular you want to focus on?

Please let me know. Thank you.

VF [Redacted]

[Redacted] (b)(3)

National Reconnaissance Office

[Redacted]

From: [REDACTED]
Sent: Monday, April 18, 2016 2:21 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

Good afternoon all,

Please see below for general discussion topics/questions for each of the two scheduled meetings on Thursday. Thanks again [REDACTED] for setting them up. If you can please make sure we have a secure phone line from each of the meetings, we can tie in the Assistant Director on this job, Rich Horiuchi. If you have any questions in the meantime, please contact me or [REDACTED]. Thanks much,

[REDACTED]
USGAO
[REDACTED]

(b)(3) 31 USC § 711

*****Please note: additional questions will be shaped by content of real-time discussion*****

Topics for 10:00am meeting:

- ***Discuss the characteristics of the program, including mission, design life, milestone successes/challenges, phases of acquisition cycle, # of assets, staffing, development and production contracts, and performance, especially how it relates to the FY2016 IAA.***

Topics for 11:30am meeting:

1. ***What contract and incentive structure(s) does NRO use for satellite acquisition programs and why (both typical and special circumstances)? Are there best practices?***
2. ***At what point can a contract go from cost-plus to fixed-price?***
3. ***What remedy or recourse is available to the government when on-orbit assets fail to perform to contract specifications?***
 - ***Does NRO use boilerplate contract clauses to guard against negative outcomes?***
 - ***If yes, please provide examples.***
 - ***If not, has NRO written specific clauses for certain contracts/programs?***
4. ***To what extent can the contract/incentive structure used in a given development contract influence positive (e.g., extended design life) or negative (e.g., underperformance or premature failure) outcomes?***

From: [REDACTED]
Sent: Sunday, April 17, 2016 1:15 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Good afternoon [redacted]

(b)(3) 31 USC § 711

I don't yet have a conference room set for the 1000-1130 prgm interview – I'm working that feverishly. Additionally, I've coordinated an hour session with our Office of Contracts Policy to occur after the 1000 session.

I'd also like to check again on the status of the questions. To ensure these are effective and meaningful engagements, I would like to get the questions for both sessions. Can you get me those by Monday afternoon? If not, I may suggest postponing the meeting for a few days until we are better prepared.

I am out of the office tomorrow (Monday, 4/18). If you send the questions, please include [redacted] (Cc'd above).

(b)(3)

Thank you!

VR, [redacted]

[redacted]
National Reconnaissance Office
[redacted]

(b)(3)

From: [redacted]
Sent: Thursday, April 14, 2016 1:38 PM
To: [redacted]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

H [redacted], I am writing to follow up on the requested meeting(s) next Thursday. Were you able to arrange a meeting for us with NRO acquisition officials? We'd like to discuss contracting for satellite programs, [redacted] mentioned the Office of Contracts Policy. Thank you. Also, I need contact information/room number/meeting info for the JWICS VTC we'll set up for our boss. Rich Horiuchi, who will tie into the 10am meeting from Denver. Thanks so much!

(b)(3)

(b)(3) 31 USC § 711

From: [redacted]
Sent: Tuesday, April 12, 2016 11:30 AM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3) 31 USC § 711

(b)(3)

Yes, April 21st, 10:00 am – 11:30 am works for us. Thank you!

Given that we'll be out at the agency anyway, we were wondering whether it would be possible to line up additional meetings that day. For example, could we schedule a meeting with folks who could provide an overview of the agency's acquisition life cycle and the various incentive structures that the agency uses across its programs (maybe the Office of Contracts Policy)? That would be really helpful for getting a lay of the land.

Thanks!
[redacted]

(b)(3) 31 USC § 711

From: [redacted]
Sent: Tuesday, April 12, 2016 10:21 AM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

Good morning [redacted]

What is your team's availability to conduct the program interview from 10:00am-11:30am on April 21? If that's ok for your team, I can lock that in on my end. Please let me know.

Also, as you mention in one of our previous emails, are there questions that you can send me in advance?

I received your clearances – thank you!

Please let me know if there's anything else you need. Once I get your confirmation for 10-11:30 on 4/21, I'll make sure our calendars are all set.

Thank you!

VR [redacted]

(b)(3)

National Reconnaissance Office

From: [redacted]
Sent: Monday, April 11, 2016 5:18 PM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Thanks for the update—looking forward to getting additional details regarding the meeting and documents! Also, our security office faxed our clearances over to [redacted] on Friday (April 8th). Please let us know if you (b)(3) didn't receive them.

Thanks,

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

From: [redacted]
Sent: Sunday, April 10, 2016 11:02 AM
To: [redacted]
Cc: Horiuchi, Richard [redacted]
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3)

(b)(3)
(b)(3) 31 USC § 711

Good day [redacted]

(b)(3) 31 USC § 711

My apologies for taking so long to get back to you.

Regarding engagement 100646, I'd like to offer that we hold the program interview (mentioned below) on April 21st, as members of that team are not available on the 15th. I'll be in touch tomorrow to schedule an exact time, and to work out the logistics.

The fax number where you can send clearance information is [redacted] please put me in the ATTN line.

(b)(3)

Finally, I'm checking on the status of the documents noted below, and will provide you with an update when we talk.

Thank you.

VR, [redacted]

(b)(3)

National Reconnaissance Office
[redacted]

From: [redacted]
Sent: Wednesday, April 06, 2016 2:17 PM
To: [redacted]
Cc: Horiuchi, Richard [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

Good afternoon [redacted]

(b)(3)

Looking forward to working with you! Per [redacted] email, I wanted to check in our meeting and document requests below. Also, can you provide me with your phone and fax numbers so that our security office can send our clearance info? Thanks!

(b)(3)

[redacted]
[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office
[redacted]

(b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Friday, April 01, 2016 3:33 PM (b)(3) 31 USC § 711
To: [redacted] (b)(3)
Cc: Horiuchi, Richard; [redacted]
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

[redacted], et al, (b)(3) 31 USC § 711

Over to [redacted] for this. I am off to LA. It has been great working with you! (b)(3)

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Friday, April 01, 2016 10:04 AM (b)(3) (b)(3) 31 USC § 711
To: [redacted]
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3)
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good morning [redacted] (b)(3)

Thanks for the update! For the program office meeting, the following dates/times would work for us:

- Friday, April 15th, noon – 4 pm
- Thursday, April 21st, 10 am – 4 pm

Like the entrance, we will need to VTC in our Denver colleagues. I will ask our security office to send the NOV with the attendees. Prior to the meeting, we'll send over more specific interview topics.

Thanks and hope you have a great weekend!

Best,

[redacted] (b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Thursday, March 31, 2016 3:45 PM
To: [redacted] (b)(3) 31 USC § 711
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3)
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

[redacted] (b)(3) 31 USC § 711

I am working a few of the below documents through OGC review before we get them out to you. Contracts has been busy, so a few of them are going to take a bit longer to pull together.

With respect to arranging a meeting on the "program of interest", I have CC'ed [redacted] She will (b)(3) help arrange a date and time to have that discussion. Are there any windows of opportunity that work better than any others for your team?

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Wednesday, March 30, 2016 4:55 PM

To: [redacted]
Cc: [redacted] Horiuchi, Richard [redacted] (b)(3) 31 USC § 711
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good afternoon [redacted] (b)(3)

Just wanted to check in our requests below. We are planning to meet with the Hill at the beginning of April so any info or documents you can provide in the next week or so would be helpful.

Also, we would like to schedule a meeting with the program office that we had discussed at the entrance conference. If you could provide dates/times that work on your end, I would appreciate it. Please let us know if you have any questions.

Best,

[redacted]
[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

(b)(3) 31 USC § 711

From: [redacted] (b)(3) 31 USC § 711
Sent: Thursday, March 24, 2016 6:03 PM
To: [redacted] (b)(3)
Cc: [redacted] Horiuchi, Richard; [redacted] (b)(3) 31 USC § 711
Subject: GAO engagement 100646 - initial document requests and notification letter

[redacted] (b)(3)

Thanks again for sending the information below, setting up today's meeting, and ensuring all of the logistics went so smoothly! As discussed, please see below for our initial document request list:

- NRO Acquisition Manual excerpt related to FAR Part 16 (Types of Contracts)
- NRO profit guide
- NRO Fee Structure for Satellite Programs and any other related incentives guides for contracting/program staff
- ND 10-1, *Systems Acquisition* (ref b.)
- ND 10-4, *Advanced Research and Development Acquisition*, (ref. e.)

(b)(3) 31 USC § 711

A [redacted] mentioned, if the documents could be sent to us as soon as they become available piecemeal, we would appreciate it. In addition, as soon as [redacted] has the summary information available, please send that along as well. Also, [redacted] had requested a copy of the notification letter, which I have attached. As always, if you have any questions, please let me know. Thanks! (b)(3)

[redacted]

[redacted]

(b)(3) 31 USC § 711

Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

(b)(3) 31 USC § 711

[Redacted]
From: [Redacted]
Sent: Thursday, March 24, 2016 4:53 PM
To: [Redacted]
Cc: [Redacted]
Subject: Engagement 100646 Congressional Language

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

All,

I checked the congressional language for the subject engagement with our security folks. They could not find anything classified about the language. I think it is likely safe for us to speak in the open about the language itself.

Please bear in mind that as soon as we cross into program-specific territory, we will likely be at a higher classification level. Please share this with anyone I missed who may need this info for the engagement. Thank you!

[Redacted]
[Redacted] (b)(3)

National Reconnaissance Office
[Redacted]



U.S. GOVERNMENT ACCOUNTABILITY OFFICE

441 G St. N.W.
Washington, DC 20548

February 16, 2016

[redacted]
Director of Congressional and Public Affairs (Acting)
National Reconnaissance Office
14675 Lee Road
Chantilly, VA 20151

(b)(3)

Dear [redacted]

(b)(3)

This letter is to inform you of a new U.S. Government Accountability Office engagement in response to a mandate in the classified annex to a House Report accompanying the Intelligence Authorization Act for Fiscal Year 2016 (H.R. 4127)—code **100646**. The enclosure provides information on the engagement. If we determine it is necessary to visit locations other than those specified in the enclosure, we will advise you.

We would appreciate your notifying the appropriate officials of this work. The next step will be to set up an entrance conference. At that meeting, we will request that your agency identify a point of contact for this engagement.

Sincerely yours,

A handwritten signature in cursive script that reads "Cathleen A. Berrick".

Cathleen A. Berrick
Managing Director
Defense Capabilities and Management

Enclosure

cc: [redacted]

Cristina Chaplain, Director, GAO

(b)(3) 31 USC § 711

Unclassified

Enclosure

INFORMATION ON NEW GAO ENGAGEMENT

Engagement subject: Intelligence Space Acquisition mandate

Engagement code: 100646

Source for our work: GAO is beginning this work in response to a mandate in the classified annex to a House Report accompanying the Intelligence Authorization Act for Fiscal Year 2016 (H.R. 4127) that directs GAO to review specific issues related to the Intelligence Community.

Issues under review/Objectives: Engagement objectives are classified.

Agencies and anticipated locations (HQ and Field) to be notified: NRO, DOD, [redacted]

(b)(1)

(b)(3)

Estimated Start Date: Immediately

Time Frame for Holding Meeting: Immediately

GAO Team Performing the Engagement: Acquisition and Sourcing Management (ASM)

GAO Contacts:

Cristina Chaplain, Director, 202-512-4841 [redacted]

Richard Horiuchi, Assistant Director, 303-572-7344 [redacted]
[redacted]

(b)(3)

(b)(3)

From: [REDACTED]
Sent: Tuesday, April 19, 2016 4:38 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: NRO meeting location

(b)(3) 31 USC § 711

(b)(3)

Hi [REDACTED]
I'm working on getting our secure room open so I can call. In the meantime, our in-person participants for Thursday are:
Cristina Chaplain

(b)(3)

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Tuesday, April 19, 2016 2:22 PM
To: [REDACTED]
Subject: RE: NRO meeting location

(b)(3)

(b)(3) 31 USC § 711

Good afternoon [REDACTED]

First, I left you a VM to see if you have access to a secure phone. I think a quick 5 min secure discussion would be helpful.

Attached are driving directions from various points in the city. You and the team will enter via the visitor's center, and I will meet you there. You'll get badged, and I'll escort you to the meeting locations.

Can you provide me with a list of names who will accompany you on Thursday's engagement? I have the information from your security team, and once I know who will be in attendance, I'll be sure to verify with you that everyone is good to go.

Finally, conference rooms are in flux right now, so I don't have a point-to-point number to provide you at the moment. I should know more tomorrow.

In the meantime, please let me know if you have any questions. Have a great day!

VR [REDACTED]

(b)(3)

[REDACTED]
National Reconnaissance Office
[REDACTED]

From: [REDACTED]
Sent: Tuesday, April 19, 2016 1:24 PM
To: [REDACTED]

(b)(3) 31 USC § 711

(b)(3)

Cc: [redacted]
Subject: [Non-DoD Source] NRO meeting location

(b)(3)

Hi [redacted]
When you have a chance, can you please send me the location/entry instructions for our meeting(s)? It's been 10 years since I was last at the NRO in Chantilly and I am sure the scenery has changed since then. Also, for our secure phone line, can you provide a number in advance for our Denver staff? Many thanks,

(b)(3)

[redacted]
USGAO
[redacted]

(b)(3) 31 USC § 711

From: [redacted]
Sent: Tuesday, April 19, 2016 7:50 AM
To: [redacted]
Cc: [redacted]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Good morning [redacted]

(b)(3) 31 USC § 711

Thank you for sending the questions.

Keeping in mind that the program in question has a lot of history, several of the areas noted below are broad in nature. To ensure we're prepared to discuss the information you're most interested in, is there an additional layer of detail you can provide on your question set below?

For example, program characteristics, mission, and design life – these sound like general overview topics. Is there something in particular you want to focus on?

Please let me know. Thank you.

VR [redacted]

[redacted]
National Reconnaissance Office
[redacted]

(b)(3)

From: [redacted]
Sent: Monday, April 18, 2016 2:21 PM
To: [redacted]
Cc: [redacted]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

Good afternoon all,
Please see below for general discussion topics/questions for each of the two scheduled meetings on Thursday. Thanks again [redacted] for setting them up. If you can please make sure we have a secure phone line from each of the meetings, we can tie in the Assistant Director on this job, Rich Horiuchi. If you have any questions in the meantime, please contact me or [redacted] Thanks much,

(b)(3)

[redacted]
USGAO
[redacted]

(b)(3) 31 USC § 711

*****Please note: additional questions will be shaped by content of real-time discussion*****

Topics for 10:00am meeting:

- ***Discuss the characteristics of the program, including mission, design life, milestone successes/challenges, phases of acquisition cycle, # of assets, staffing, development and production contracts, and performance, especially how it relates to the FY2016 IAA.***

Topics for 11:30am meeting:

- 1. What contract and incentive structure(s) does NRO use for satellite acquisition programs and why (both typical and special circumstances)? Are there best practices?***
- 2. At what point can a contract go from cost-plus to fixed-price?***
- 3. What remedy or recourse is available to the government when on-orbit assets fail to perform to contract specifications?***
 - ***Does NRO use boilerplate contract clauses to guard against negative outcomes?***
 - ***If yes, please provide examples.***
 - ***If not, has NRO written specific clauses for certain contracts/programs?***
- 4. To what extent can the contract/incentive structure used in a given development contract influence positive (e.g., extended design life) or negative (e.g., underperformance or premature failure) outcomes?***

From: [REDACTED]
Sent: Sunday, April 17, 2016 1:15 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711
(b)(3)

Good afternoon [REDACTED]

(b)(3) 31 USC § 711

I don't yet have a conference room set for the 1000-1130 prgm interview – I'm working that feverishly. Additionally, I've coordinated an hour session with our Office of Contracts Policy to occur after the 1000 session.

I'd also like to check again on the status of the questions. To ensure these are effective and meaningful engagements, I would like to get the questions for both sessions. Can you get me those by Monday afternoon? If not, I may suggest postponing the meeting for a few days until we are better prepared.

I am out of the office tomorrow (Monday, 4/18). If you send the questions, please include [REDACTED]
[REDACTED] (Cc'd above).

(b)(3)

Thank you!

VR, [REDACTED]

(b)(3)

[REDACTED]
National Reconnaissance Office
[REDACTED]

From: [REDACTED]
Sent: Thursday, April 14, 2016 1:38 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3) 31 USC § 711

(b)(3)

H [REDACTED] I am writing to follow up on the requested meeting(s) next Thursday. Were you able to arrange a meeting for us (b)(3) with NRO acquisition officials? We'd like to discuss contracting for satellite programs [REDACTED] mentioned (b)(3) 31 USC § 711 Contracts Policy. Thank you. Also, I need contact information/room number/meeting info for the JWICS VTC we'll set up for our boss, Rich Horiuchi, who will tie into the 10am meeting from Denver. Thanks so much!

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Tuesday, April 12, 2016 11:30 AM
To: [REDACTED]
Cc: Horiuchi, Richard; [REDACTED]
Subject: RE: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

[REDACTED]

Yes, April 21st, 10:00 am – 11:30 am works for us. Thank you!

Given that we'll be out at the agency anyway, we were wondering whether it would be possible to line up additional meetings that day. For example, could we schedule a meeting with folks who could provide an overview of the agency's acquisition life cycle and the various incentive structures that the agency uses across its programs (maybe the Office of Contracts Policy)? That would be really helpful for getting a lay of the land.

Thanks!

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Tuesday, April 12, 2016 10:21 AM
To: [REDACTED]
Cc: Horiuchi, Richard; [REDACTED]
Subject: Schedule: GAO Eng 100646, Prgm Interviews

(b)(3)

(b)(3) 31 USC § 711

Good morning [REDACTED]

What is your team's availability to conduct the program interview from 10:00am-11:30am on April 21? If that's ok for your team, I can lock that in on my end. Please let me know.

Also, as you mention in one of our previous emails, are there questions that you can send me in advance?

I received your clearances – thank you!

Please let me know if there's anything else you need. Once I get your confirmation for 10-11:30 on 4/21, I'll make sure our calendars are all set.

Thank you!

VR [redacted]

(b)(3)

[redacted]
National Reconnaissance Office
[redacted]

(b)(3)

From: [redacted]
Sent: Monday, April 11, 2016 5:18 PM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

[redacted] (b)(3)

Thanks for the update—looking forward to getting additional details regarding the meeting and documents! Also, our security office faxed our clearances over to [redacted] on Friday (April 8th). Please let us know if you didn't receive them. (b)(3)

Thanks,

[redacted] (b)(3) 31 USC § 711

[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office
[redacted]

From: [redacted]
Sent: Sunday, April 10, 2016 11:02 AM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3)

(b)(3)

Good day [redacted]

(b)(3) 31 USC § 711

My apologies for taking so long to get back to you.

Regarding engagement 100646, I'd like to offer that we hold the program interview (mentioned below) on April 21st, as members of that team are not available on the 15th. I'll be in touch tomorrow to schedule an exact time, and to work out the logistics.

The fax number where you can send clearance information is [redacted] please put me in the ATTN line.

(b)(3)

Finally, I'm checking on the status of the documents noted below, and will provide you with an update when we talk.

Thank you.

VR [redacted]

(b)(3)

[redacted]

(b)(3)

National Reconnaissance Office

[redacted]

From: [redacted]
Sent: Wednesday, April 06, 2016 2:17 PM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

Good afternoon, [redacted]

(b)(3)

Looking forward to working with you! Per [redacted] email, I wanted to check in our meeting and document requests below. Also, can you provide me with your phone and fax numbers so that our security office can send our clearance info? Thanks!

(b)(3)

[redacted]

(b)(3) 31 USC § 711

[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

[redacted]

From: [redacted]
Sent: Friday, April 01, 2016 3:33 PM
To: [redacted]
Cc: Horiuchi, Richard; [redacted]
Subject: RE: GAO engagement 100646 - initial document requests and notification letter

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

[redacted]

(b)(3) 31 USC § 711

Over to [redacted] for this. I am off to LA. It has been great working with you!

(b)(3)

[redacted]

(b)(3)

From: [redacted]
Sent: Friday, April 01, 2016 10:04 AM
To: [redacted]
Cc: [redacted] Horiuchi, Richard; [redacted]

(b)(3) 31 USC § 711

(b)(3)

[redacted] (b)(3)
Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good morning [redacted] (b)(3)

Thanks for the update! For the program office meeting, the following dates/times would work for us:

- Friday, April 15th, noon – 4 pm
- Thursday, April 21st, 10 am – 4 pm

Like the entrance, we will need to VTC in our Denver colleagues. I will ask our security office to send the NOV with the attendees. Prior to the meeting, we'll send over more specific interview topics.

Thanks and hope you have a great weekend!

Best,
[redacted] (b)(3) 31 USC § 711

From: [redacted] (b)(3)
Sent: Thursday, March 31, 2016 3:45 PM

To: [redacted] (b)(3) 31 USC § 711
Cc: [redacted]; Horiuchi, Richard [redacted] (b)(3)

Subject: RE: GAO engagement 100646 - initial document requests and notification letter
[redacted] (b)(3) 31 USC § 711

I am working a few of the below documents through OGC review before we get them out to you. Contracts has been busy, so a few of them are going to take a bit longer to pull together.

With respect to arranging a meeting on the "program of interest", I have CC'ed [redacted] she will (b)(3) help arrange a date and time to have that discussion. Are there any windows of opportunity that work better than any others for your team?

[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Wednesday, March 30, 2016 4:55 PM

To: [redacted] (b)(3)
Cc: [redacted]; Horiuchi, Richard; [redacted] (b)(3) 31 USC § 711

Subject: [Non-DoD Source] RE: GAO engagement 100646 - initial document requests and notification letter

Good afternoon, [redacted] (b)(3)

Just wanted to check in our requests below. We are planning to meet with the Hill at the beginning of April so any info or documents you can provide in the next week or so would be helpful.

Also, we would like to schedule a meeting with the program office that we had discussed at the entrance conference. If you could provide dates/times that work on your end, I would appreciate it. Please let us know if you have any questions.

Best,
[redacted] (b)(3) 31 USC § 711

[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

(b)(3) 31 USC § 711

[redacted]
From: [redacted]
Sent: Thursday, March 24, 2016 6:03 PM
To: [redacted]
Cc: [redacted] Horiuchi, Richard; [redacted]
Subject: GAO engagement 100646 - initial document requests and notification letter

(b)(3) 31 USC § 711

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Thanks again for sending the information below, setting up today's meeting, and ensuring all of the logistics went so smoothly! As discussed, please see below for our initial document request list:

- NRO Acquisition Manual excerpt related to FAR Part 16 (Types of Contracts)
- NRO profit guide
- NRO Fee Structure for Satellite Programs and any other related incentives guides for contracting/program staff
- ND 10-1, *Systems Acquisition* (ref b.)
- ND 10-4, *Advanced Research and Development Acquisition*, (ref. e.)

(b)(3) 31 USC § 711

As [redacted] mentioned, if the documents could be sent to us as soon as they become available piecemeal, we would appreciate it. In addition, as soon as [redacted] has the summary information available, please send that along as well. Also, [redacted] had requested a copy of the notification letter, which I have attached. As always, if you have any questions, please let me know. Thanks!

(b)(3)

(b)(3) 31 USC § 711

[redacted]
Senior Analyst
Acquisition and Sourcing Management
U.S. Government Accountability Office

[redacted]
From: [redacted]
Sent: Thursday, March 24, 2016 4:53 PM
To: [redacted]
Cc: [redacted]
Subject: Engagement 100646 Congressional Language

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

All,

I checked the congressional language for the subject engagement with our security folks. They could not find anything classified about the language. I think it is likely safe for us to speak in the open about the language itself.

Please bear in mind that as soon as we cross into program-specific territory, we will likely be at a higher classification level. Please share this with anyone I missed who may need this info for the engagement. Thank you!

[Redacted]

(b)(3)

[Redacted]

National Reconnaissance Office

[Redacted]

(b)(3)

From: [redacted]
Sent: Wednesday, April 27, 2016 6:11 PM
To: [redacted]
Cc: [redacted]
Subject: RE: INFO: Directions to NRO

(b)(3)
(b)(3) 31 USC § 711
(b)(3)

Good evening [redacted]

(b)(3) 31 USC § 711

I wanted to let you know that I'll be out of the office for a few days. In my absence, I've asked [redacted] (Cc'd above) to assist in escorting you to the read-in. [redacted] will meet you at the Visitor's Center at 9:45am on Tuesday for the 10:00 read-in. (b)(3)
(b)(3)

If you have any issues, please contact [redacted]

(b)(3)

I'll touch base with you when I return next Wednesday.

Thank you.

VR [redacted]

[redacted]
National Reconnaissance Office

(b)(3)

From: [redacted]
Sent: Wednesday, April 20, 2016 8:30 AM
To: [redacted]
Subject: RE: INFO: Directions to NRO

(b)(3)
(b)(3) 31 USC § 711

[redacted]
How about 3 May, 1000, for your read-in? I coordinated with the program office, and they are getting everything ready for you now.

Attached are directions to NRO from various points in the city. I can meet you at the Visitor's Center at 0945, and will escort you to the briefing room.

If that sounds like a viable plan to you, I'll make sure your information is ready at the visitor's center. Please let me know. Happy Wednesday!

VF [redacted]

(b)(3)

[redacted]
National Reconnaissance Office

From: [REDACTED]
Sent: Monday, April 18, 2016 3:33 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: INFO: Directions to NRO

(b)(3) 31 USC § 711

(b)(3)

Hello [REDACTED]

(b)(3)

Thank you and I did receive it. Also, I left you a voice mail on your high side phone asking if I might get read in on May 3rd, if at all possible. The staffers want to meet with us on May 4th and I would like to get read in before that meeting. If not, I can try to make plans to go there sooner. Let me know if you have any questions and thanks so much!

V/R [REDACTED]

(b)(3) 31 USC § 711

From: [REDACTED]
Sent: Sunday, April 17, 2016 1:18 PM
To: [REDACTED]
Subject: RE: INFO: Directions to NRO

(b)(3)

(b)(3) 31 USC § 711

Good afternoon [REDACTED]

Just a quick email to let you know that I sent the schedule chart to your other email system. Please let me know if you have any questions.

Thank you.

VR, [REDACTED]

(b)(3)

National Reconnaissance Office
[REDACTED]

From: [REDACTED]
Sent: Friday, April 08, 2016 11:52 AM
To: [REDACTED]
Subject: [Non-DoD Source] RE: INFO: Directions to NRO

(b)(3) 31 USC § 711

(b)(3)

(b)(3)

Thanks again for arranging the meeting this morning. I think it really helped. Have a great weekend!

VR [REDACTED]

(b)(3) 31 USC § 711

Sent with Good (www.good.com)

-----Original Message-----

From: [REDACTED]

(b)(3)

Sent: Friday, April 08, 2016 09:31 AM Eastern Standard Time

To: [REDACTED]
Subject: RE: INFO: Directions to NRO

(b)(3) 31 USC § 711

Good morning [REDACTED]

Just a quick note to let you know that I've forwarded you the Overview Briefing on the other system. Please let me know if you have any issues.

Thank you.

VR [REDACTED]

[REDACTED]
National Reconnaissance Office
[REDACTED]

(b)(3)

From: [REDACTED]
Sent: Thursday, April 07, 2016 4:44 PM
To: [REDACTED]
Subject: [Non-DoD Source] RE: INFO: Directions to NRO

(b)(3) 31 USC § 711

(b)(3)

Thank you- will pass them on!

From: [REDACTED]
Sent: Thursday, April 07, 2016 1:02 PM
To: [REDACTED]
Subject: INFO: Directions to NRO

(b)(3)

(b)(3) 31 USC § 711

[REDACTED]
I found a better set of directions for you to pass to your team. Please see attached.

Please let me know if you have any questions/concerns.

VR, [REDACTED]

[REDACTED]
National Reconnaissance Office
[REDACTED]

(b)(3)

From: [REDACTED]
Sent: Thursday, April 07, 2016 1:36 PM
To: [REDACTED]
Subject: INFO: Ready for Friday

(b)(3)

(b)(3) 31 USC § 711

(b)(3) 31 USC § 711

[redacted]

This email serves as confirmation that the GAO team, consisting of Cristina Chaplain, Richard Horiuchi [redacted] and [redacted] are cleared for NRO for Friday, 8 April, for the scheduled Overview Briefing. Furthermore, I've ensured the right folks will be present to read in Cristina and Rich after the overview briefing.

The attached directions have our address for driving purposes. However, most of the directions on that page are for on-campus. Please just let your team know to park at the visitor's entrance, and I will meet everyone there and escort to and from the conference room.

We'll plan to begin at 10:00 eastern. Please let the team know I will meet them there. I'll be at the visitor's center by 9:40/9:45.

My goal is to send you the briefing (on the other system) by COB today; if not, you'll have it first thing tomorrow morning.

Please let me know if you have any questions or concerns. Thank you!

VR, [redacted]

[redacted]
National Reconnaissance Office
[redacted]

(b)(3)

From: [redacted]
Sent: Wednesday, April 06, 2016 2:46 PM
To: [redacted]
Subject: [Non-DoD Source] RE: Blocked Mail

(b)(3) 31 USC § 711

(b)(3)

Hello [redacted]

(b)(3)

Please see below for the information you requested. I thought I would make it off site today, but I'm stuck in other meetings all day. Once you pass this information to your security person, could you please let me know ASAP if there are any problems. I know Cristina [redacted] were just there; however, I'm want to make sure Rich is good to go too.

(b)(3) 31 USC § 711

Also, just FYI, the staffers are pleased that we will be meeting with you all on Friday. They asked about it during another meeting we were having for another review. Glad we were prepared to respond.
Thanks so much and I look forward to hearing from you soon.

V/R

(b)(3) 31 USC § 711

Cristina Chaplain [redacted]

(b)(3) 31 USC § 711

Richard Horiuchi [redacted]

(b)(3) 31 USC § 711



(b)(3) 31 USC § 711

**National Reconnaissance Office
14675 Lee Road
Chantilly, VA 20151-1715**

VIP Directions to NRO Headquarters

FROM DC AND PENTAGON

- *(From Pentagon take route 110 to route 66 west)*
- Rt. 66 West toward Manassas/Front Royal (Dulles Airport)
- Exit onto Rt. 28 North toward Dulles Airport
- Take the Willard Road exit and turn left at the light (you will have passed the complex on your left)
- Turn left at the light onto Lee Road
- Turn left onto the access road (by-pass the Access Control Center); proceed to Gate

OPTION 2

- Exit 49, Rt. 66 West toward Manassas/Front Royal
- Exit onto Rt. 28 North toward Dulles Airport
- Take the Willard Road exit and turn left at the light (you will have passed the complex on your left)
- Turn left at the light onto Lee Road
- Turn left into entrance, by-passing the Access Control Center
- Proceed directly to the Gate

FROM POINTS NORTH (Take I-495 South into Virginia)

OPTION 1

- Exit 45A, Dulles Toll Road (Rt. 267) west toward Dulles Airport (cost \$1.75)
- Exit Rt. 28 South toward Centreville (cost \$1.00)
- Cross over Rt. 50 (you will see the complex ahead on the right)
- Take the Willard Road exit and turn right at the light
- Turn left at the light onto Lee Road
- Turn left onto the access road (by-pass the Access Control Center); proceed to Gate

FROM DULLES AIRPORT

- Take airport road exit onto Rt. 28 (Sully Road) South
- Take the Willard Road exit and turn right at the light
- Turn left at the light onto Lee Road
- Turn left into Entrance, by-passing the Access Control Center
- Proceed directly to the Gate

Unclassified

[redacted] (b)(3)

From: [redacted] (b)(3)
Sent: Wednesday, April 27, 2016 5:16 PM
To: [redacted] (b)(3)
Cc: [redacted] (b)(3) 31 USC § 711
Subject: RE: GAO document request

Good afternoon [redacted]

(b)(3) 31 USC § 711

I hope this email finds you well.

As a follow up to my voicemail, I wanted to give you status of the documents we'll be sending. Everything has been packaged and is in the final stages of approval for me to send out. I will send them to you as soon as I can.

I also wanted to let you know that I will be out of the office from 28 APR – 3 MAY, with no access to email. If you need something in the next few days, please contact [redacted] Otherwise, I will take (b)(3) care of it as soon as I return on Wednesday, 4 MAY.

To that end, if approval to release the documents comes while I'm out [redacted] will forward on my behalf.

(b)(3)

Thank you!

VR, [redacted]

[redacted] (b)(3)

National Reconnaissance Office

[redacted]

From: [redacted] (b)(3) 31 USC § 711
Sent: Tuesday, April 26, 2016 12:15 PM
To: [redacted] (b)(3)
Cc: [redacted] (b)(3) 31 USC § 711
Subject: [Non-DoD Source] GAO document request

H [redacted] I hope you had a good weekend. I'm writing to follow up on our request for various policy documents. We're (b)(3) having a meeting this afternoon on "access issues," and I'd like to be able to tell them that we're getting what we need. So far, we've requested:

- NRO Acquisition Manual excerpt related to FAR Part 16 (Types of Contracts)
- NRO profit guide
- NRO Fee Structure for Satellite Programs and any other related incentives guides for contracting/program staff
- ND 10-1, *Systems Acquisition* (ref b.)

- ND 10-4, *Advanced Research and Development Acquisition*, (ref. e.)

Also, as a heads' up, we are compiling another list of documents that we need, this one containing more specific programmatic documents, that I will likely send to you this week. Many thanks for your help, it was great meeting you in person last week.

[redacted]
USGAO
[redacted]

(b)(3) 31 USC § 711