# (U) NRP OVERVIEW OF MISSION-BASED BUDGETING

(S...) Sensitive to the changing international environment and committed to providing raw signals and imagery intelligence to customers in three mission aggregations—military planning and operations, national policy, and law enforcement—the National Reconnaissance Program (NRP) is committed to enabling US global information superiority, during peace through war. In our new mission statement, we accept responsibility for the unique and innovative technology, large scale systems engineering, development and acquisition, and operation of space reconnaissance systems and related intelligence activities needed to support global information superiority. Although our biggest role in the intelligence arena has always been collection, our new charter expands our role to other intelligence activities as customers request, specifically including data exfiltration.

(...) Customer requirements are paramount. The NRP is unique, perhaps, within the National Foreign Intelligence Program (NFIP), in that we do not produce finished intelligence and have no specific mission areas for which we are responsible. Rather, we respond to the requirements and tasking of our mission partners and customers. Our mission partners, the National Imagery and Mapping Agency (NIMA), the National Security Agency (NSA), and the Central MASINT Office (CMO) determine where and when NRP collection systems will collect intelligence data. Our customers' requirements are uppermost when we develop and acquire overhead collection systems and the supporting infrastructure. Those same requirements drive our collection and distribution. The NRO is truly a service organization responding to the taskings of many masters.

(U) Our awareness of our customers and their requirements has led us to change more than our mission statement. We also changed our organizational structure. For several years, now, we have had a Deputy Director for Military Support who has maintained close contact with our military customers and kept his finger on the pulse of their changing missions and requirements. We did not have an equivalent office supporting our national customers, some of whom began to feel neglected. In order to bolster our Support to National Policy, we created the Deputy Director for National Support (DDNS). As a result of this new office and the relationships the DDNS is fostering with national customers, we are convinced the quality of our support to the five national policy missions—Diplomacy/Regional Security Policy, Arms Control and Treaty Monitoring, Nonproliferation, Trade and Economic Security, and Civil and Environmental Issues—will increase in FY 98 and into the next century.

(U) MISSION AGGREGATIONS

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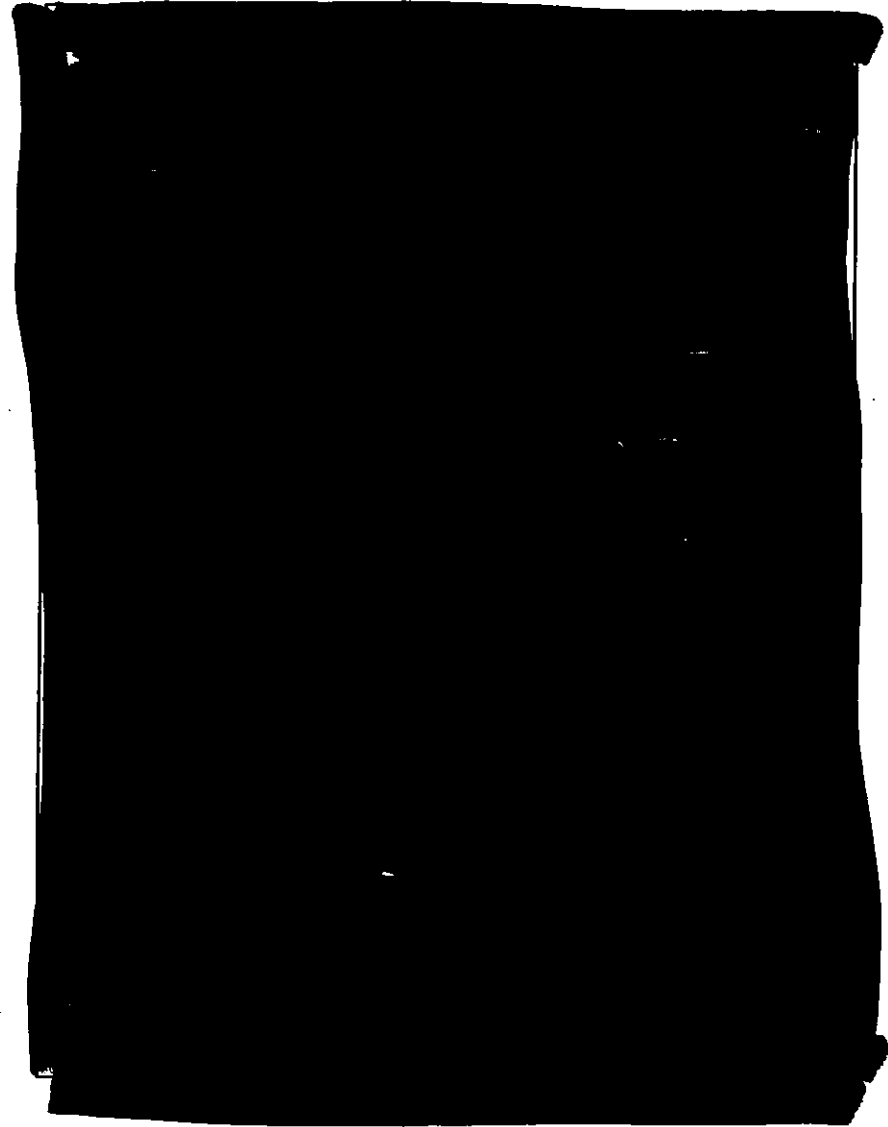
(U) SUPPORT TO NATIONAL POLICY

(░) Support to National Policy ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ Diplomacy/Regional Security Policy, Arms Control and Treaty Monitoring, Nonproliferation, Trade and Economic Security, and Civil and Environmental Issues. We primarily support four of the five areas, and derivatively support Diplomacy and Regional Security Policy. This year, to improve our support to these mission areas, the Acting Director of the NRO established a new customer support entity specifically to address the concerns of our non-military customers.

(░) This new office, the Deputy Director for National Support (DDNS), will provide a fast moving, centralized conduit through which information can flow from the NRO to the customers and from the customers to the NRO. One of the ways the DDNS will ensure an accurate, timely information flow is by placing NRO Liaison Officers (LNOs) with many of our major national policy customers such as the Department of State, the Department of Justice, and others. These LNOs will become the experts on the requirements of their customers and will ensure those requirements are acknowledged and understood during tasking and development and acquisition cycles. Improving our support to national policy customers requires an understanding of their objectives and how NRO-collected data can contribute to the accomplishment of those objectives. The DDNS will ensure we have this knowledge.

(░) It is especially important that we keep in touch with our national policy customers' requirements now because their needs are changing as the international situation changes. When the Soviet Union was the primary focus of US policy making and military strategizing, our collection efforts were focused primarily on the Soviet Union and its satellites. In the late 1990s, however, the US faces a variety of threats from around the globe which must be monitored and analyzed. Rogue nations such as Iraq, North Korea, and Libya bear watching. Transnational problems such as narcotics trafficking, organized crime, environmental trends, trade issues, and others require a more global intelligence collection approach. These issues will drive the need for wide area collection, worldwide coverage, and improved processing capabilities.
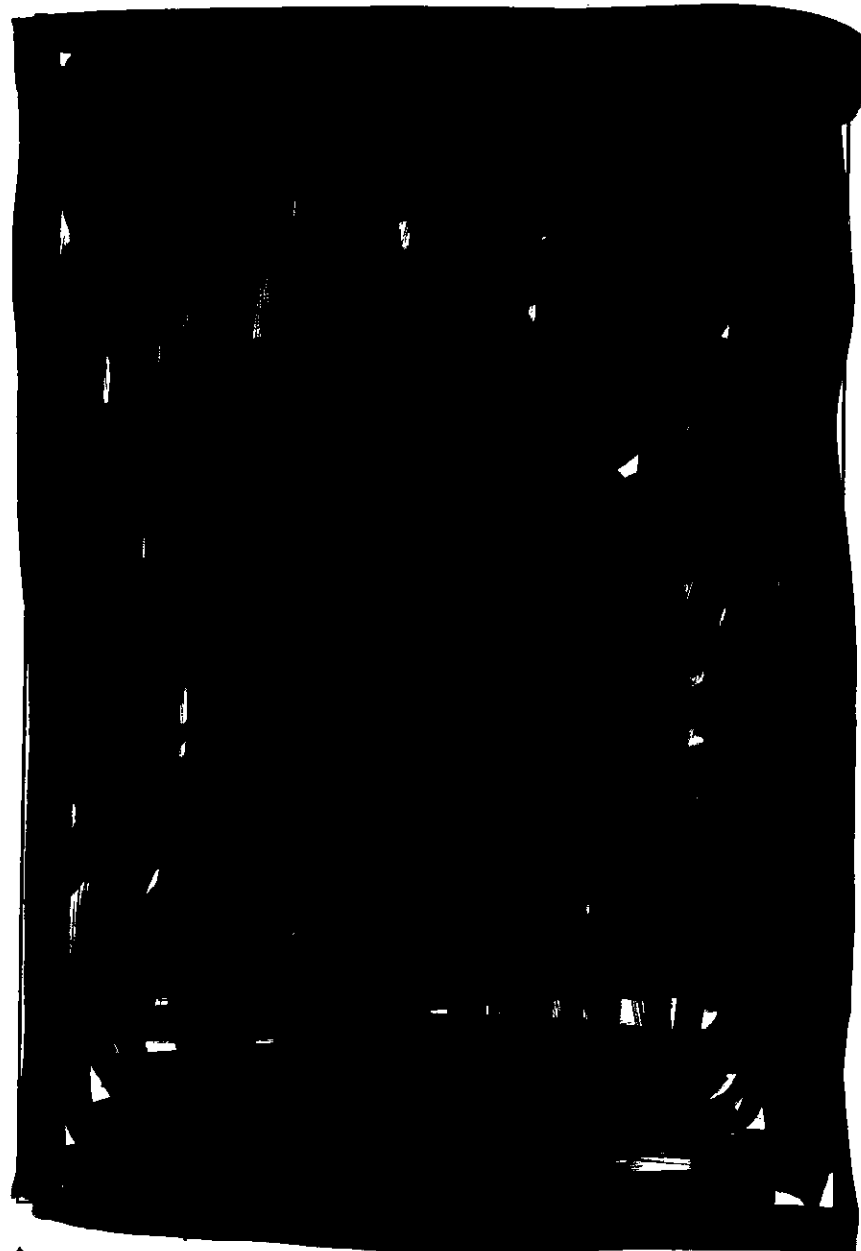
(U) Diplomacy/Regional Security Policy

(U) *Challenges and NRP Capabilities*

(S) The Intelligence Community can best support US foreign policy objectives by providing policy makers timely intelligence on political developments in key areas and giving our diplomats an "information edge" in negotiations. The IC must also support regional security policy efforts by warning of regional tensions and possible unrest, providing insights on arms developments and stockpiles, and supporting bilateral and multilateral cooperative efforts. To be useful in the Diplomacy/Regional Security arena, the IC must supply indications of regional developments which could threaten US interests; intentions of rivals and allies; assessments of political dynamics, societal changes, and military capabilities of rivals and allies; and tailored intelligence to assist negotiations or other diplomatic activity.

(U) *Program Achievements*

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(C) SUPPORT TO LAW ENFORCEMENT

(C) While these cross-community relationships mature, the NRP has been proactive in generating ▓▓▓▓▓▓

In FY 96, the Acting Director, National Reconnaissance Office (A/DNRO) created a new customer service entity within the NRO, the Deputy Director for National Support (DDNS). The DDNS' charter is to enhance relationships with our non-military customers to achieve a better understanding of their requirements and to provide them with the precise products they need to fulfill their intelligence needs. One of the ways the DDNS is accomplishing this is by placing NRO Liaison Officers (LNOs) at the Department of State, the DEA, Department of Justice, and other organizations. We expect the LNOs will substantially enhance our relationships with these organizations and that the percentage of taskings we receive in support of law enforcement activities will increase as these organizations become more familiar with our capabilities and products.

(U) The NRO Operations Support Office (OSO) is also integral to customer support across our customer base. In January 1997, OSO hosted a counternarcotics (CN) day, the second installment of the NRO User Support Series, which has become a successful direct exchange between the NRO and operational communities, specifically regarding how NRO support and systems can more effectively be employed. The event was held at the new NRO headquarters at Westfields, Chantilly, Virginia. The objective of this day was to improve NRO understanding of the special needs of the CN community. Members of the intelligence and law enforcement community attended.

(U) Counterterrorism

(U) Challenges and NRP Capabilities

(U) The United States' efforts to counter international terrorism focus on the need to have advance warning of a potential terrorist attack against US interests in time to take counter actions to block the attack or mitigate its effects. US government agencies also require data which can help them understand the capabilities and intentions of various terrorist organizations in order to enhance strategic warning.

(U) The counterterrorism mission has become increasingly challenging in recent years due to a plethora of new terrorist organizations and new technologies to aid them. Where terrorist activity used to be fairly centralized and state-sponsored—by Iran, Syria, and Libya, for example—terrorist activities are now more decentralized and terrorist motivations now run the gamut from political, to separatist, to religious. The dispersal of terrorist organizations around the globe requires worldwide surveillance capabilities,

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(U) SUPPORT TO MILITARY OPERATIONS AND PLANNING

(S) The National Reconnaissance Office (NRO) has a long history of supporting military operations and planning, during both peace and war. Currently, ████████████████████ of National Reconnaissance Program (NRP) resources support military mission areas. Many of our development and acquisition decisions throughout the years have been driven by the requirements of our military customers. Requirements for rapid, precise geolocation, for broad area collection, for increased processing capacity ... the NRO has incorporated all these attributes to meet the mission requirements of our military customers.

(U) We do not anticipate a decrease in tasking from the military. With the extended presence of US troops in Bosnia, continued hostilities in the Middle East requiring US military deployment, and the military's expanding role in humanitarian, peacekeeping, and law enforcement roles (such as counternarcotics), we expect taskings from the military to increase for the foreseeable future. The NRO is ready to accommodate these taskings.

(U) Customer Relationships

(U) The National Reconnaissance Office (NRO) remains committed to strengthening and expanding support provided to the full spectrum of NRO customers. The Jeremiah Panel provided strategic recommendations for customer relationships which called for a strategy of centralized customer support policy with decentralized execution. In concert with our National Community Partners and Department of Defense Combat Support Agencies, the NRO customer support strategy is dedicated to providing spacebased information superiority through a coherent end-to-end customer support process. To strengthen and to ensure this process is serving all customers, the A/DNRO established in October 1996 the Deputy Director for National Support (discussed in more detail in the Support to National Policy Tab) as a complementary partner to the Deputy Director for Military Support.

(U) The NRO customer support strategy requires a team effort to effectively carry out the leadership approach towards customer support. The principal components of the NRO customer support team are the Deputy Director for Military Support (DDMS), the Deputy Director for National Support (DDNS) and the individual NRO Directorates and Offices.

(U) NRO customer support remains focused on customer requirements by providing a forward presence with operational warfighters. The NRO modus operandi in this effort is to have an "away team" comprised of NRO Theater Support Representatives (TSRs) and Theater Liaison Officers (LNOs) supported by a "home team" of dedicated customer support representatives located at the Operational Support Office (OSO). Committed to this support for unified commanders, the NRO placed LNOs at USACOM and USPACOM this year. These military representatives are experienced in the technical complexities of the NRO and possess significant operational experience. Also in 1996, the NRO placed a TSR at Commander, Third Fleet, again enhancing our support to the unified commands.

(S) ██████████████████████████ idends ██████████████████████████ NRO's USEUCOM █ and TSR played a key role in drafting and staffing a USEUCOM anomaly fication message to USSPACECOM which provided theater guidance on NRO system anomalies and outages notification would be best disseminat the command. The message followed the recent implementation of USSPA COM responsibilities to provide theater operations personnel with notific of such events.

(U) Major Regional Conflict/Contingency Operations

(S) US planning for major theater conflict focuses on the need to be able to deter, defend against, and defeat aggression by potentially hostile regional powers, such as North Korea, Iraq, or Iran. The last "hot" MRC involving US troops was DESERT STORM. Even when our troops are not engaged in active combat, intelligence has a role to play. The focus of intelligence in supporting MRCs is providing early warning, providing near real-time intelligence on hostile activities during the conflict, acquiring information to protect the US information structure, developing an intelligence architecture capable of mobilization and surge operations, and providing targeting intelligence that optimizes our application of force.

(S) There are similarities between the MRC mission and the Contingency Operations mission in that both involve the engagement of military forces. For Contingency Operations, US intelligence must provide fused analysis of the operational environment, finished intelligence databases, integrated intelligence tailored to the planning and execution of military operations, and focused analyses of patterns of foreign denial and deception. NRP assets provide raw data collection in support of many of these analytical activities.

(U) Program Achievements

(U) Force Protection and Force Readiness

(S) Protection of US lives and property is paramount. Early detection and definition of threats can go a long way toward ameliorating their effectiveness. To enhance force protection for our military troops, US intelligence must provide its customers with an Indications and Warning architecture, intelligence analyses that detect and defeat hostile forces attempts to corrupt our C4I networks, and counterintelligence capabilities.

(S) Force Readiness and Force Protection overlap in some ways; they have a symbiotic relationship. If our forces are not ready, it is impossible to offer adequate protection; yet, if we don't protect our forces, readiness will inevitably

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