NATIONAL RECONNAISSANCE OFFICE
14675 Lee Road
Chantilly, VA 20151-1715

6 July 2009

Mr. Steven Aftergood
Senior Research Analyst
Federation of American Scientists
1725 DeSales St NW, 6th Floor
Washington, D.C. 20036

Dear Mr. Aftergood:

This is in response to your faxed letter, dated 26 July 2006, received in the Information Management Services Center of the National Reconnaissance Office (NRO) on 26 July 2006. Pursuant to the Freedom of Information Act (FOIA), you requested *"a copy of all unclassified portions of the NRO Congressional Budget Justification Book (CBJB) for Fiscal Year 2007."*

Your request was processed in accordance with the Freedom of Information Act, 5 U.S.C. § 552, as amended. A thorough search of our files and databases located one record, consisting of 596 pages that is responsive to your request. This record is being released to you in part. Material withheld is denied pursuant to FOIA exemptions (b)(3) which applies to information specifically exempt by statute, 50 U.S.C. § 403-1(i) which protects intelligence sources and methods from unauthorized disclosure.

As you are aware, the FOIA authorizes federal agencies to assess fees for record services. Based upon the information provided, you have been placed in the "other" category of requesters, which means that a requester is responsible for charges incurred for the cost of search time exceeding two hours and duplication in excess of the first 100 pages of document reproduction in the processing of this request. In your request, you expressed a willingness to pay fees up to the amount of $50.00. The costs associated with processing your request include 496 pages at .15 per page which equals $74.40. In this case, all fees are being waived.

You have the right to appeal this determination by addressing your appeal to the NRO Appeal Authority, 14675 Lee Road, Chantilly, VA 20151-1715 within 60 days of the above date. Should you decide to do this, please explain the basis of your appeal.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F06-0072.

Sincerely,

Linda S. Hathaway

Linda S. Hathaway
Chief, Information Access
And Release Team

Attachment: Document (596 pages)

National Intelligence Program

FY 2007
Congressional Budget Justification

Volume IV

National Reconnaissance Program

February 2006

(U) CONTENTS

(U) PROGRAM MANAGER'S STATEMENT

(S) [redacted]

(U//FOUO) The NRO, as an organization, is at a significant crossroad. I firmly believe the need for an innovative, effective, and responsive NRO is as critical today as it was when the organization was originally established. Historically, the NRO was able to deliver seemingly impossible new capabilities to solve the most pressing intelligence problems. However, recent performance has caused both the Intelligence Community and the Congress to question NRO credibility and relevance. My overarching goals for the NRO are to rebuild it into a premier intelligence organization and to ensure it consistently delivers on its commitments. To achieve this, I will be focusing on the following organizational priorities, all of which are addressed in the FY 2007 request:

- Deliver on commitments—establish realistic initial cost, schedule, and performance goals for our acquisition programs and then ensure they are achieved.
- Innovation—reinvigorate the spirit of creativity and imagination that once characterized the NRO to produce "cutting edge" solutions for the most challenging national security problems.
- Collaboration and partnerships—maintain and cultivate even stronger partnerships to ensure that NRO programs fit seamlessly within larger Community architectures.

(S) [redacted]

(S) [redacted]

[redacted]

(U) Major Decisions Impact IMINT Direction

(S//TK) [redacted]

[redacted]

[redacted]

~~(S//TK)~~

[redacted]

~~(S//TK)~~

[redacted]

[redacted]

~~(S//TK)~~

[redacted]

(U) Consistently Deliver on Commitments

(U) In the past, the NRO was held up as the shining example of excellence in acquisition. Recent performance has significantly undermined that reputation, and called into question the NRO credibility with the Community and the Congress. I intend to turn that around. The acquisition reforms the NRO adopted in the 1990's have been singularly unsuccessful. We must go back to proven "acquisition basics." We must also raise the bar and redefine the standard for acquisition excellence. Certainly, we must consistently deliver on our cost, schedule, and performance commitments to the Community, but we must also reduce the time between program approval and the delivery of critical capabilities to analysts and users. The importance of delivering intelligence product cannot be lost in, or subordinated to process— at the NRO or at the Community level.

(U) To support this goal, the NRO must continue to improve its internal cost estimating, risk assessment, and project management capabilities to ensure that we do not oversell and under-deliver our programs. In addition, the NRO must work with our mission partners to ensure Community requirements processes, budget structures, and joint governance and oversight bodies are also optimized for our combined success in meeting user expectations.

(U) Innovation

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

~~(TS//TK//NF)~~ [redacted]

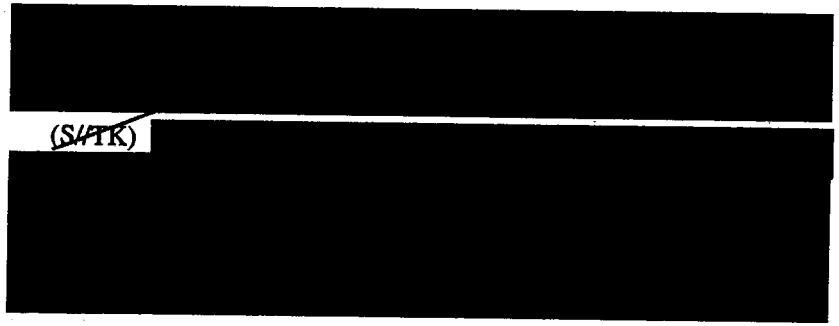
(U) On-Target Solutions

~~(TS//TK//NF)~~ [redacted]

(U) While these are impressive, the NRO's contribution to supporting the War on Terrorism and solving today's hard intelligence problems extends well beyond development of specific new technologies. It is also the focus of mainline NRO operations and acquisition activities.

~~(S)~~ [redacted]

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



(S//TK)

(U) Collaboration & Partnerships

(U) Protecting our Nation requires more than innovative new capabilities and on-time delivery of new operational systems. It requires innovative, multi-INT architectures, born from a full and complete understanding of the Community's current and future needs. It is enabled by even stronger partnerships between NRO and NSA, NGA, Homeland Security, the military services, and USSTRATCOM as it strives to meet its worldwide Intelligence, Surveillance, and Reconnaissance responsibilities. The NRO must continually look for new opportunities to build partnerships across the Community, government, law enforcement, private industry, and academia to take full advantage of the efforts of others. The NRO must also ensure it shares its expertise to better integrate cross-INT, Community-level capabilities to ensure full value is received for every taxpayer dollar spent.

(U) Summary

(U) We are at a significant crossroad. Choices we make now will determine the future of overhead collection, and define the NRO's role within the larger Community. I am anxious to work with you in making those choices, and in charting that future course for the NRO. I can also assure you that the NRO's remarkable and creative workforce stands ready to meet future challenges.

Donald M. Kerr
Director, National Reconnaissance Office

[redacted]

[redacted]

Intelligence Disciplines

(U) The NRO supports six of the 10 Intelligence Disciplines:

- IMINT.
- SIGINT.
- Counterintelligence.
- Infrastructure.
- MASINT.
- Multidisciplinary Intelligence.

(S) [redacted]

(U) Imagery Intelligence and Geospatial Information

(S//TK) [redacted]

(S//TK) [redacted]

[redacted]

(U) SIGINT

(S) [redacted]

(S//TK) [redacted]

[redacted]

(U) Counterintelligence

(S) [redacted]

(U) Infrastructure

(S) [redacted]

(U) The Infrastructure discipline includes all sustaining activities that support the entire NRO, including: facilities, communications, security, personnel, human resources support, training, information systems, financial and contract management, transportation, and all other general administrative and support functions. This discipline also includes the independent functions of the NRO Inspector General, and CIO.

(S//TK) [redacted]

[redacted]

(U) MASINT

(S//TK) [redacted]

(S//TK) [redacted]

(U) Multidisciplinary Intelligence

(S) [redacted]

[redacted]

(S) [redacted]

[redacted]

(U) Management Oversight

(U) Management oversight for the NRP is provided by:

- Director of National Intelligence.
- Secretary of Defense.
- Office of Management and Budget.

(U) NSA and NRO jointly manage the SIGINT Overhead Collection Management Center project.

(U) Appropriation Use

(S) [redacted]

(U) HIGH ALTITUDE TRAVEL, AWARDS, AND TRAINING

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

[redacted]

(U) Description

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

(U) Key Performance Goals

(U) In FY 2006:

- Ensure a qualified and motivated workforce. (SO E4, LTPG E4.1)
- Ensure responsible government oversight of contractor acquisition efforts. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Ensure a qualified and motivated workforce. (SO E4, LTPG E4.1)
- Ensure responsible government oversight of contractor acquisition efforts. (SO E4, LTPG E4.1)

(U) SYSTEMS ENGINEERING & FUTURE DEVELOPMENT
(U) IOSA SYSTEMS ENGINEERING

[redacted]

(U) Description

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

(U) SIGINT Systems Engineering is leading several important efforts to manage risks across IOSA:

- Acquisition delivery schedule analysis and schedule conflict resolution as IOSA segments continue to be delivered to the ground stations.
- Mission performance verification as IOSA segments integrate into the architecture.
- Communications link analysis to ensure enough bandwidth is available to accomplish the mission.
- End-to-end performance assessments to ensure customer satisfaction.

(U) In addition to risk reduction activities, this project funds development of acquisition strategies with the program offices to satisfy IC requirements in the IOSA and post-IOSA eras. These activities include standardization of site deliveries, definition of remote installation and maintenance for all sites, and verification and validation of critical architecture requirements.

(U) SIGINT Systems Engineering is leading efforts to improve current system performance and to identify near-term enhancements for IOSA in response to the emerging modern target environment. Working closely with NSA and other customer groups, this project ensures the implementation and delivery of crisis support capabilities required to satisfy real-world intelligence and military community needs. This project provides the IC interface to identify crisis requirements, define and derive acquisition requirements to be met by the SIGINT acquisition system program offices, identify funding options for QRC efforts, and monitor developments to ensure successful implementation against user requirements. This project works with the customer community to identify critical and cost-effective improvements.

(U) SIGINT Systems Engineering is also leading efforts to define the architectural framework views, system requirements, and CONOPS for the NGOS architecture.

(S) [redacted]

(U) SIGINT Systems Engineering supports the SIGINT Director and the SIGINT Comptroller with technical and financial evaluation and process support for the Directorate's input to the NRO Integrated Technology Investment Process, as well as prioritizing and evaluating the impacts and alternatives of budget issues as defined by the IC.

(U) Key Performance Goals

(S) [redacted]

[redacted]

(S) [redacted]

[redacted]

(U) SYSTEMS ENGINEERING & FUTURE DEVELOPMENT
(U) SIGINT SYSTEMS ENGINEERING TRAVEL, AWARDS, AND TRAINING

(U) Description

(U) The Systems Engineering and Future Development Travel, Awards, and Training project provides resources for SE&FD personnel to travel and receive training in support of the mission. Awards are given in recognition of outstanding performance on a yearly basis to deserving personnel.

(U) Key Performance Goals

(U) In FY 2006—improve human resource management including hiring, training, educating, and retaining a world-class workforce. (SO E4, LTPG E4.1)

(U) In FY 2007—improve human resource management including hiring, training, educating, and retaining a world-class workforce. (SO E4, LTPG E4.1)

(U) SIGINT GROUND DEVELOPMENT AND INTEGRATION
(U) GROUND SYSTEMS ENGINEERING AND INTEGRATION

[redacted]

(U) Description

(U) The Ground Systems Engineering and Integration project is responsible for all mission management, mission services and signal processing systems requirements, architectures, schedules, interfaces, and verification. This project actively engages national and military users through NSA, ensuring mission management, mission services and signal processing systems adequately respond to evolving targets, and rapidly changing mission priorities, and that ground and processing systems conform to the Unified Cryptologic Architecture (UCA).

(U) The SIGINT Ground Systems Engineering and Integration project is responsible for long-range strategic planning to assure continuity of on-going acquisitions into the future evolving mission management, mission services and processing systems to support emerging IC and DoD architectures. Strategic planning is also responsible for coordinating the evolving, future ground architecture with future SIGINT, MASINT, IMINT overhead assets and related ground systems to maximize the capabilities of the overall constellation.

(U) This project executes trade studies, prototypes, requirements analysis, and strategies to effectively and proactively implement emerging technologies, mission priorities, target sets and user needs for future mission management, mission services and signal processing systems.

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

~~(S)~~ [redacted]

(U) SIGINT GROUND DEVELOPMENT AND INTEGRATION
(U) GROUND TRAVEL, AWARDS, AND TRAINING

[redacted]

(U) Description

(U) The Ground Travel, Awards, and Training project provides resources for personnel to travel and receive training in support of the mission. Awards are given in recognition of outstanding performance on an on-the-spot, quarterly, and annual basis to deserving personnel.

(U) Key Performance Goals

(U) In FY 2006:

- Ensure a qualified and motivated workforce. (SO E4, LTPG E4.1)
- Ensure responsible government oversight of contractor acquisition efforts. (SO E4, LTPG E4.1)
- Significantly upgrade the system engineering, software, and other technical competencies of the workforce. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Ensure a qualified and motivated workforce. (SO E4, LTPG E4.1)
- Ensure responsible government oversight of contractor acquisition efforts. (SO E4, LTPG E4.1)

(U) SIGINT GROUND DEVELOPMENT AND INTEGRATION
(U) SIGINT APPLICATIONS AND INTEGRATION

[redacted]

(U) Description

(U) The SIGINT Applications and Integration (SAI) project maximizes current and future SIGINT overhead capabilities through:

- Development and integration of SIGINT applications to further extend overhead SIGINT capabilities into real-world operations.
- Development and integration of Airborne Overhead Cooperative Operations (AOCO).
- Independent operational performance evaluation and analysis of current and future overhead SIGINT systems.

(S//TK) [redacted]

(S//TK) [redacted]

[redacted]

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

(S) [redacted]

(U) SIGINT GROUND DEVELOPMENT AND INTEGRATION
(U) SIGINT PROGRAM SUPPORT

(U) Description

(U) The SIGINT Program Support project supports activities affecting all NRO SIGINT Directorate programs and operations. These include:

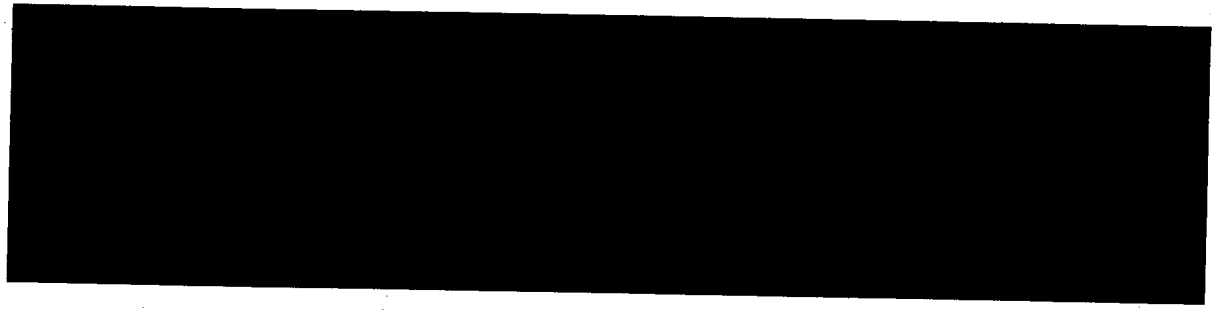
- Provide required program, financial, and budget analysis expertise to the SIGINT Directorate to include the following:
  - — Assess the status of ongoing programs.
  - — Respond to short-notice cost and schedule adjustment questions.
  - — Provide support to integrated SIGINT financial management, including financial execution, budgeting, and programming activities.
  - — Support accurate and reliable responses to Congressional and Executive Branch inquiries.
- Provide SIGINT security activities to the SIGINT Directorate to include the following:
  - — Provide guidance on security policy issues.
  - — Ensure compliance with Executive Order 12958, Classified National Security Information.
  - — Produce program classification guides and program protection plans.
  - — Review automated information security.
  - — Provide industrial security oversight.
- Provide support to the SIGINT Directorate staff, including travel and training, coordination and management activities, and personnel administration.

(U) Key Performance Goals

(U) **In FY 2006**—the primary performance goal for this project is to efficiently maintain required support activities for the SIGINT Directorate. (SO E10, LTPG E10.2, E10.3, E10.4)

(U) **In FY 2007**—the primary performance goal for this project is to efficiently maintain required support activities for the SIGINT Directorate. (SO E10, LTPG E10.2, E10.3, E10.4)

(U) SIGINT OPERATIONS
(U) SIGINT OPERATIONS TRAVEL, AWARDS, AND TRAINING



(U) Description

(S//NF) (U)

(U) Key Performance Goals

(U) In FY 2006:

- Ensure qualified and motivated workforce through training and awards. (SO E4, LTPG E4.1)
- Ensure responsiveness to operational travel requirements. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Ensure qualified and motivated workforce through training and awards. (SO E4, LTPG E4.1)
- Ensure responsiveness to operational travel requirements. (SO E4, LTPG E4.1)

[redacted]

(FOUO) Current operational imagery systems are critical to satisfying today's national and military requirements. The FY 2007 program sustains those on-orbit systems and continues with a fundamental transformation in both overhead and ground system capabilities.

(U) FY 2007 IMINT Program

(S//TK) [redacted]

(S//TK) [redacted]

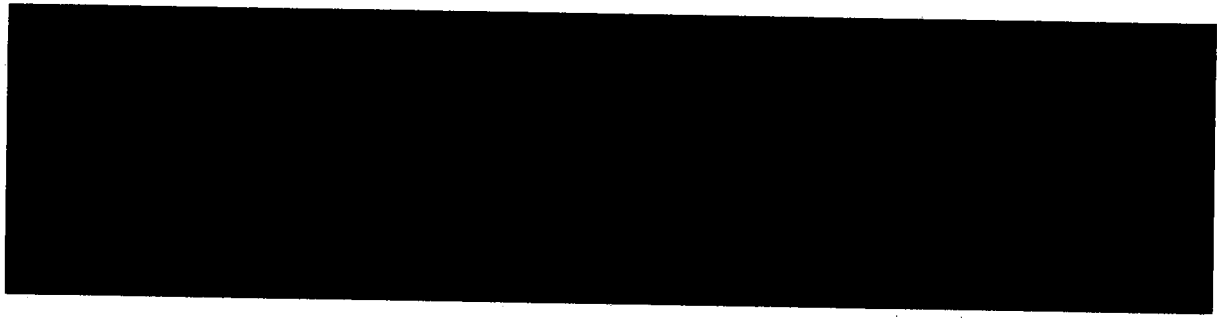
(S//TK) [redacted]

(S//TK) [redacted]

(TS//TK) [redacted]

(FOUO) The FY 2007 request described herein safeguards national security by maintaining America's information superiority in an era of increasingly complex strategic challenges. Together with our mission partners, IMINT continues to keep watch on the world, delivering essential intelligence for both our national and military customers.

(U) IMINT ENGINEERING, INTEGRATION, AND MANAGEMENT
(U) IMINT TRAVEL, AWARDS, AND TRAINING



(U) Description

(U) The Travel, Awards, and Training project provides travel, training, and award funding for the entire IMINT Directorate.

(U) The IMINT Travel, Awards, and Training project:

- Ensures the availability of travel, including PCS, funds.
- Provides necessary training to enhance technical and general skills.
- Recognizes employee superior performance.

(U) Key Performance Goals

(U) In FY 2006:

- Ensure a qualified and motivated workforce by recognizing superior performance. (SO E4, LTPG E4.1)
- Provide advanced professional development and training for a highly technical workforce. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Ensure a qualified and motivated workforce by recognizing superior performance. (SO E4, LTPG E4.1)
- Provide advanced professional development and truining for a highly technical workforce. (SO E4, LTPG E4.1)

(U) IMINT ENGINEERING, INTEGRATION, AND MANAGEMENT
(U) IMINT PROGRAM ANALYSIS

[redacted]

(U) Description

(S//TK) [redacted]

(U) Key Performance Goals

(U) In FY 2006:

- Ensure financial oversight, budget planning and execution for IMINT programs. (SO E10, LTPG E10.3)
- Ensure IMINT systems are secure and threat risks are properly managed. (SO E7, LTPG E7.1)

(U) In FY 2007:

- Ensure financial oversight, budget planning and execution for IMINT programs. (SO E10, LTPG E10.3)
- Ensure IMINT systems are secure and threat risks are properly managed. (SO E7, LTPG E7.1)

(U) IMINT OPERATIONS
(U) IMINT FACILITIES AND INFRASTRUCTURE

[redacted]

(U) Description

(U) This project provides resources for:

- A wide range of facility/infrastructure activities including, but not limited to, security, utilities, site survivability, site supply, site maintenance and improvements, and architecture/design support at the IMINT ground stations.
- Ground station unique administration resources not provided by the NRO Communications Directorate.
- Facility modifications at the IMINT ground stations.

[redacted]

(U) Key Performance Goals

(S//TK) [redacted]

[redacted]

(S//TK) [redacted]

[redacted]

(U) COMMUNICATIONS

(U//FOUO) The NRO Communications Systems Acquisition and Operations (COMM) Directorate enables NRO mission success by providing cost-effective communication and information system products and services to the NRO and its mission partners. We continue our goal to provide improved products and services, in support of our customers today, while evolving our architecture to effectively support them tomorrow. Through a unique combination of space, terrestrial, and enterprise assets, the COMM Directorate provides an integrated, secure, and reliable architecture fulfilling worldwide user needs while simultaneously taking advantage of state-of-the-art technologies. This architecture is integrated with the expertise of our system engineering and architectural development capabilities for support to NRO, IC, and DoD mission partners and national decisionmakers.

(U//FOUO) The COMM architecture provides: real-time mission critical information delivery, from sensor collection to processing and dissemination; and information services supporting messaging, collaboration, and information sharing across the NRO, the IC, the DoD, and other federal agencies. COMM has substantially increased both space and terrestrial connectivity and capacity in an effort to remove communications as a constraint in intelligence collection activities, [redacted] Finally, COMM is implementing essential alternate capabilities and operational strategies to enable and enhance continuity of operations in the event of war or terrorist acts.

(U//FOUO) As the need for access to secure and reliable information grows in support of national security, user requirements for connectivity, capability, performance, and reliability continue to expand, although at a slower pace than previously predicted. In response, COMM continues to develop strategies to satisfy ever-increasing demands within reasonable cost effective solutions.

(U//FOUO) To accommodate the necessary increases in bandwidth and access, COMM will improve and expand the connectivity and performance capabilities allowed through the terrestrial component of the integrated COMM architecture. The terrestrial component will provide the necessary network infrastructure to support enhanced enterprise capabilities for collaboration, audio, video, and other application services requiring higher bandwidth.

(U//FOUO) COMM is partnering with the IC CIO and DoD CIO to significantly increase connectivity between its network and Defense Information Systems Agency (DISA), CIA, NSA, and other IC and DoD networks. The COMM plan positions the NRO to leverage the DoD Global Information Grid Bandwidth Expansion, as well as ensuring a robust IC/DoD network.

(U//FOUO) The sensitivity of intelligence information and the increasing need for timeliness and immediacy calls for world-class performance from a COMM team recognized as the "center of excellence" for end-to-end communications support. Our architectural engineering team and advanced concept engineers continue to plan for development and insertion of enabling technology into future COMM systems, as well as developing strategies and architectures to develop, operate, and protect a transformational COMM enterprise in a cost-constrained environment.

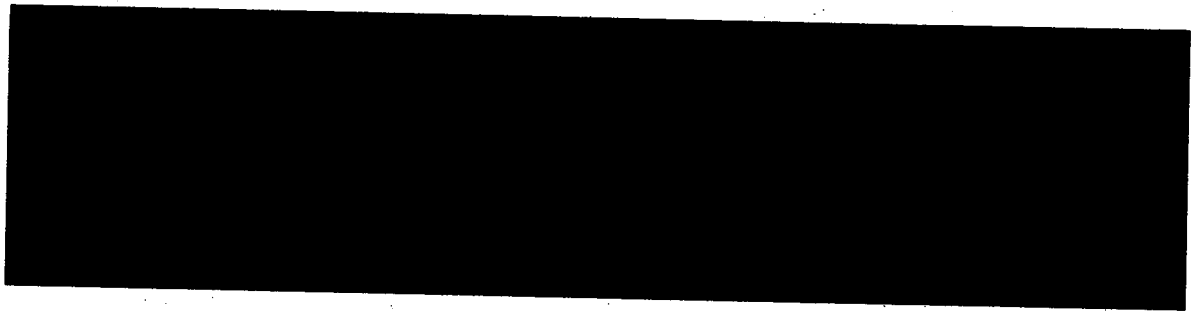
(S//TK//NF) [redacted]

(~~U//FOUO~~) This budget submission reflects COMM's plan to enable NRO mission success through implementation of Space, Terrestrial, and Enterprise Expenditure Centers' capabilities into integrated COMM products and services. The Enabling Expenditure Center provides COMM system-level architecture, engineering, program management, and integration activities defining and managing the integrated system-of-systems.

(U) COMM will continue to provide cost-effective products and services while supporting the customer and evolving the network architecture to remove communications as a constraint.

[redacted]

(U) COMMUNICATIONS ENABLING (U) MODELING AND ANALYSIS



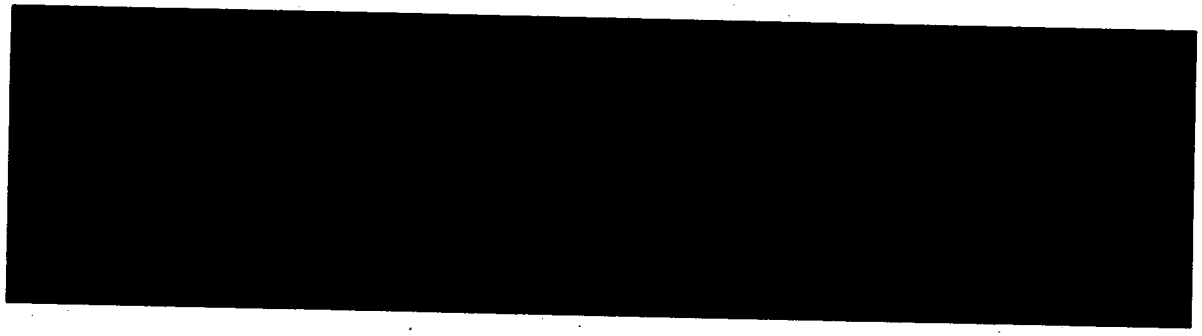
(U) Description

(U) The Modeling and Analysis project provides the capability to collect and evaluate performance metrics (utilization, allocation, capacity, and latency). These performance metrics enable COMM to be proactive and rapidly identify and recommend corrections to potential NRO network problems, averting loss of service. The modeling and simulation of existing data/voice networks enables pre-deployment simulation of changes (for example, changing network configurations, recapitalizing aging infrastructure, or introducing upgraded hardware/software) preventing inadvertent degradation to the operability, availability, and reliability of the network. This support is essential to providing timely resolution of network anomalies and guaranteeing stability in the post-deployment environment. Modeling and Analysis provides additional engineering support from concept through implementation by managing resource reservation and circuit costing.

(U) In addition to the virtual checks available through modeling/simulation, the Modeling and Analysis project supports an Independent Test and Evaluation Center (ITEC) to perform extensive pre-deployment verification and validation testing of hardware and software prior to introduction on the operational network. This testing may be performed on product upgrades, new version releases, operating system updates, or entirely new items to be inserted into the network. By providing testing capability in offline, baselined environments, the NRO avoids critical and costly operational outages. The offline environments also serve to provide the ITEC with the capability to provide anomaly resolution without causing operational outages.

(U//FOUO) Finally, the analytical capabilities available through the Modeling and Analysis project identify high leverage opportunities for network improvements and problem resolution. Timely performance trending and long-term analysis ensure network congestion points and other potential problems are resolved or identified before having impact on network performance. The performance management tools capability exploits this raw analytical data to provide customer-readable formats and by providing the data interface between the raw data and higher-level tools used in the support of modeling and simulation capabilities.

(U) COMMUNICATIONS ENABLING
(U) DIRECTORATE MANAGEMENT



(U) Description

(U) The Directorate Management project funds the mission essential corporate activities necessary for COMM to maintain current operations while developing ways to optimize future operations. Specifically, this project supports COMM:

- Travel and training.
- Director's Action Group.
- Logistics, property management, and material support.
- Employee recognition programs.
- Organizational development activities.
- Financial, human resource, and security management.

(U) Key Performance Goals

(U) In FY 2006:

- Support travel, training, administrative, and other business management requirements, including financial management, for the COMM Directorate. (SO E10, LTPG E10.3, E10.2)
- Support organizational development activities focusing on culture change, employee diversity, succession planning, and organizational effectiveness. (SO E4, LTPG E4.1)
- Recognize individual and team exceptional accomplishments and performance through numerous awards and recognition programs for military and civilian personnel. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Support travel, training, administrative, and other business management requirements for the COMM Directorate. (SO E10, LTPG E10.3, E10.2)
- Improve all levels of financial management to ensure integrity and efficiency of operation for the COMM Directorate. (SO E10, LTPG E10.3, E10.2)
- Support organizational development activities focusing on culture change, employee diversity, succession planning, and organizational effectiveness. (SO E4, LTPG E 4.1)
- Recognize individual and team exceptional accomplishments and performance through numerous awards and recognition programs for military and civilian personnel. (SO E4, LTPG E4.1)

(U) COMMUNICATIONS ENABLING
(U) DIRECTORATE ENGINEERING

(U) Description

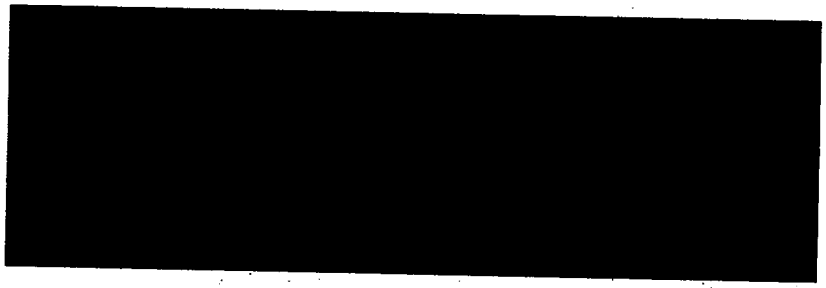
(U) The Directorate Engineering project funds the development of a future integrated communications architecture responsive to customer needs, requirements, and mission objectives. The IC, DoD, and other federal agencies are undertaking a series of efforts to define and develop communication architectures to meet the needs of the US Government. The gap between the future and "as is" communication architectures forms the basis for budget formulation and program planning. It is imperative the NRO participate in and leverage those activities to define our future architecture.

(U//FOUO) Through the application of system engineering and integration disciplines (including risk management, readiness, verification, and validation), this project provides resources to:

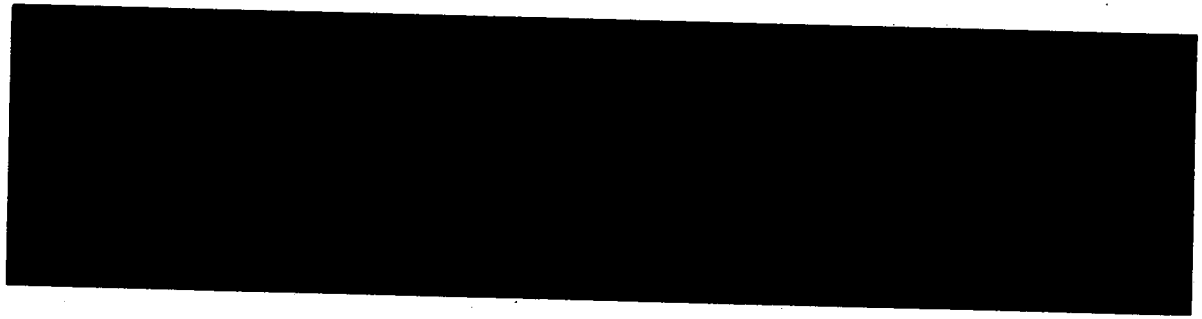
- Monitor and integrate activities across the Communications Enterprise, Terrestrial, and Space ECs to meet the specified and allocated (top-level) architectural requirements.
- Integrate the NRO communications architecture into the broader Integrated NRO Architecture (INA), the IC, and the DoD.
- Optimize system-of-systems for increased performance.
- Support a customer needs assessment program to improve how COMM can proactively budget for and provide integrated solutions to meet our customer's strategic mission and mission support needs.
- Support assessment studies to identify/integrate investments necessary for NRO communications COOP and survivability.
- Interact with other NRO activities and IC partners to ensure end-to-end continuity and security of essential functions in primary and reconstituted modes.

(U) Key Performance Goals

(S//TK) [redacted]



(U) COMMUNICATIONS ENABLING
(U) REQUIREMENTS MANAGEMENT



(U) Description

(U) The Requirements Management project provides the resources to receive, process, and track requests for new communication systems and IT services. Service requirements are tracked from time of request through delivery of service. The Requirements Management project also supports configuration management, engineering board functions and COMM program schedules. The following functional areas are funded by this project:

- Development and management of communications and IT requirements.
- Development and management of service level management processes to support improved customer service.
- Validation, allocation, and verification of the requirements baseline, as well as providing long-term schedule and requirements definition.
- Configuration control of communication systems baselines in support of future architectural growth and network problem resolution.
- A customer satisfaction program, to include a metrics-based process, designed to reveal areas of improvement and opportunities to incorporate best practices.
- Schedule and Management Control Program within COMM, to coordinate schedules with other NRO Directorates and Offices and IC partners.
- Manage Federal Managers Financial Integrity Act (FMFIA) compliance, and establishment and maintenance of management controls.

(U) Key Performance Goals

(U) In FY 2006:

- Support Service Management by initiating a Service Level Management capability. (SO E5, LTGP E5.3)
- Develop an initial Service Management Catalog incorporating Service Level Agreements. (SO E5, LTGP E5.3)

(U) In FY 2007:

- Improve database tools to enable more effective requirements management. (SO E5, LTPG E5.3)
- Establish Service Level Management as the core requirements processing method. (SO E1, LTPG E1.2; SO E5, LTGP E5.3; SO E6, LTPG E6.1)

(U) COMMUNICATIONS ENTERPRISE

[redacted]

(U) Description

(U//FOUO) The Communications Enterprise Expenditure Center (EC) includes resources for the development, integration, control, and protection of the NRO global information enterprise, including voice, video, and data communications and information systems.

(U//FOUO) The major objectives of the Communications Enterprise EC projects are to:

- Ensure the user can rapidly and securely access products and services available via the high-speed network to develop accurate and timely intelligence with confidence.
- Support the NRO workforce by providing products and services enabling communications and the exploitation and dissemination of mission data to include:
  - — Provide life-cycle support to the global NRO Management Information System (NMIS).
  - — Ensure the integrity, security, and stability of NRO's communication enterprise on a day-to-day basis.
  - — Enable NRO multilevel secure communications between IC, DoD, and other federal agencies through mission and organizational message processing systems, including the DoD-mandated Defense Message System (DMS).
  - — Provide a collaborative environment and enhance workforce productivity through integration of communication architectures and real-time communications systems.

(U) Budget Request

(S//TK) [redacted]

[redacted]

(U) COMMUNICATIONS ENTERPRISE
(U) ENTERPRISE ENGINEERING

[redacted]

(U) Description

(U//FOUO) The Enterprise Engineering project provides resources to develop, integrate, test, and deliver enterprise management and message handling capabilities. These capabilities provide control and protection of the NRO global information enterprise and facilitate dissemination of critical intelligence information. Enterprise Engineering activities are vital to improving the ability to execute the NRO mission and enabling the NRO to meet mission critical performance, availability, and security requirements.

(U//FOUO) Enterprise Management Engineering architects, designs, and delivers information assurance systems and service management capabilities. These capabilities enable execution and monitoring of communication services delivery processes. EME will automate capabilities to control, configure, provision, and maintain critical communication service levels across NRO's global information enterprise using IT service management's best practices. EME will provide a near real-time view of communications services and infrastructure enabling quick, decisive, and effective actions that ensure mission success. Additionally, EME provides systems to protect the network against threats by delivering capabilities to monitor, detect, and defend NRO's information enterprise through a layered protection approach.

(U//FOUO) Message Handling (MH) designs, develops, integrates, and deploys information sharing and messaging capabilities, as well as cross-domain solutions for the NRO information enterprise and our IC and DoD mission partners. MH includes future information sharing and messaging architectures supporting strategic and tactical intelligence dissemination to the IC and military combatants. MH will provide the integration of the DoD DMS with IC communications, time-sensitive reporting via network and broadcast, and advanced information assurance technologies.

(U) Key Performance Goals

(S//TK) [redacted]

[redacted]

(U) COMMUNICATIONS ENTERPRISE
(U) ENTERPRISE OPERATIONS

[redacted]

(U) Description

(U//FOUO) The Enterprise Operations project is critical to sustaining a reliable, secure, global network providing mission essential communications and information products and services to the NRO workforce and to a growing number of mission partner systems.

(S//TK) [redacted]

[redacted]

[redacted]

(U) COMMUNICATIONS SPACE
(U) STORAGE AND LAUNCH

[redacted]

(U) Description

(S//TK) [redacted]

[redacted]

[redacted]

(U) This project also supports satellite shipments to launch site, launch vehicle system integration, and final preparation through launch of the spacecraft, both in the factory and at the launch base.

(U) Key Performance Goals

(S//TK) [redacted]

(S//PK) [redacted]

[redacted]

(U//FOUO) The Transport project supports the engineering, procurement, and integration of new commercial leased telecommunications circuits. This includes the resources required to maintain and manage leased terrestrial circuits providing connectivity from over 300 NRO contractor and other government locations to major NRO operating locations.

(U//FOUO) MCOM supports NRO launch activities using transportable, mobile satellite earth terminals. MCOM capabilities include the collection and relay of telemetry data back to the launch bases from remote locations around the world. Acquisition of new transportable multiband earth terminals (TMET) began in FY 2006 and is scheduled to be completed in FY 2007.

(S//NF) [redacted]

(S//NF) [redacted]

(U) Key Performance Goals

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

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

(U) ADVANCED SYSTEMS AND TECHNOLOGY

(U//~~FOUO~~) The mission of the Advanced Systems and Technology (AS&T) Directorate is to "Provide Innovative Technology Solutions to Enable the NRO to Revolutionize Global Reconnaissance." To accomplish that mission, AS&T develops and integrates high-risk, high-payoff technologies that focus on new sources and methods and provide asymmetric means to find the enemy's vulnerabilities in a continuously changing threat environment.

(U//~~FOUO~~) The Director of AS&T manages and allocates resources across the entire NRO technology enterprise, including the applied technology elements of the SIGINT, IMINT, and Communications Directorates. The NRO technology enterprise also demonstrates technologies, applying broadly across future systems, in relevant operational environments to prove that technologies are ready for integration into operational systems.

(U) Working within the construct of National Security Presidential Directive (NSPD)-26 Intelligence Priorities and the associated National Intelligence Priorities Framework (NIPF), the NRO's technology enterprise specifically supports the DNI Strategic Objective to "Leverage Technology to Transform Intelligence." Some of the salient features of the technology enterprise include:

- Designing roadmaps to focus programs on developing new sources and methods and adapting to the new threat environment, ensuring alignment with NSPD-26, NIPF, and NRO strategic intent.
- Focusing NRO investment on the most challenging intelligence problems, consistent with DNI and Secretary of Defense priorities.
- Strengthening the NRO outreach program to provide access to revolutionary R&D concepts.
- Participating in joint working arrangements, ensuring collaboration across the IC for improved intelligence interoperability, and strengthening interfaces with the DoD to wisely leverage other agencies' R&D efforts.
- Investing in people; ensuring staffs have the right talent; and continuing to train, develop, and motivate a diverse workforce.

(U) The technology enterprise advances technologies and measures maturation using a nine-step scale of technology readiness levels (TRL). The Advanced Technology Expenditure Center (EC) includes efforts from TRLs 1 through 4. This spans the range from formulating basic technology principles to determining a specific application or concept to validating component and breadboard hardware in a laboratory environment.

(U) The Applied Technology EC continues to mature technology through TRL 6. At these TRLs, AS&T integrates and tests subsystem and system prototypes in the relevant space or ground environment.

(U) The Technology Demonstrations and Support EC introduces new sources and methods for future operational systems by demonstrating those technologies in the operational environment. Technology demonstrations allow the NRO to continuously update its capabilities, address changing intelligence needs, and accelerate the pace of technology innovation to both upgrade present systems and develop new ones. These demonstrations also test streamlined business processes, designed to shorten the timeline between identifying an intelligence need and fielding responsive capabilities.

(U) The Technology Demonstrations and Support EC also includes Advisory and Assistance Services support. AS&T relies on the Aerospace Corporation and other technical experts to mature a multitude of evolutionary and revolutionary technologies and integrate them into various space and ground systems. Support personnel ensure that performance parameters for proposed systems and subsystems represent significant and realizable improvements from today's systems. This in turn produces systems more quickly, at lower cost, and with higher performance to provide exquisite intelligence.

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

[redacted]

[redacted]

(U) The Director of AS&T, with IC and DoD partners, continues to aggressively search for new advanced R&D projects within industry and academia that stretch and explore our understanding of these areas. The NRO's advanced research and development program is a dynamic enterprise focused on clearly defined goals and measurable results. As promising technologies mature and early insertion opportunities develop, new activities may be initiated to deliver critical intelligence capabilities as quickly as possible.

(U) The FY 2007 request reflects the NRO's continuing commitment to invest in advanced R&D to solve the tough problems facing the IC. The NRO's advanced R&D program strives to ensure that current and future systems satisfy the DNI's Strategic Objectives and meet our Nation's strategic and tactical intelligence requirements.

[redacted]

(U) ADVANCED TECHNOLOGY

[redacted]

(U) Description

(S//TK) [redacted]

(U) The major objectives of the Advanced Technology EC projects are to:

- Deliver technologies, proof-of-concept experiments, new concepts, and new processes focused on new intelligence sources and methods.
- Explore revolutionary concepts and technologies in direct support of the NRO goal "Revolutionize Global Reconnaissance," and the DNI Strategic Objectives "Develop innovative ways to penetrate and analyze the most difficult targets" and "Exploit path-breaking scientific and research advances that will enable us to maintain and extend intelligence advantages against emerging threats."

(U) Budget Request

(S//TK) [redacted]

(U) ADVANCED TECHNOLOGY
(U) ADVANCED CONCEPTS

[redacted]

(U) Description

(U) The Advanced Concepts project pursues innovative system concepts, components, subsystems, and processing techniques offering new capabilities and enabling new collection concepts for space-based intelligence. This project supports concept exploration, definition, and development of innovative sources and methods, including candidate joint activities with other organizations.

(U) Radiation Hardening

(U) The radiation hardening technology development area pursues radiation hardened microelectronics that can significantly increase spacecraft processing capabilities and enable new generations of spacecraft designs that survive the environmental effects of space.

(U) Concept Exploration

(U) The concept exploration activity funds the search for new and innovative sources and methods through the DII, the ISI, and white papers proposed by industry, academia, internal organizations, and government laboratories.

(U) DII provides unclassified access to revolutionary R&D concepts; encourages participation by nontraditional developers of advanced technology; and provides a risk-tolerant environment for the startup and evaluation of new technologies, processes, and applications.

(U) ISI is a classified solicitation that analyzes advanced sensor and component concepts to include unknown, unwarned and unpredictable capabilities. These efforts examine scientific and intelligence utility to produce technology and architecture concepts which may culminate in proof-of-concept experiments.

(U//~~FOUO~~) Concept exploration activities include continued development and testing within the DII and ISI environment.

(U) Futures Laboratory

(U//~~FOUO~~) The Futures Lab modeling and simulation environment conducts virtual experiments, demonstrations, studies, and physics based modeling and simulation of concepts and technology applications.

(U) International Programs

(U//~~FOUO~~) International programs fund joint activities with governments of other nations to further cooperation in R&D and operational capability for intelligence.

(U) ADVANCED TECHNOLOGY
(U) TECHNOLOGY DEVELOPMENT

[redacted]

(U) Description

(S//TK) [redacted]

(U//FOUO) In addition to technology development, this project conducts ground and airborne demonstrations of new technologies, prototypes, and processing techniques, often leveraging both developmental and operational systems. The demonstrations provide additional confirmation of capabilities prior to transition to space demonstration programs, or NRO operational programs.

(U) Advanced Bus Research and Development

(U) The advanced bus technology development area pursues power, structural/thermal materials, and propulsion that can survive the environmental effects of space and significantly reduce spacecraft size, weight, power, and cost, enabling new generations of spacecraft designs.

(U) Advanced Optical Systems Research and Development

(S//TK) [redacted]

(S//TK) (U//FOUO) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(U) Advanced Communications Research and Development

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(U) Key Performance Goals

In FY 2006:

(U) Advanced Bus Research and Development

- Design, fabricate, and test 5 percent efficient nanocomposite thin film solar cells. (SO E10, LTPG E10.1)
- Develop field emission electric propulsion, expanding technology from 1 W to 10 W. (SO E10, LTPG E10.1)

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

[redacted]

(S//TK) [redacted]

[redacted]

[redacted]

In FY 2007:

(U) Advanced Bus Research and Development

- Design, fabricate, and test 10 percent efficient nanocomposite thin film solar cells with a goal of 35-50 percent efficiency in the next four years. (SO E10, LTPG E10.1)
- Design, fabricate, and test quantum dot enhanced multi-junction solar cells with a goal of extending current technology to 35-50 percent efficiency in the next two years. (SO E10, LTPG E10.1)
- Develop, fabricate, and test carbon nanotube thermal and structural materials to allow lighter, stronger satellites which dissipate heat more efficiently, allowing enhanced capabilities. (SO E10, LTPG E10.1)

(S//TK) [redacted]

[redacted]

(S//TK) [redacted]

[redacted]

(U) APPLIED TECHNOLOGY

[redacted]

(U) Description

(U) The Applied Technology Expenditure Center (EC) includes resources for developing technologies for future overhead SIGINT and IMINT architectures, and for communications technologies and new design approaches for space and ground applications.

(U) The Applied Technology EC applies unique area expertise to improve the performance of current NRO programs and advance future programs and concepts. This is accomplished by:

- Working closely with NRO program offices to understand problem areas and develop innovative solutions.
- Supporting technology demonstration programs.
- Collaborating with Advanced Systems and Technology Directorate (AS&T) advanced technology teams on the application of technology to new concepts.
- Aggressively reducing risk on next generation systems.

(U) The applied technology groups within the SIGINT, IMINT, and Communications Directorates receive funding and technology management guidance from the Director, AS&T. These groups focus on projects within the general scope of their respective directorates' missions and support specific programs requiring their unique expertise. The primary goal of the Applied Technology projects is to support the NRO program plan by developing technologies for transition to approved and planned acquisition programs and operational customers.

(S//NF) [redacted]

[redacted]

(U) Budget Request

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

[redacted]

(U) TECHNOLOGY DEMONSTRATIONS AND SUPPORT

[redacted]

(U) Description

(U) The Technology Demonstrations and Support Expenditure Center (EC) applies unique area expertise to demonstrate the utility of new sources and methods to enhance the collection capabilities to deliver timely actionable intelligence. The NRO accomplishes this through:

- Collaboration between Advanced Systems and Technology Directorate (AS&T) advanced and applied technology teams to determine the best candidates for demonstration of new concepts and technologies.
- Cost sharing with mission partners and/or technology allies.

(S) [redacted]

[redacted]

[redacted]

(U) Budget Request

(S//TSK [redacted]

(U) TECHNOLOGY DEMONSTRATIONS AND SUPPORT

(S//TK) [redacted]

[redacted]

(U) Description

(S//TK) [redacted]

(S//TK) [redacted]

(TS//TK//NF) [redacted]

[redacted]

[redacted]

(S//TK) [redacted]

(U//FOUO) The [redacted] IC activities to prepare for [redacted] demonstration operations and utility assessment. The NRO is responsible for ensuring that the IC's end-to-end modeling, algorithm developments, demonstration, and utility assessment planning activities accurately reflect [redacted]

(S//TK) [redacted]

(U) TECHNOLOGY DEMONSTRATIONS AND SUPPORT
(U) AS&T TECHNOLOGY SUPPORT

(U) Description

(U) This project provides system engineering and infrastructure support for the NRO R&D activities. AS&T Technology Support funds:

- State-of-the-art engineering and scientific analysis.
- Technology analysis and forecasting.
- Contracting and financial management.
- Human resource management.
- Security.
- Computer-aided design and simulation technology and applications.
- Graphics production, multimedia products, and administrative support.
- AS&T Technology Forum and Technology Symposium coordination.

(U) Key Performance Goals

(U) In FY 2006—the primary performance goal for this project is to efficiently maintain required support activities for the AS&T Directorate. (SO M5, LTPG M5.1; SO E4, LTPG E4.1; SO E10, LTPG E10.4)

(U) In FY 2007—the primary performance goal for this project is to efficiently maintain required support activities for the AS&T Directorate. (SO M5, LTPG M5.1; SO E4, LTPG E4.1; SO E10, LTPG E10.4)

(U) MISSION ENABLING

(U) Mission enabling activities encompass the breadth of the entire NRO and provide critical support for mission accomplishment. Fully funded mission enabling activities ensure that the NRO continues to launch cutting-edge space reconnaissance technology while employing sound system engineering practices and supporting both national and warfighter users. The NRO Mission Enabling expenditure centers (EC) include: Launch, Corporate System Engineering and Operations, and Operational Support.

(U) The Launch EC provides funding for NRO space launch systems, with the goal of ensuring the successful launch and deployment of NRO satellites. The FY 2007 request continues to reflect a change in the way infrastructure costs will be supported for the two launch providers. Starting in FY 2007, a new Launch Infrastructure project will identify funds which will be used to pay the NRO share of Evolved Expendable Launch Vehicle infrastructure.

(U) The Corporate System Engineering and Operations EC guides the development of NRO systems and architectures by overseeing enterprise system engineering activities and ensuring conformity with the NRO strategic direction. In addition, the CIO oversees all NRO IT matters, including certification and accreditation of information systems and development of an information assurance program to ensure compliance with legal mandates and IC Directives.

(S) [redacted]

[redacted]

(U) LAUNCH

[redacted]

(U) Description

(U) The Launch Expenditure Center (EC) includes resources to process and launch NRO satellites.

(S) [redacted]

(U//FOUO) The major objectives of the Launch EC are to:

- Secure and support EELV launch systems for NRO spacecraft.
- Provide general launch support and NRO payload processing services at the launch bases.
- Fund NRO requirements for US Air Force range support services at the launch bases.
- Provide resources for systems engineering—Federally Funded Research and Development Center (FFRDC).
- Provide resources for systems integration—Contracted Advisory and Assistance Services (CAAS).
- Provide resources for mission assurance.
- Ensure adequate NRO launch facilities and assets.
- Perform early integration activities for EELV and other launch systems that have potential NRO use.
- Perform strategic planning for NRO launches.
- Analyze future launch requirements.
- Evaluate launch systems and alternative strategies for providing launch capability.

(U) Budget Request

(S) [redacted]

(U) LAUNCH
(U) EELV PROGRAM

[redacted]

(U) Description

(U) The primary mission of this project is to procure EELV launch systems and conduct integration activities for NRO satellites. The NRO procures standard EELV hardware plus well-defined mission unique hardware as fixed price delivery orders, fully funded two years prior to launch, with incremental funding for integration efforts two to five years in advance of the launch date. The structure of the EELV contract allows separate funding and accounting for NRO missions. The NRO has procuring contracting officer and contracting officer's technical representative authority for all NRO delivery orders on the Air Force EELV contracts.

(U) For FY 2007, the NRO will continue to program for all launch vehicle hardware, mission integration activities (for example, mission assurance, launch vehicle certification, mission certification, and satellite vehicle processing and transportation), and other NRO-specific mission requirements.

(U) Key Performance Goals

(S//TK) [redacted]

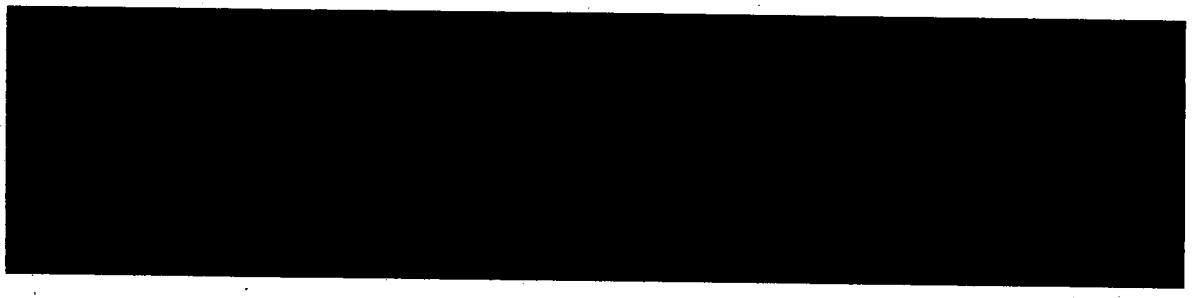
[redacted]

(U) In FY 2007—ensure the successful launch of all NRO satellites on the EELV. (SO E10, LTPG E10.1)

(S//TK) [redacted]

[redacted]

(U) LAUNCH
(U) LAUNCH OPS AND ENGINEERING



(U) Description

(U) The Launch Ops and Engineering project provides base support for all NRO satellite programs. Specifically, this project provides for:

- Transporting, receiving and processing services for all NRO satellites.
- NRO launch base facilities.
- O&M of satellite ground support equipment, satellite fuel loading pads, satellite support stands, and pneumatic control servicing systems.
- Covers/containers to conceal and transport NRO satellites.
- Range support provided by Air Force Space Command, to include: support during transportation of payloads (security vehicles and guards); use of forklifts, tractors, trailers, and other mechanical hardware; processing of requirements and range documentation; and Eastern and Western Range instrumentation support.
- Communications equipment used during processing activities, launch rehearsals, and actual launch events.
- Launch ascent telemetry processing operations, and Launch and Network Control Equipment (LANCE) maintenance at NRO Operations Squadron (NOPS), Schriever AFB.
- Systems engineering, analysis, and program support by booster contractors for generic integration of EELV launch systems.
- Technical and mission rehearsal support of the launch team in preparation for all NRO launches.
- O&M and engineering services for NRO launch base satellite facilities to include repairs to critical NRO satellite processing and support facilities on both coasts.
- Mission assurance and systems integration support provided by FFRDC and CAAS.
- Eastern Processing Facility (EPF) to support NRO satellite vehicle processing at Cape Canaveral AFS (Formerly the NRO Cape Spacecraft Processing and Encapsulation Facility).
- Processing facility modifications to support NRO satellite vehicle processing at Vandenberg AFB, CA.

(U) Key Performance Goals

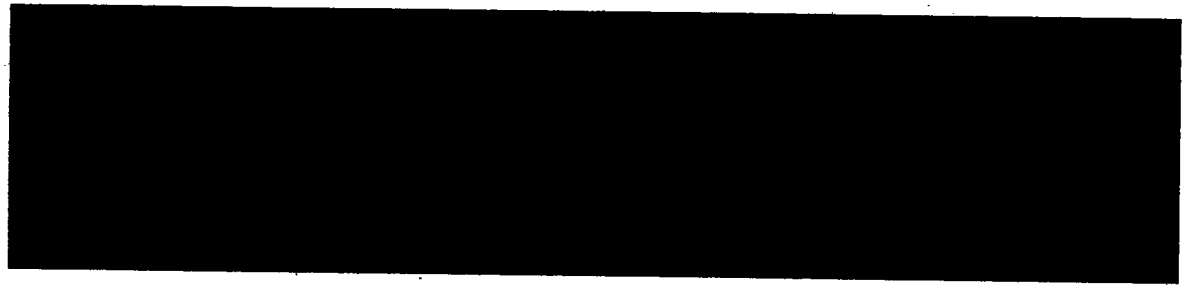
(U) In FY 2006:

- Begin construction of the EPF at Cape Canaveral, FL. (SO E10, LTPG E10.1)
- Provide satellite launch operations and engineering services at the launch bases necessary to receive, process, and launch NRO satellites. (SO E10, LTPG E10.1)
- Provide critical systems engineering, systems integration, mission assurance, and program support to ensure successful launch of all NRO satellites. (SO E10, LTPG E10.1)

(U) In FY 2007:

- Continue construction of the EPF at Cape Canaveral, FL. (SO E10, LTPG E10.1)
- Design and modify a processing facility at VAFB, CA. (SO E10, LTPG E10.1)
- Provide satellite launch operations and engineering services at the launch bases necessary to receive, process, and launch NRO satellites. (SO E10, LTPG E10.1)
- Provide critical systems engineering, systems integration, mission assurance, and program support to ensure successful launch of all NRO satellites. (SO E10, LTPG E10.1)

(U) LAUNCH
(U) LAUNCH INFRASTRUCTURE



(U) Description

(U) The primary mission of this project is to procure EELV launch infrastructure. The infrastructure element consists of launch and range site activities; prime and supplier critical skills retentions; factory support; engineering support; depreciation/amortization of allowable costs; and program management.

(U) For FY 2007, the NRO will provide funding for 30 percent of the contractor infrastructure costs, while the Air Force will fund the remaining 70 percent. This share ratio is based on each organization's percentage of EELV missions across the FYDP and through 2020. This strategy provides stability at the factories and the launch bases and provides the core capability to manufacture and launch EELVs independent of launch tempo.

(U) Key Performance Goals

(U) In FY 2007—ensure the successful launch of all NRO satellites on the EELV. (SO E10, LTPG E10.1)

(U) CORPORATE SYSTEM ENGINEERING AND OPERATIONS

[redacted]

(U) Description

(U) The Corporate System Engineering and Operations (CSE&O) Expenditure Center (EC) includes resources for overseeing all NRO enterprise system engineering, mission assurance, acquisition management and strategic planning activities, as well as IT resources. These resources allow CSE&O to ensure accountability across the NRO in terms of program schedule, performance, risk, and acquisition discipline along with ensuring consistency with DNI guidance and NRO strategic thrusts. In addition, this EC develops NRO IT and information assurance strategies and policies that incorporate national, DNI, and DoD guidance. Resources are also included to incorporate emerging information technologies into the NRO IT Enterprise Architecture and to develop and implement a NRO Information Resources Management (IRM)/Capital Planning and Investment Control (CPIC) process, to govern how the NRO evaluates, selects, acquires, secures, controls, manages, operates, and maintains IT.

(U) Budget Request

[redacted]

(U) CORPORATE SYSTEM ENGINEERING AND OPERATIONS
(U) CHIEF INFORMATION OFFICER

[redacted]

(U) Description

(S//NF) [redacted]

(U) Key Performance Goals

(U) In FY 2006:

- Develop and implement an IRM strategy, action plan and related policies, including those supporting NRO collaboration and information sharing initiatives. (SO E1, LTPG E1.2; SO E5, LTPG E5.2; SO E7, LTPG E7.3)
- Establish an IT portfolio management process to guide NRO investments through their selection, acquisition, control, and evaluation lifecycles. (SO E10, LTPG E10.2)
- Integrate the NRO IT and Information Assurance Strategies, EA, information sharing, standards, security, CPIC and IT portfolio management into existing NRO acquisition, management, and operations processes. (SO E7, LTPG E7.2; SO E10, LTPG E10.2)
- Develop and protect the NRO's integrated IT EA to provide for confidentiality, integrity, and availability consistent with the critical nature of these national security systems. (SO E5, LTPG E5.2; SO E7, LTPG E7.3)
- Identify and assess emerging NRO IT needs to support seamless and secure information sharing and collaboration between the NRO and its mission partners. (SO E7, LTPG E7.2, E7.3)
- Continue to address deficiencies, identified and reported in both the FY 2001 and FY 2003 Annual Statement of Assurance (SOA), within the current information assurance and IRM programs. (SO E7, LTPG E7.2, E7.3)

• Expand and manage the NRO's centralized IT database, supporting information assurance risk assessments, the certification and accreditation (C&A) process, a comprehensive NRO IT portfolio management process, and the NRO's capability to satisfy reporting mandates. (SO E7, LTPG E7.2, E7.3)

(U) **In FY 2007:**

• Develop and implement clear and concise policies, practices and techniques to improve IT EA, governance, interoperability, information sharing, collaboration, standards and information assurance within the NRO and throughout the intelligence community. (SO E1, LTPG E1.2; SO E7, LTPG E7.1)

• Expand enterprise IT governance mechanisms to ensure NRO compliance with federal law and guidance and resolve the deficiencies that exist within the current IRM/IT performance monitoring, CPIC, EA, information sharing, standards, which were identified and reported the FY 2001, FY 2003, and FY 2004 SOA. (SO E10, LTPG E10.4)

• Integrate IRM and information sharing best practices, including effective performance-based and results-based management, CPIC, information assurance, and IT governance into the NRO acquisition, management, and O&M processes. (SO E10, LTPG E10.2)

• Develop an IT and information assurance certification training program to integrate IT and information assurance best practices into the NRO acquisition, management, and O&M processes. (SO E10, LTPG E10.2)

• Comply with legislative mandates and close the NRO CPIC material weakness. (SO E10, LTPG E10.2)

• Build, implement, and manage an enterprise-wide CPIC strategy to improve the NRO IT acquisition process. (SO E10, LTPG E10.2)

• Establish IT portfolio management at an enterprise level to improve performance monitoring, performance-based and results-based management, and investment planning. (SO E10, LTPG E10.2)

• Complete the portfolio management process pilot, implement lessons learned, and start up full implementation. (SO E10, LTPG E10.2)

• Deploy an integrated NRO IT architecture that enables secure information sharing across the NRO and with our mission partners while addressing protection gaps in the current NRO EA. (SO E7, LTPG E7.1, E7.3)

• Establish NRO's capability to identify and defend the IT perimeter; establish indications and warning of potential or ongoing cyber attacks, respond to and recover from cyber incidents, and ensure continuity of mission-critical operations. (SO E7, LTPG E7.2, E7.3)

• Produce a secure information sharing environment, guiding the NRO IT procurement process towards an interoperable, integrated collaborative suite of applications, services, and tools to produce a secure information-sharing environment. (SO E1, LTPG E1.2)

• Establish an NRO IT EA and IT system development lifecycle alignment process which will plan for and integrate emerging technologies and technical innovations into NRO mission and business systems. (SO 1, LTPG E1.3)

• Create an IT products registry for the efficient review, assessment, and acquisition of IT products. Establish a process that will ensure standards are integrated into NRO programs in compliance with the DNI information sharing policies and common standards for the IC and DoD. (SO E1, LTPG E1.2)

(U) OPERATIONAL SUPPORT

[redacted]

(U) Description

(U) The Operational Support Expenditure Center (EC) includes resources for innovative technologies and technical expertise to support intelligence users, including those in the military, policy, law enforcement, and homeland security communities.

(S) [redacted]

[redacted]

[redacted]

(U) Budget Request

(U) The FY 2007 request reflects a 1 percent decrease from FY 2006 appropriations, excluding Title IX funding, and a 3 percent increase in positions.

(U) OPERATIONAL SUPPORT
(U) NATIONAL AND MILITARY OPERATIONS SUPPORT

[redacted]

(U) Description

(U//FOUO) The National and Military Operations Support (NMOS) project makes available data collected from overhead systems, cutting-edge technologies, and products, through mission partners, to intelligence consumers—policymakers, military, law enforcement officials, and homeland security officials. Users are able to fully exploit NRO systems against the highest priority intelligence problems as identified in National Security Presidential Directive 26 and against military targets, particularly for warfighter operational planning and crisis situations. NMOS also serves as a catalyst for new sources and data exploitation methods and aligns the needs and capabilities of national and military information users with the builders and operators of overhead systems.

(U//FOUO) In partnership with NGA, NSA, and the DIA Directorate for MASINT and Technical Collection, the NMOS project provides national and military users with multi-intelligence solutions to priority intelligence problems. The NMOS project engages NGA, NSA, and DIA to provide key military and national users with appropriate direct operational and analytical support, as well as educational and training programs focused on the effective use of overhead data across the intelligence disciplines.

(S) [redacted]

[redacted]

(U) INFRASTRUCTURE

(U) NRO infrastructure activities provide the foundation for all NRO acquisitions and operations. A fully funded infrastructure enables the NRO to accomplish its mission and deliver a world-class reconnaissance capability. The NRO infrastructure expenditure centers (EC) include: Mission Support, Facilities, and Personnel.

(U) The Mission Support EC ensures effective business management of, and continuous support to, the NRO's acquisition and operations process. Mission Support includes Business Operations and Staff Support (BOSS), the Inspector General, Counterintelligence, Security, Transportation Management, and Support Services projects.

(U) The Facilities EC provides funds for the operation and maintenance and lease costs of NRO headquarters facilities.

(U) The Personnel EC provides NRP funding for all military and civilian salaries and benefits, reimbursement to the CIA for personnel support costs, and Office of Human Resources operations.

[redacted]

(U) MISSION SUPPORT

[redacted]

(U) Description

(U) The Mission Support Expenditure Center (EC) includes resources for NRO corporate-level functions that support overall NRO acquisitions and operations.

(U) The major objectives of this EC are to:

- Oversee corporate financial operations, policy, and business systems. (BOSS)
- Provide independent cost analyses. (BOSS)
- Oversee budget formulation and execution, and serve as liaison between NRO directorates and offices and the DNI, OMB, DoD, and Congressional staff. (BOSS)
- Provide contract management, policy, and training. (BOSS)
- Provide corporate legal counsel. (BOSS)
- Support NRO HQ staff functions. (BOSS)
- Oversee all NRO activities through audits, investigations, and inspections. (IG)
- Support core mission requirements by countering potential espionage and terrorist threats to NRO interests. (CI)
- Provide common security support services for the NRO government and industry population. (Security)
- Provide for materiel movement required to carry out the mission of the NRO. (Transportation Management)
- Implement the declassification sections of Executive Orders 12958 and 13142. (Support Services)
- Provide infrastructure services. (Support Services)

(U) Budget Request

(U) The FY 2007 request reflects a 4 percent decrease from total FY 2006 appropriations and a 3 percent change in positions.

(U) MISSION SUPPORT
(U) BUSINESS OPERATIONS AND STAFF SUPPORT

(U) Description

(U) The Business Operations and Staff Support (BOSS) project funds NRO HQ staff functions and operational activities required to support the NRO-at-large. Activities include: the Acquisition Center of Excellence (ACE), the Director, NRO (DNRO) front office staff, the Office of Equal Employment Opportunity and Diversity Management, the Office of General Counsel (OGC), and the Business Plans and Operations (BPO) office.

(U) Acquisition Center of Excellence

- Provides support for source selections, including in-depth hands-on acquisition consulting, mentoring, cutting edge electronic source selection tools, electronic archiving of evaluation material, contract award, and protest support.
- Trains the NRO acquisition workforce (Contracting Officers, Contracting Officer Technical Representatives (COTR), Financial Officers, and Program Security Officers), as required by the NRO Acquisition Training Instruction. This includes [redacted] and domestic facilities.
- Improves the NRO acquisition process through the identification and communication of best practices and in-depth source selection support. Techniques include benchmarking world-class practices and distributing lessons learned.
- Educates the NRO workforce on acquisition best practices, lessons learned, and processes.

(U) Office of Equal Employment Opportunity and Diversity Management

- Ensures compliance with Equal Employment Opportunity (EEO) laws, executive orders, parent organization directives, and military regulations.
- Maintains current diversity plans and programs for the organization.
- Provides reasonable accommodations for qualified persons with disabilities.

(U) Office of General Counsel

- Provides corporate legal counsel, guidance, and review of NRO policies and plans.

• Advises NRO of new laws and manages financial disclosure reporting.

• Provides competitive and sole-source acquisition law support.

(U) Business Plans and Operations

• Manages the internal control review program to ensure that the budget is executed according to generally accepted accounting principles (GAAP).

• Meets OMB's 21-day quarterly financial statement reporting deadline and its 45-day annual financial statement reporting deadline.

• Provides a common integrated suite of financial management tools and applications across all NRO organizations and sites.

• Ensures compliance with federal procurement laws and executive orders. Continues to ensure compliance with policies, procedures, and practices to standardize and improve NRO contracts and the business relationships with our industry partners.

• Continues to provide support for developing and implementing business policies to ensure compliance with applicable statutes, regulations, and accepted business practices. This includes contract policy, finance policy, advisory and assistance services policy, and the NRO Management Control Plan.

• Operates, maintains, and enhances the Electronic Procurement Exchange (Epx) Business Suite to provide an enterprise acquisition system that will enhance workforce productivity, ensure compliance with Federal Acquisition Regulations, and support the President's Management Agenda.

• Operates, maintains, and refines the automated financial reporting of NRO contract-accountable property to ensure compliance with the Chief Financial Officers Act and the recommendations documented in the NRO Financial Statement Audit.

• Provides independent cost analysis support to major programs and new initiatives. Independent cost analysis serves as direct input into all NRO Acquisition Board reviews, the Integrated Technical Investment Process (ITIP), source selection decisions, program office trade studies, the Integrated NRO Architecture initiative (INA), the Intelligence Program and Budget Submission (IPBS), and the CBJB.

• Through a formal MOA, continues to exchange and develop cost estimating methods and program data with the Air Force space cost estimating community to ensure best practices are used to generate independent cost estimates for Air Force and NRO programs.

• Continues, in conjunction with the Deputy Director, Systems Engineering, to improve Independent Technical Assessments in support of major program cost estimates.

• Continues to improve the capabilities of the NRO Cost Analysis Toolkit (NCAT) through incorporation of additional NRO and Air Force space program data and enhancements to estimating models.

• Provides program managers with real-time actionable information from NRO business systems.

• Provides ongoing program and budget analysis, monitors budget execution, and oversees budget formulation for the IPBS and CBJB submissions.

• Interfaces with the DNI, OMB, DoD, and Congressional staff to explain and justify the NRO's budget requirements.

• Provides liaison between the NRO's directorates and offices and Congressional staff on all NRO matters.

(U) Key Performance Goals

(U) In FY 2006:

• Provide ACE source selection support and training to the NRO acquisition workforce to improve and enhance the acquisition process. (SO E4, LTPG E4.1)

• Ensure compliance with EEO, recognize diversity and provide reasonable accommodation for qualified persons with disabilities. (SO E4, LTPG E4.1)

• Provide a common integrated suite of financial management tools and applications to improve the financial management system. (SO E10, LTPG E10.3)

• Provide independent cost analysis support to major programs and new initiatives. (SO E10, LTPG E10.2)

• Provide ongoing program and budget analysis, monitor budget execution, and oversee budget formulation. (SO E10, LTPG E10.3)

• Interface with the DNI, OMB, DoD, and Congressional staff to explain and justify the NRO's budget requirements. (SO E10, LTPG E10.4)

(U) In FY 2007:

• Provide ACE source selection support and training to the NRO acquisition workforce to improve and enhance the acquisition process. (SO E4, LTPG E4.1)

• Ensure compliance with EEO, recognize diversity and provide reasonable accommodation for qualified persons with disabilities. (SO E4, LTPG E4.1)

• Provide a common integrated suite of financial management tools and applications to improve the financial management system. (SO E10, LTPG E10.3)

• Provide independent cost analysis support to major programs and new initiatives. (SO E10, LTPG E10.2)

• Provide ongoing program and budget analysis, monitor budget execution, and oversee budget formulation. (SO E10, LTPG E10.3)

• Interface with the DNI, OMB, DoD, and Congressional staff to explain and justify the NRO's budget requirements. (SO E10, LTPG E10.4)

(U) MISSION SUPPORT
(U) INSPECTOR GENERAL

(U) Description

(U) The Office of Inspector General (OIG) is an independent office that reports directly to the DNRO. The OIG is responsible for oversight of all NRO activities through the performance of independent audits, inspections, and investigations. This oversight is designed to promote economy, effectiveness, efficiency, and accountability within the NRO and to assist in preventing and detecting fraud, waste, and abuse in NRO programs and operations. As such, the OIG has the responsibility for advising the Director and Deputy Director of the NRO of problems or deficiencies in NRO programs and operations and any impacts to the OIG's ability to carry out its mission.

(U) Key Performance Goals

(U) In FY 2006:

- Provide the oversight necessary to promote economy, effectiveness, efficiency, and accountability within the NRO. (SO E10, LTPG E10.2, E10.3)
- Ensure integrity and efficiency of operations through compliance with federal laws and regulations, Executive Orders, and NRO Directives. (SO E10, LTPG E10.2, E10.3)
- Foster the integrity of the NRO's procurement process through the OIG procurement fraud initiative emphasis on detection of procurement fraud through internal OIG data mining and external networking. (SO E10, LTPG E10.2, E10.3)
- Provide oversight to an independent public accounting firm's annual audit of NRO financial statements. (SO E10, LTPG E10.3)
- Provide an integrated annual plan identifying the audits and inspections that will most effectively enable the OIG to aid the NRO in accomplishing its mission while effectively utilizing OIG resources. (SO E10, LTPG E10.2, E10.3)
- Align OIG strategic planning efforts with the NRO and IC strategic plans. (SO E6, LTPG E6.1)
- Enhance OIG productivity through continuous review and improvement of OIG processes. (SO E10, LTPG E10.2, E10.3)
- Expand OIG mission inspections of all NRO sites with emphasis on locations outside the HQ area. (SO E10, LTPG E10.2, E10.3)

• Implement fraud, waste, and mismanagement detection and prevention programs. (SO E10, LTPG E10.2, E10.3)

• Establish a small base of investigative and audit resources at a West Coast location. (SO E10, LTPG E10.2, E10.3)

• Institute an OIG liaison program with personnel serving as OIG focal points at respective sites. (SO E10, LTPG E10.2, E10.3)

(U) In FY 2007:

• Provide the oversight necessary to promote economy, effectiveness, efficiency, and accountability within the NRO. (SO E10, LTPG E10.2, E10.3)

• Ensure integrity and efficiency of operations through compliance with federal laws and regulations, Executive Orders, and NRO Directives. (SO E10, LTPG E10.2, E10.3)

• Foster the integrity of the NRO's procurement process through the OIG procurement fraud initiative emphasis on detection of procurement fraud through internal OIG data mining and external networking. (SO E10, LTPG E10.2, E10.3)

• Provide oversight to an independent public accounting firm's annual audit of NRO financial statements. (SO E10, LTPG E10.3)

• Provide an integrated annual plan identifying the audits and inspections that will most effectively enable the OIG to aid the NRO in accomplishing its mission while effectively utilizing OIG resources. (SO E10, LTPG E10.2, E10.3)

• Align OIG strategic planning efforts with the NRO and IC strategic plans. (SO E6, LTPG E6.1)

• Enhance OIG productivity through continuous review and improvement of OIG processes. (SO E10, LTPG E10.2, E10.3)

• Continue expanded focus on inspections of all NRO sites with emphasis on locations outside the HQ area [redacted] (SO E10, LTPG E10.2, E10.3)

• Based on effectiveness through FY 2006, enhance fraud, waste, and mismanagement detection and prevention programs and community partnerships. (SO E10, LTPG E10.2, E10.3)

• Enhance, through training and IC and contractor coordination, the small base of investigative and audit resources established at the OIG West Coast location. (SO E10, LTPG E10.2, E10.3)

• Continue to develop and utilize the relationships established through the OIG liaison program focal points at respective sites. (SO E10, LTPG E10.2, E10.3)

(U) MISSION SUPPORT
(U) COUNTERINTELLIGENCE

[redacted]

(U) Description

(S//NF) [redacted]

[redacted]

[redacted]

(U) Key Performance Goals

(U) In FY 2006:

- Detect and deter potential threats directed against NRO personnel, facilities, technologies, information systems, or programs. (SO M1, LTPG M1.2; SO M5, LTPG M5.3)
- Increase personnel receiving CI awareness briefings by 10 percent. (SO M4, LTPG M4.4, SO M5, LTPG M5.2, SO E1, LTPG E1.4)
- Maintain current production rates of CI and CT threat assessments, and aggressive analysis efforts as a result of elevated espionage and terrorist threats. (SO M1, LTPG M1.2; SO M5, LTPG M5.3)

(U) MISSION SUPPORT
(U) SECURITY

[redacted]

(U) Description

(U//FOUO) The Security project provides common security support services to the entire NRO government and industry population. These services include developing and distributing security policy guidance; planning long-range security initiatives; investigating, performing polygraphs, adjudicating, and granting NRO accesses; providing physical security of all facilities and personnel; inspecting and accrediting secure facilities and information systems (IS); and providing security training and awareness products to NRO employees, industry, and external government agencies supporting the NRO. The Office of Security supports approximately [redacted] government and industry personnel in over [redacted] NRO-sponsored facilities and almost [redacted] information system networks.

(U) Key Performance Goals

(U) In FY 2006:

- Sustain an annual polygraph level of [redacted]. (SO E7, LTPG E7.2)
- Maintain the level of investigations at [redacted] (SO E7, LTPG E7.2)
- Increase online security courses in FY 2006 from [redacted] (SO E7, LTPG E7.2)
- Increase IS security activities to support the CIO goal of having 100 percent of NRO systems certified by [redacted] and continue to improve compliance with Federal Information Security Management Act (FISMA) mandates. (SO E7, LTPG E7.2)
- Assess and review 100 percent of NRO's industrial sites on a [redacted] cycle. (SO M5, LTPG M5.2; SO E7, LTPG E7.2,)

(U) In FY 2007:

- Sustain an annual polygraph level of [redacted] (SO E7, LTPG E7.2)
- Maintain the level of investigations at [redacted] (SO E7, LTPG E7.2)
- Increase online security courses in FY 2007 from [redacted] (SO E7, LTPG E7.2)
- Increase IS security activities to support the CIO goal of having 100 percent of NRO systems certified by [redacted] and continue to improve compliance with FISMA mandates. (SO E7, LTPG E7.2)
- Assess and review 100 percent of NRO's industrial sites on a [redacted] cycle. (SO M5, LTPG M5.2; SO E7, LTPG E7.2,)
- Maintain the high level of security awareness events at [redacted] annually. (SO E7, LTPG E7.2)

(U) MISSION SUPPORT
(U) SUPPORT SERVICES

[redacted]

(U) Description

(S) [redacted]

[redacted]

[redacted]

(U) Key Performance Goals

(U) In FY 2006:

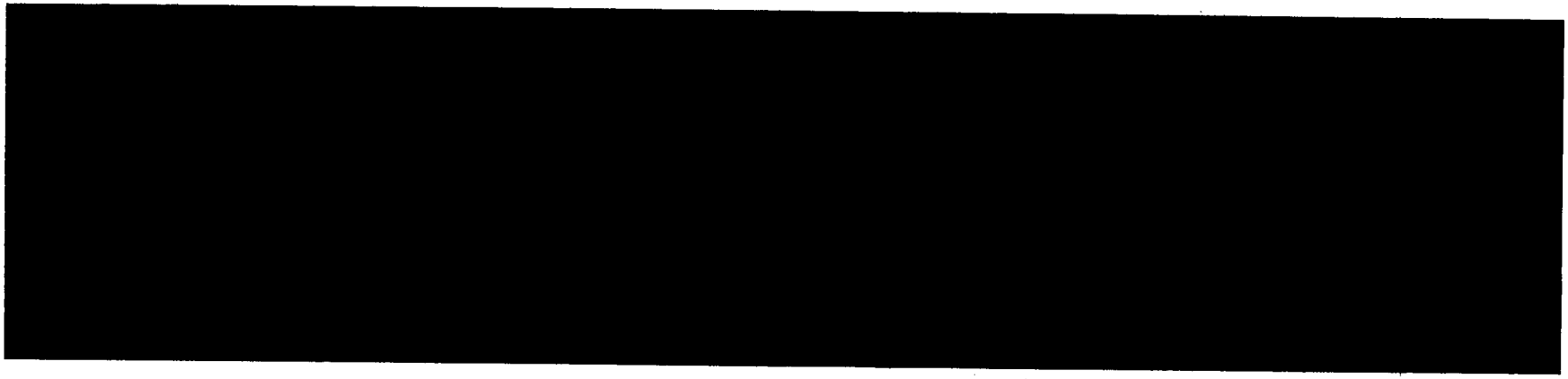
- Leverage technology to provide efficient and effective centralized support services that enable the NRO to focus on its mission. (SO E4, LTPG E4.1)

- Provide a secure and healthy work environment that contributes to workforce satisfaction and productivity. (SO E4, LTPG E4.1)
- Optimize use of the in-house enterprise resource planning system, per NRO IG recommendation (2005), to automate Directorate of Administration business processes. (SO E4, LTPG E4.1)
- Develop a plan to modernize the NRO travel system to provide automated cradle-to-grave travel support, eliminate manual claims processing, and enrich customer support. (SO E4, LTPG E4.1)
- Develop a plan to implement an electronic records management system for NRO to improve records sharing, retrieval, preservation and cross-Agency collaboration. (SO E4, LTPG E4.1)
- Coordinate emergency and mission continuity planning ensuring the NRO has a robust emergency management program that protects the lives of its employees, protects its property, and maintains the organization's mission essential functions under all emergency conditions. (SO E9, LTPG E9.3)

(U) In FY 2007:

- Leverage technology to provide efficient and effective centralized support services that enable the NRO to focus on its mission. (SO E4, LTPG E4.1)
- Provide a secure and healthy work environment that contributes to workforce satisfaction and productivity. (SO E4, LTPG E4.1)
- Implement an electronic records management system for NRO to improve records-sharing, retrieval, preservation and cross-Agency collaboration. (SO E4, LTPG E4.1)
- Modernize the NRO travel system to provide automated cradle-to-grave travel support, eliminate manual claims processing, and enrich customer support. (SO E4, LTPG E4.1)
- Continue to coordinate emergency and mission continuity planning so that the NRO has a robust emergency management program that protects the lives of its employees, protects its property, and maintains the organization's mission essential functions under all emergency conditions. (SO E9, LTPG E9.3)

(U) Budget Changes FY 2005 – FY 2007



(U) MISSION SUPPORT
(U) TRANSPORTATION MANAGEMENT

[redacted]

(U) Description

(U) The Transportation Management project provides resources to support the Transportation Management Center (TMC). The TMC combines the resources of the Consolidated Airlift Team (CAT), Courier Team, the Mail Processing Team, and the Field Services Center to move materiel by air, sea, and ground.

(U) The TMC validates requirements and selects the transportation resources that best support the mission of the NRO. The TMC mission is to oversee the transfer of NRO government and contractor materiel to worldwide sites for acquisition, testing, launch, and operational support. Transportation capabilities include military airlift, commercial airlift, commercial trucking, government trucking, commercial ships, commercial rail, warehousing, and courier and mail services.

(S//TK) [redacted]

[redacted]

(U) Key Performance Goals

(U) In FY 2006:

- Integrate the processes of airlift, government and commercial trucking, and courier support to improve scheduling and make more efficient use of resources. (SO E4, LTPG E4.1)
- Upgrade the capability to inspect all cargo as it enters the NRO transportation system using X-ray inspection systems. (SO E7, LTPG E7.2)
- Utilize resources (both personnel and funding) more effectively via commercial transportation conveyances. (SO E4, LTPG E4.1)
- Develop the east coast government trucking, packing, and crating capability to eliminate current high cost outsourcing. (SO E4, LTPG E4.1)

• Develop a standardized materiel tracking system to capture the movement of in-transit cargo and improve accountability and security of classified, critical, and high-value items. (SO E7, LTPG E7.2)

• [redacted]

• Consolidate/automate existing material tracking databases, using the NRO's enterprise data system. (SO E4, LTPG E4.1)

• Support/upgrade freight transfer facilities located at [redacted] (SO E7, LTPG E7.2)

(U) In FY 2007:

• Integrate the processes of airlift, government and commercial trucking, and courier support to improve scheduling and make more efficient use of resources. (SO E4, LTPG E4.1)

• Upgrade the capability to inspect all cargo as it enters the NRO's transportation system, using X-ray inspection systems. (SO E7, LTPG E7.2)

• Utilize resources (both personnel and funding) more effectively via commercial transportation conveyances. (SO E4, LTPG E4.1)

• Sustain development of the east coast government trucking and packing and crating capability to eliminate current high cost outsourcing. (SO E4, LTPG E4.1)

• Sustain development of a standardized materiel tracking system to capture the movement of in-transit cargo and improve accountability and security of classified, critical, and high-value items. (SO E7, LTPG E7.2)

• [redacted] (SO E7, LTPG E7.2)

• Consolidate/automate existing material tracking databases, using the NRO's enterprise data system. (SO E4, LTPG E4.1)

• Support/upgrade freight transfer facilities located at [redacted] (SO E7, LTPG E7.2)

(U) FACILITIES

[redacted]

(U) Description

(U) The Facilities Expenditure Center (EC) includes resources for operation and maintenance and essential lease costs of NRO HQ facilities.

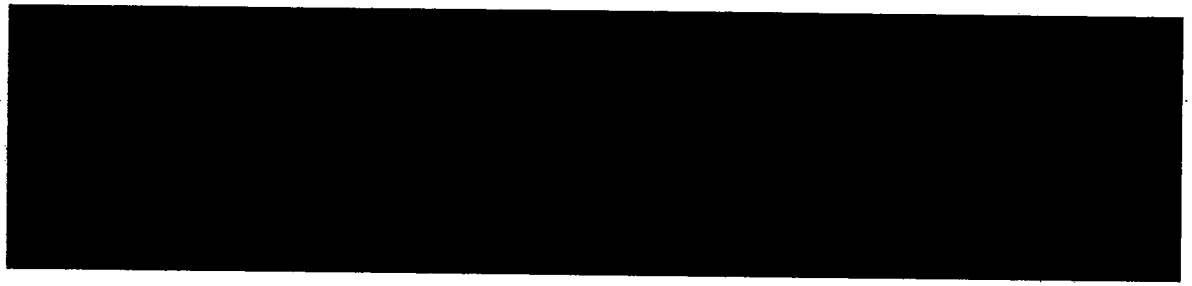
(U) The major objectives of the Facilities EC are to:

- Provide space and facility-related services required to meet NRO mission requirements.
- Comply with federal, state, and local workplace environmental and safety statutes.
- Manage O&M activities of NRO HQ facilities efficiently and cost effectively.
- Maintain a data center to support the enterprise data management system.
- Improve the efficiency and cost effectiveness of NRO HQ facilities management.
- Ensure adherence of preventive maintenance on facility systems to prolong system life.
- Update life-cycle projections of facility equipment and systems to ensure adequate recapitalization planning.
- Provide facilities infrastructure support and consulting to NRO facilities [redacted]

(U) Budget Request

(U) The FY 2007 request reflects a 1 percent increase from total FY 2006 appropriations and a 5 percent change in positions resulting from aligning positions with requirements.

(U) FACILITIES
(U) WESTFIELDS



(U) Description

(U) The Westfields project provides resources to support O&M of NRO HQ facilities and to provide facility infrastructure guidance and support to all NRO components. Specifically, the project provides resources to:

- Operate and maintain NRO HQ facilities.
- Support HQ renovations, modifications, utilities, maintenance of facilities and grounds, retrofit work, upgrades of facility operations systems and equipment, facility engineering, facility security systems, logistics/warehousing operations, property management, compliance with safety and environmental regulations, and acquisition of supplies and equipment to support O&M and NRO mission activities.

(U) Key Performance Goals

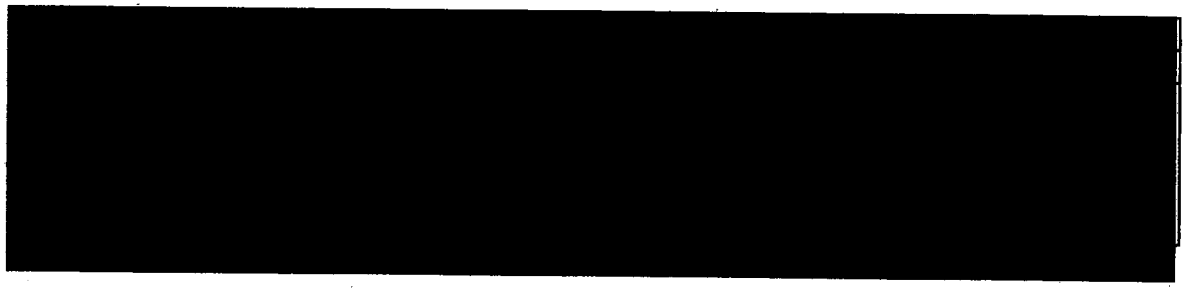
(U) In FY 2006:

- Provide office space and facility-related systems, equipment, and services required to meet NRO mission requirements. (SO E4, LTPG E4.1)
- Maintain the NRO HQs facilities to the current high standards, managing the facilities efficiently and cost effectively. (SO E4, LTPG E4.1)
- Comply with federal, state, and local workplace environmental and safety statutes. (SO E4, LTPG E4.1)
- Maintain a data center to support the enterprise data management system. (SO E4, LTPG E4.1)
- Ensure adherence of preventive maintenance on facility systems to prolong system life. (SO E4, LTPG E4.1)
- Update life cycle projections of facility equipment and systems to ensure adequate upgrade or recapitalization planning. (SO E4, LTPG E4.1)
- Provide timely facility infrastructure support and guidance to all NRO components. (SO E4, LTPG E4.1)
- Complete the preliminary Facility Strategic Space Plan. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Provide office space and facility-related systems, equipment, and services required to meet NRO mission requirements. (SO E4, LTPG E4.1)
- Maintain the NRO HQs facilities to the current high standards, managing the facilities efficiently and cost effectively. (SO E4, LTPG E4.1)
- Comply with federal, state, and local workplace environmental and safety statutes. (SO E4, LTPG E4.1)
- Maintain a data center to support the enterprise data management system. (SO E4, LTPG E4.1)
- Ensure adherence of preventive maintenance on facility systems to prolong system life. (SO E4, LTPG E4.1)
- Update life cycle projections of facility equipment and systems to ensure adequate upgrade or recapitalization planning. (SO E4, LTPG E4.1)
- Implement the revised NRO recapitalization planning recommendations. (SO E4, LTPG E4.1)
- Implement warehouse optimization planning recommendations. (SO E4, LTPG E4.1)
- Provide timely facility infrastructure support and guidance to all NRO components. (SO E4, LTPG E4.1)

(U) FACILITIES
(U) LEASED FACILITIES



(U) Description

(S)

(U) Key Performance Goals

(U) In FY 2006:

- Provide essential leased space in support of NRO requirements. (SO E4, LTPG E4.1)
- Consolidate and transfer all NRO facility leases within the National Capital Region into the Leased Facilities project allowing for increased oversight and lease management efficiencies. (SO E4, LTPG E4.1)

(U) In FY 2007—Provide essential leased space in support of NRO requirements. (SO E4, LTPG E4.1)

(U) PERSONNEL

[redacted]

(U) Description

(U) The Personnel Expenditure Center (EC) includes resources for military and civilian occupational categories necessary to support the NRO mission as well as funding for the management of human resources.

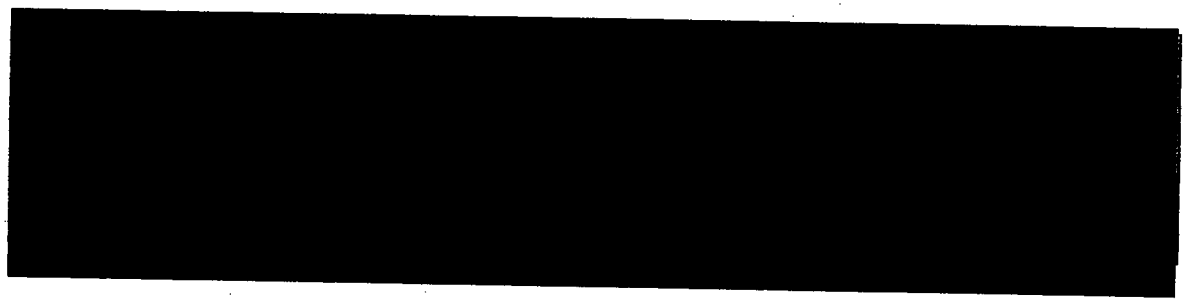
(U) With the exception of [redacted] positions within the Human Resource Management project, positions are distributed among the other ECs within the NRP.

(U) Budget Request

(U) The FY 2007 request reflects a 5 percent increase from total FY 2006 appropriations and a 2 percent decrease in positions. The increase:

- Results from pay raises and higher benefits costs.
- Results from higher fill rates for new positions that were added in FY 2006.

(U) PERSONNEL
(U) HUMAN RESOURCE MANAGEMENT



(U) Description

(U) The Human Resource Management project provides resources to fund NRO human resources (HR) support and initiatives to improve recruitment, training, career development, recognition, retention, and management of the NRO's diverse workforce.

(U) Key Performance Goals

(U) In FY 2006:

- Provide HR support to all NRO employees and managers. (SO E4, LTPG E4.1)
- Implement human capital initiatives to maintain a world-class NRO workforce. (SO E4, LTPG E4.1)
- Implement DNI workforce initiatives and DoD Pay-for-Performance program. (SO E4, LTPG E4.1)
- Assume responsibility for the System Engineering Certification Program. (SO E4, LTPG E4.1)
- Standup the NRO space cadre. (SO E4, LTPG E4.1)

(U) In FY 2007:

- Provide HR support to all NRO employees and managers. (SO E4, LTPG E4.1)
- Implement human capital initiatives to maintain a world-class NRO workforce. (SO E4, LTPG E4.1)
- Implement DNI workforce initiatives and DoD Pay-for-Performance Program. (SO E4, LTPG E4.1)
- Maintain System Engineering Certification Program. (SO E4, LTPG E4.1)
- Maintain space cadre. (SO E4, LTPG E4.1)

(U) PERSONNEL

(S//TK) [redacted]

[redacted]

(U) Description

(S//TK) [redacted]

- [redacted]

- [redacted]

(U) Key Performance Goals

(U) In FY 2006—provide increased personnel to support the growing number of new NRO acquisition and operations requirements. (SO E4, LTPG E4.1)

(U) In FY 2007—provide personnel to support all NRO acquisition and operations requirements in support of IC requirements. (Because these projects provide personnel to all of the NRO programs, it supports all Strategic Objectives and Long Term Performance Goals supported by the NRO)

(S//TK) [redacted]

(U) INDEPENDENT COST ESTIMATE

[redacted]

(S//TK) [redacted]

[redacted]

(U) The exhibit includes the acquisition costs for the satellite, command and control, as well as factory maintenance. To facilitate an equitable comparison between the estimates and the budget, this exhibit does not include launch cost. This exhibit also does not include operation and maintenance estimates captured within the SIGINT Operations EC.

(U) Explanation of Differences

(S//TK) [redacted]

(U) FUNCTIONAL AVAILABILITY AND SATELLITE LIFE ESTIMATES

(U) Background

(U) The success of NRO satellites in living well beyond their design lives led to unplanned schedule changes in acquisitions and launches. In 1997, the Mean Mission Duration (MMD) Panel recommended the development of a standardized process for determining satellite life and constellation replenishment criteria based on mission satisfaction. In response, the NRO developed the Functional Availability (FA) process, which employs a combination of probability theory, manufacturer's wear-out data, on-orbit experience, and constellation mission satisfaction.

(U) Functional Availability

(U) Functional availability is defined as the probability that a *constellation of satellites* will be able to meet specific mission requirements over a given period of time, within required or agreed standards, under stated conditions (including a replenishment schedule). Different measures of FA may be defined for a constellation, corresponding to different missions of the same constellation.

(U) NRO program offices initiate the FA methodology at the piece parts reliability level up through the component, subsystem, system, and satellite, to the constellation level. The data is displayed as a curve. An FA curve's slope is important in determining FA acceptable levels. If the slope is steep, less time is available for corrective action to raise FA to an acceptable level. If the recovery period is too lengthy, there is a risk of increased total system cost due to loss of manufacturing base and system knowledge through personnel retirements and transfers.

(U) **Life Estimates.** A satellite's life estimate is based on the probability that a particular satellite will continue to operate and perform its primary mission. The satellite's mean life estimate (MLE) is the statistical mean of the probable remaining years that the satellite may be operated, given everything currently known or assumed about its health, status, and future operation. The MLE is about length of service, not about capability during service, which typically declines with time. MLE is often misinterpreted as a prediction of how long the satellite will satisfy its primary mission capability, when it is only an estimate of how long it will be operable. MLE cannot be used to justify one-for-one satellite replenishment or to justify conclusions about constellation capability.

(U) **Reliability.** A satellite's reliability is the probability that a given device or system will function without failure over a specified period of time under stated conditions. Reliability is expressed as a function of time, and usually declines over time. Reliability functions are constructed for key components that can be aggregated, enabling the construction of mathematical reliability models, as with FA, for larger systems.

(U) **Risk Management.** FA is primarily a risk management tool for senior leadership in the NRO. FA charts indicate constellation mission satisfaction over time and illustrate the mission impact of launch failures, schedule changes, and on-orbit failures. Ideally, the NRO constellation replenishment plan should ensure that FA levels remain above minimum thresholds. However, affordability considerations do not permit optimal satellite acquisition and launch phasing.

(S) [redacted]

(U) Program: National Reconnaissance Program and National Reconnaissance Military Intelligence Program (MIP)

(U) Activity: Space-Based Imagery Intelligence Program

(U) Evaluation Year: FY 2004

(U) PART Score Summary:

Rating:

Rating: Adequate	
Section	Section Score
Program Purpose and Design	80%
Strategic Planning	78%
Program Management	100%
Program Results/Accountability	35%
Overall Weighted Score	61%

(U) Program Summary:

(FOUO) The NRO space-based IMINT Program employs satellite assets to collect and process high value imagery to satisfy national and DoD intelligence requirements. To accomplish this, the NRO IMINT program develops and operates state-of-the-art, high-value space-based imaging systems, delivers innovative new sources and methods, and works with the NGA to deliver vital intelligence to IC and military customers. The program assessed in the PART evaluation encompasses the activities of the NRO IMINT Directorate and its joint responsibilities and interfaces with NGA, the Air Force Space Based Radar (SBR) program, oversight/policy organizations, and other program partners. It does not include functional management responsibilities for the total US Government IMINT enterprise, which are assigned to NGA.

[redacted]

(U) Key Performance Measures*	Year	Target	Actual**
(U) Long Term			
(S) [redacted]	2005 2006 2007	100% 100% 100%	>95%
(S) [redacted]	2005 2006 2007	100% 100% 100%	
(S) [redacted]	2005 2006 2007	<15% <15% 2007 <15%	
(S) [redacted]	2005 2006 2007	<15% 2006 <15% 2007 <15%	
(U) Annual			
(S) [redacted]	2005 2006 2007	92% 92% 92%	>99%

(U) Key Performance Measures*	Year	Target	Actual**
(U) Long Term			
(S) [redacted]	2005 2006 2007	<10% <10% <10%	
(S) [redacted]	2005 2006 2007	<6mo <6mo <6mo	
[redacted]			

(U) Program Type: Capital Assets and Service Acquisition

(U) Findings

(U) Finding 1. The purpose of the NRO IMINT program is clear; it addresses a current and relevant need; it is not duplicative of other public or private sector efforts; and its outputs reach the intended beneficiaries. However, evolving technologies and requirements threaten to blur the historic distinction between imagery intelligence collection and DoD operational support missions. While the purpose and scope of the NRO IMINT program has been clear in the past, new IC and DoD space and airborne initiatives make this less certain in the future and increase the potential for duplicative capabilities.

(U) Finding 2. The program is hampered by a lack of consensus among key stakeholders on a future integrated, prioritized, resource-constrained vision and a capstone set of capability needs for the end-to-end space-based imagery enterprise. This leads to ambiguity in goals and priorities.

(U) Finding 3. The NRO IMINT program has established short- and long-term goals to measure and assess acquisition and operational programs. These include development-related cost, schedule, and performance specifications as well as on-orbit performance and system availability metrics. IMINT initiatives are vetted with, and reflect the needs identified by, the user community. However, the IMINT program would benefit from enterprise-wide measures for architectural-level performance.

(U) Finding 4. The program demonstrates strong financial management practices and regularly collects performance data. However, IMINT resource needs are not presented in a complete and transparent manner in the CBJB, in part due to the constraints inherent in the IC's standardized format.

(U) Finding 5. The NRO has a structured and integrated set of internal acquisition management processes, including regular independent evaluations that encompass all phases of the acquisition process from pre-acquisition through on-orbit operations. It also has a disciplined investment planning process that links IMINT and NRO resource planning activities with user requirements.

(U) Finding 6. The NRO takes meaningful steps to address planning and management deficiencies identified by internal and external reviews. In response to external recommendations, NRO has: strengthened its system engineering capabilities; improved cost estimating processes; established joint management processes with NGA; realigned the Future Imagery Architecture (FIA) program management structure and its associated cost/schedule baseline; and initiated a new effort designed to address many of the acquisition "reform" flaws instituted in the mid-1990s.

(S//TK) [redacted]

(U) Finding 8. In general, IMINT acquisition programs meet established performance requirements but are less successful in achieving cost and schedule goals. In part, this is due to the overly optimistic estimates used in the past and industry-wide problems with

component quality control. However, once on orbit, most IMINT satellites perform well, and consistently exceed their specified design lives.

(S)

[redacted]

(S//TK)

[redacted]

(U) Status of Previously Identified Follow-up Actions:

- The IC and DoD developed a joint plan, known as the IMINT Way Ahead, for the space-based imagery architecture. The DNI and Secretary of Defense committed to this program plan and the FY 2007 budget reflects the IMINT Way Ahead.
- Because of the fundamental nature of the changes to IMINT technical content, organizational structure and management approach, this update will not focus on the status of follow-up actions identified in the original assessment, but instead, it will focus on new actions.

(U) New Follow-up Actions: We are taking the following actions to improve the performance of the program:

- Developing, by the end of FY 2006, new and realistic cost, schedule, and performance baselines and targets for the restructured IMINT program.
- Ensuring that baselines and performance are clearly documented in Baseline Agreement and Acquisition Reports.
- Identifying and documenting significant lessons-learned resulting from FIA including pre-acquisition and source selection activities. This should include the findings of earlier independent panels as well as those identified by the current management team.
- Reorganizing the NRO IMINT Directorate to address systemic problems including those identified in FIA lessons-learned. This reorganization will include establishing effective engineering checks-and-balances at all levels; strengthening systems engineering functions to improve corporate oversight of activities within the Directorate; strengthening cross-program and architectural-level integration functions; implementing a more integrated and interactive approach to contractor management to ensure effective government oversight and involvement throughout the development cycle; and addressing other problematic practices instituted in the 1990s as part of acquisition "reform."
- Instituting more effective mechanisms to hold managers accountable for performance.
- Assuring coordination with stakeholders on programmatic decisions.
- Developing, by the end of 2006, new metrics to evaluate the sufficiency and effectiveness of organizational changes and new management practices.
- Conducting an independent evaluation (i.e., outside the IMINT Directorate) of the effectiveness of organizational changes and new management practices.
- Developing an efficiency measure by the end of 2006.
- Working with NGA to develop measures for end-to-end NRO/NGA operations.
- Addressing material weaknesses and reportable conditions identified in independent audits with a goal of regaining an unqualified opinion in the FY 2008 audit.

(U) NATIONAL RECONNAISSANCE PROGRAM FY 2007 – FY 2011 PERFORMANCE PLAN

(U) Overview

(U) For over forty years the NRO has developed and operated unique and innovative space-based intelligence systems and provided persistent coverage against the highest-priority targets.

(U) When the nation moved to a wartime footing following the September 11th attacks, the NRO revised its Strategic Plan in response to the new challenge. The Strategic Plan was soon converted into a long-term architecture that defined specific programs the NRO would pursue through 2020. The Strategic Plan and long-term architecture aligned to IC and DoD guidance and eventually included performance targets to measure progress.

(U) *The National Intelligence Strategy of the United States of America* (NIS) was issued by the DNI in October 2005. This plan initiates the transition of performance planning efforts to the *NIS*. This Plan is supportive of the *NIS*, but does not reflect the final means and strategies for achieving the *NIS* Strategic Objectives. These will be defined in the *NIS* Mission and Enterprise Strategic Objective plans currently under development. Existing Long Term Performance Goals (LTPG) and ongoing activities have been aligned to the new *NIS* structure. FY 2008 - 2013 Performance Plans will fully transition to the *NIS* and will be directly informed by the Mission and Enterprise Strategic Plans.

(U) The NRO's acquisition, operation, and development programs and performance measures reported in this NRP Performance Plan originally aligned to the existing LTPGs. NRO programs supported many of the forty LTPGs but for simplicity herein, each individual program was aligned to only one LTPG. Also, many of the LTPGs did not have a corresponding NRO measure. With the new *NIS* structure, the NRO will review and refine each metric to ensure better linkage to the 15 new Strategic Objectives and the FY 2008 budget.

(U) The NRO performance measures assess the following key areas—major NRO acquisition programs, operational availability, IC level initiatives, and NRO efficiency and effectiveness. The NRO leadership monitors the results of these key areas to aid in resource planning and management decisions, measure program performances, and improve program efficiencies.

(U) The NRO will continue to accomplish the following on-going activities in FY 2007. First, the NRO will conduct comprehensive advanced and applied R&D to take advantage of the latest cutting edge technology to solve challenging intelligence problems critical to national security. Second, the NRO will focus on developing high-risk, multi-billion dollar programs targeted against high-priority community needs, within projected cost and schedules. Third, the NRO will launch space reconnaissance systems to "refresh" fragile on-orbit architectures. Finally, the NRO will operate and maintain existing space systems and ground stations to ensure national and military decision makers have rapid access to intelligence information.

(U) The following discussion and performance measures comprise an integrated and comprehensive NRP Performance Plan.

(U//FOUO) NIS Strategic Objective M1

Defeat terrorists at home and abroad by disarming their operational capabilities and seizing the initiative from them by promoting the growth of freedom and democracy

(U) Means and Strategies that Support the Strategic Objective

(S//SI//NF) [redacted]

(U) The overarching NRO approach for achieving this and other *NIS* Strategic Objectives reliant on space-based remote sensing is to deliver current on-orbit capability to users, replenish the constellation to preserve and enhance foundational capabilities, and simultaneously leverage advanced technology to develop future transformational capabilities. The NRO will use the funds requested in its budget submission to provide space-based remote sensing capability that fully supports the *NIS* Strategic Objectives. This includes a myriad of activities across the NRO that will result in achieving targeted improvements in remote sensing performance. Details of specific programmatic initiatives are provided in the NRP CBJB, with significant efforts described below. Delivering on our promised technologies and transforming to more robust capabilities will enable the intelligence required for strong defense of US interests.

(S//TK)

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[redacted]

(U) NIP Long Term Performance Goal **M1.2. Provide relevant, actionable and predictive Counterterrorism intelligence to our customers in accordance with national intelligence priorities.**				
Performance Measures	2005 Target	2005 Results	2006 Target	2007 Target
(U) M1.2.1. Operational Availability, Space.	[redacted]			
(U) Note: Operational availability reflects the percent of time spacecraft are available. (U) Note: Quarters 1 and 2 were calculated using an average of SIGINT, IMINT, and the COMM Relay satellite systems. SIGINT changed their methodology of calculating operational availability in the 3rd quarter. Therefore, quarters 3 and 4 are an average of IMINT and the COMM Relay satellite system only. All NRO systems will utilize the new methodology in FY 2006.				
(U) Budget Linkage: Key Expenditure Centers (ECs) related to this performance measure are IMINT Operations and SIGINT Operations				

(U//FOUO) NIS Strategic Objective M2

Prevent and counter the spread of weapons of mass destruction

(U) Means and Strategies that Support the Strategic Objective

(S//SI//NF) [redacted]

(U) The NRO approach for achieving this objective is to provide the most capable and robust space-based ISR capability possible. Details of the NRO strategy are provided under the first *NIS* Strategic Objective discussed in this plan. The enhanced capabilities described below will support information needs against hard targets and mitigate intelligence gaps. Additionally, the following initiatives support this objective:

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(TS//SI//TK) [redacted]

(S//NF) [redacted]

(U) Long Term Performance Goal **M2.3. Expand human and technical penetration of foreign WMD RDT&E, production, acquisition and transfer activities.**				
Performance Measures	2005 Target	2005 Results	2006 Target	2007 Target
(U) M2.3.1. Percentage of designated acquisition programs whose expected capabilities meet Baseline Agreement and Acquisition Reports (BAAR) performance baselines.	N/A	N/A	100%	100%
(S//TK) [redacted]	N/A	N/A	N/A	[redacted]
(U) Note: These are new performance measures applicable for FY 2006 and beyond.				
(S//TK) [redacted]				

(U//FOUO) NIS Strategic Objective M3

Bolster the growth of democracy and help sustain peaceful democratic states

(U) Means and Strategies that Support the Strategic Objective

(U) NRO systems are key sources of economic, military, scientific, and technical intelligence. The NRO routinely supports diplomatic and military efforts, and provides policymakers with unique information that can't be provided elsewhere.

(U//FOUO) NIS Strategic Objective M4

Develop innovative ways to penetrate and analyze the most difficult targets

(U) Means and Strategies that Support the Strategic Objective

(S//TK) [redacted]

(S//TK) [redacted]

(U//FOUO) NIS Strategic Objective E1

Build an integrated intelligence capability to address threats to the homeland, consistent with US laws and the protection of privacy and civil liberties

(U) Means and Strategies that Support the Strategic Objective

(S//SI//NF) [redacted]

(U//FOUO) NIS Strategic Objective E2

Strengthen analytic expertise, methods, and practices; tap expertise wherever it resides; and explore alternative analytic views

(U) Means and Strategies that Support the Strategic Objective

(S//TK) [redacted]

(S//TK//REL USA, AUS, CAN, and GBR) [redacted]

(TS//SI//TK//NF) [redacted]

[redacted]

(U//FOUO) NIS Strategic Objective E3

Rebalance, integrate, and optimize collection capabilities to meet current and future customer and analytic priorities

(U) Means and Strategies that Support the Strategic Objective

(U) The NRO has created the Integrated Technical Investment Process (ITIP) for developing strategy and driving investment decisions. This process ensures that the results NRO is getting in its acquisitions and programs during one year influence strategy and investment decisions in subsequent years. Mission Partners are involved throughout the ITIP process to help prioritize and increase return on investments and ensure the nation's most important intelligence problems are addressed. The ITIP is considered a best practice in assuring resources are maximized against the highest priority needs.

(U) In addition, the NRO will support the IC-wide efforts to develop an integrated Technical Collection architecture and associated implementation roadmap, develop mechanisms for countering D&D in each of the collection disciplines and integrate the above strategies to achieve balanced collection investment.

(U//FOUO) NIS Strategic Objective E4

Attract, engage and unify an innovative and results-focused Intelligence Community workforce

(U) Means and Strategies that Support the Strategic Objective

(U) The NRO is comprised of a unique mix of government civilian and military professionals from across the DoD and the IC. The workforce embraces a diversity of characteristics, backgrounds, experiences, and skills. The most effective programs will ultimately fail

if there is no process to attract and retain a skilled and motivated workforce. The NRO has implemented the following initiatives to improve the workforce.

(U) **Recruitment and Development of a Diverse Workforce.** To combat global and increasingly complex national security threats, the NRO needs diverse employees who, based on their upbringing, experiences and education, provide expertise and views of the world from different and unique perspectives. The NRO is implementing the updated DNI Diversity Strategic Plan to increase work force diversity in terms of cultural background, ethnicity, race, and gender in mission critical occupations and leadership ranks.

(U) **Training and Professional Development.** One of the lessons learned from recent acquisition reform failures is the need for more skilled system engineers. As a result, the NRO has implemented a System Engineering Professional Development and Certification Program designed to formalize the education and experience required for personnel performing system engineering activities across the NRO. To date, numerous employees have completed the training and received their certification.

(U) **Personnel Planning.** The NRO has reviewed the staffing-to-facility ratio and plans to provide adequate resources for end-to-end support costs associated with planned personnel increases by the end of FY 2008.

(U//FOUO) NIS Strategic Objective E5

Ensure that Intelligence Community members and customers can access the intelligence they need when they need it

(U) Means and Strategies that Support the Strategic Objective

(U) The NRO develops and operates space reconnaissance systems to conduct intelligence-related activities essential for US national security. The NRO collects, processes, and provides data to its mission partners who are responsible for exploitation, analysis, and dissemination of the final product to the customers. The NRO works closely with its mission partners to continually improve this process.

(U//FOUO) **Intelligence Community's Multi-Intelligence Acquisition Program (IC MAP).** No single component of the IC holds the necessary information to address the vast number, complexity, diversity, and dynamics of intelligence needs. Integrated, all-source analysis is essential to "connecting the dots" and for realizing the full value of extensive investments made in intelligence collection, surveillance, and reconnaissance capabilities and operations. The IC elements have committed to developing a collection requirements management capability to support all-source analysis. The IC MAP initiative is designed to maximize intelligence information sharing among IC agencies, customers, and [redacted] to streamline the collection requirements management process, revolutionize all-source analysis, and improve satisfaction of intelligence needs.

(U) Long Term Performance Goal **E5.1. Combine advanced information technology with improved operational concepts to ensure that the best information is brought to bear on intelligence issues.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E5.1.1. Percentage of functional deliverables complete at IC MAP Interim Authority to Operate for Operating Increment 1.5.	N/A	N/A	N/A	85%
(U) Note: This is a new performance measure applicable to FY 2007 and beyond. Functional deliverables will occur starting in FY 2007 (reference IC MAP Operating Increment Acquisition Schedule and IC MAP CONOPS for detailed deliverables).				
(U) Budget Linkage: Key EC related to this performance measure is TBD.				

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(U) **Director's Innovation Initiative (DII) program.** The NRO DII program provides a risk-tolerant environment to invest across US industry, academia, and other US government agencies and labs in cutting edge technologies and high payoff concepts. The DII is the NRO's primary program to identify key concepts and ideas that will shape the future of NRO capabilities ensuring the integration and application of commercial technologies. The DII projects focus on making orders of magnitude improvements in efficiency and effectiveness while expanding the frontiers of detection, exploitation, and processing.

(U) **Innovative Solutions Initiative (ISI) program.** The NRO ISI complements the DII program by pursuing similar objectives in a classified environment. This allows a more specific and explicit focus on NRO needs and constraints than is possible in the unclassified DII environment.

(U) Long Term Performance Goal **E8.2. Increase advanced research and development in science and technology programs focused on critical IC problems.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E8.2.1. Percentage of new R&D projects that are integrated into the AR&D IC Unified Planning Process.	N/A	N/A	N/A	50%
(U) Note: This is a new performance measure applicable for FY 2007 and beyond. The performance measure is defined as follows: [Ratio of (# of new NRO R&D projects integrated into the Unified Planning Process) / (# of new NRO R&D projects)]				
(U) Budget Linkage: Key ECs related to this performance measure are Advanced Technology, Applied Technology, and Tech Demos and Support.				

(U//FOUO) NIS Strategic Objective E9

Learn from our successes and mistakes to anticipate and be ready for new challenges

(U) Means and Strategies that Support the Strategic Objective

(U) The NRO maintains detailed plans and programs that ensure continuity of services to customers if normal operating procedures or environments are disrupted.

(S) [redacted]

[redacted]

(U) Long Term Performance Goal **E9.3. Develop and implement plans to provide continuity of services to customers if normal operating procedures or environments are disrupted.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E9.3.1. Percentage compliance with Federal standards established to provide IC Critical Infrastructure Protection (CIP).	40%	56%	50%	60%
(U) E9.3.2. COOP assessment.	N/A	N/A	N/A	50%
(U) Note: In previous years CIP and COOP were aggregated as a single performance measure. COOP will now be assessed per a survey instrument, which is currently in development.				
Budget Linkage: E9.3.1 – Key EC related to this performance measure is Corporate System Engineering and Operations. E9.3.2 – Key EC related to this performance measure is Mission Support.				

(U//FOUO) NIS Strategic Objective E10

Eliminate redundancy and programs that add little or no value and re-direct savings to existing and emerging national security priorities

(U) Means and Strategies that Support the Strategic Objective

(U) A primary mechanism for ensuring effective and efficient management of business processes, resources, and policies within the NRO is adherence to the NRO Management Control Program. The goal of the Management Control Program is to improve efficiency and facilitate operations by documenting critical processes, noting areas of risk, developing management controls to mitigate those risks, and training employees to make management control an important part of their job. Management control is a continuous process requiring periodic

review and testing of controls to assess their effectiveness in achieving intended results. It also entails correcting management control weaknesses and reporting progress.

(U) Management control is part of the NRO culture. In the satellite business it is paramount to go through the process of identifying requirements, engineering solutions, analyzing risks, and ensuring system integrity. Procedures to monitor satellite performance and identify anomalies are built into the design. When an anomaly is found, corrective actions are implemented and tested to assure that the system is operating correctly again. This is the same approach being taken in the NRO's Management Control Program.

(S) [redacted]

[redacted]

[redacted]

(U) The NRO Performance and Accountability Report (PAR) is also a key mechanism for validation of efficient and effective processes within the NRO. This annual report analyzes our performance against the NRO strategic plan, the *NIS* Strategic Objectives, and the DNI Key Considerations. The PAR also summarizes our financial position and financial management accomplishments during the previous fiscal year.

(U) The NRO also supports this objective by developing and fielding advanced and applied technologies that provide solutions to the most challenging problems. Success with these programs will significantly advance the ability to deny enemy sanctuary and collect any signal that may help achieve actionable intelligence.

(U) Long Term Performance Goal **E10.1. Develop and field technologies and techniques within a coordinated and integrated architecture that achieves transparency of all target sets.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E10.1.1. Maintain a stable R&D investment program.	N/A	N/A	N/A	7.5% of NRP
(U) Note: This is a new performance measure applicable for FY 2007 and beyond. This FY 2007 goal includes investment in AS&T's Advanced Technology, Applied Technology, and Technology Demos and Support ECs.				
(U) Budget Linkage: Key ECs related to this performance measure are Advanced Technology, Applied Technology, and Tech Demos and Support.				

(U) Long Term Performance Goal **E10.2. Improve execution of acquisition processes ensuring valid assumptions, effective planning, independent cost estimates and consistency with Community architectures.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E10.2.1. Percentage of designated NRO acquisition programs that comply with the IC Enterprise Architecture (EA) Program.	N/A	N/A	N/A	TBD
(U) E10.2.2. Percentage of designated NRO acquisition programs that are not expected or planned to vary from their BAAR-defined Key Decision Point (KDP)-B/Preliminary Design Review (PDR) baselines beyond normal thresholds.	N/A	N/A	N/A	100%
(U) Notes: These are new performance measures applicable for FY 2007 and beyond. Performance measure 10.2.1 has a 2007 Target of TBD because the Intelligence Community System for Information Sharing (ICSIS) requirements has been moved to the IC EA Program. The IC EA Program is still in the definition phase and is not developed to the level where compliance guidance has been issued to the IC agencies. Performance measure 10.2.2 is defined as: [Ratio of (# of designated NRO acquisition programs for which: 1) "current budget baseline" does not exceed the KDP-B/PDR total acquisition-cost baseline by over 15%, and; 2) "current CBJB" schedule does not exceed any KDP-B/PDR schedule baseline by 6 months, and; 3) current "expected capability" does not fail any KDP-B/PDR baseline performance parameter) / (# of designated NRO acquisition programs w/ KDP-B/PDR baseline)] This measure counts only those variances caused by activities funded by NRP resources and executed by the NRO; it does not count variances caused by external NRP funding decisions or by activities executed by non-NRO components (e.g., launch vehicle development, secondary payload development).				
(U) Budget Linkage: Key EC related to this performance measure is Corporate System Engineering and Operations.				

(U) Long Term Performance Goal **E10.4. Improve integration of budget and performance management to evaluate and align resource decisions with NIP goals.**				
Performance Measures	**2005 Target**	**2005 Results**	**2006 Target**	**2007 Target**
(U) E10.4.1. Percentage of NRO programs scoring an "adequate" or better rating under the OMB PART.	N/A	N/A	N/A	100%
(U) Note: This is a new performance measure applicable for FY 2007 and beyond. The performance measure is defined as follows: [Ratio of (#of NRO programs scoring an "adequate" or better)/(# of NRO programs assessed under PART)].				
(U) Budget Linkage: Key EC related to this performance measure is Mission Support.				

(U) Impact of Performance Management

(U) A key factor of successful performance management within the NRO is our alignment of internal long-term strategy to external guidance, and our integration of performance results and outcomes within near-term programmatic decisions and activities. The challenge of balancing often competing interests is mitigated by having a clear road map or "Way Ahead" that provides for disciplined adherence to the priorities articulated by the National Security Presidential Decision (NSPD)-26, the DNI, the Mission Requirements Board (MRB), the Quadrennial Defense Review (QDR), and the Quadrennial Intelligence Community Review (QICR). These sources identify current and future national needs, guiding architecture planning and decisions.

(U) Based on the Planning, Performance, and Programmatic Guidance (P3G) for FY 2007 through 2011, the new *NIS* Strategic Objectives and other sources that define IC level priorities, the NRO develops annual NRO Strategic Guidance to prioritize NRO initiatives and internally communicate the strategic direction. This internal guidance is applied within the NRO ITIP for baseline architecture decisions and new technical initiatives decisions. Additionally, the NRO Strategic Guidance becomes the basis for many infrastructure decisions.

(U) Architecture decisions made within the ITIP process and infrastructure decisions by the NRO leadership team are reflected within the Intelligence Program and Budget Submission. Approved programs and initiatives are then reflected within the CBJB, and key CBJB performance measures are reflected within this Performance Plan.

(U) On a quarterly basis, NRO programs are assessed within the Quarterly Performance Review (QPR) process. This QPR process provides NRO leadership with critical and timely visibility into technical, cost, schedule planning, performance, and progress on research, acquisition, and operational programs. In addition, Performance Plan data is collected each quarter for submission to the ODNI to provide insight to NRP activities.

(U) The NRO will continue to refine its performance management system processes based on "lessons learned". The outcome of this Performance Plan should create actionable data for future programmatic decisions.

(U) Support to the President's Management Agenda Initiatives.

(U//FOUO) The NRO Strategic Plans' enabling objectives directly support the President's Management Agenda (PMA). Three of these NRO objectives: "Create and Maintain a Diverse World-Class Work Force", "Enable Enterprise Excellence with a High Performing Organization and Infrastructure", and "Develop a State-of-the-Art System Engineering Competency", support the PMA initiative of "Strategic Management of Human Capital." The NRO objective of "Support an Industrial Technology Base for Space Intelligence" directly supports the "Competitive Sourcing" PMA. The NRO enabling objectives of "Manage Financial Resources to Maximize Program Success" and "Master Program Management as an NRO Core Competency" link directly to the PMA initiative "Improved Financial Performance". The NRO objective to "Provide World-Class Enterprise Information Services" supports the "Expanded Electronic Government" PMA. Additionally, the NRO ITIP supports the "Budget and Performance Integration" PMA. This process uses strategic weighting to determine how well each potential investment supports the NRO Strategic Plan; thus, the NRO Strategy becomes a basis for technical investment decisions.

(U) RESOURCE EXHIBITS

(U) GLOSSARY

(U) A/D—analog-to-digital.

(U) ACE—Acquisition Center of Excellence. A service of the Office of Contracts dedicated to providing source selection, management integration and earned value management training and support.

(U) ACS—Aerial Common Sensor. Future aircraft SIGINT sensor under development.

(U) AFB—Air Force Base

(U) AFSATCOM—Air Force Satellite Communications.

(U) AFSCN—Air Force Satellite Control Network. A worldwide network that provides command, control and telemetry for satellite operations.

(U) AGI—Advanced Geospatial-Intelligence derived from imagery.

(U) AGP—Advanced Geospatial-Intelligence Processing. Processing of advanced geospatial intelligence derived from imagery.

(U) AI&T—assembly, integration and test.

(S//TK) [redacted]

(U) AISR—airborne intelligence, surveillance and reconnaissance.

(S) [redacted]

(S//TK) [redacted]

(U) AOCO—Airborne Overhead Cooperative Operations. System that uses near real-time air and space SIGINT tipping, collection and processing to geolocate and cross cue targets to imagery.

(U) AOIO—Airborne Overhead Interoperability Office.

(U) ARC—ACE Acquisition Resource Center.

(S//TK) [redacted]

(U) AS&T—Advanced Systems and Technology, NRO directorate.

(U) ASIP—Airborne Sensor Improvement Program. The new COMINT/ELINT sensor for the Global Hawk and the U-2 aircraft.

(U) ATM—asynchronous transfer mode. A high-bandwidth method of transporting information designed to integrate the transport of all services on a single network.

(S//TK) [redacted]

(U) AVIS—Architectural Vision and Investment Strategy

(U) BAAR—baseline agreement and acquisition report.

(S//TK) [redacted]

(U) BB—block builds. Incremental segments of the FIA MIND software during development.

(U) BEM—bandwidth efficient modulation. The use of complex signal waveforms or modulation to increase the data rate within a given frequency channel.

(U) BIPS—billion instructions per second.

(U) BOL—beginning-of-life.

(U) BOSS—Business Operations and Staff Support.

(S) [redacted]

(U) BPO—Business Plans and Operations office.

(U) BRAT—Beyond Line of Sight Reporting and Tracking. Refers to a Grennadier-BRAT ASPO-COBRA transmitter which sends the COBRA signal to perform Blue Force Tracking.

(U) C&A—certifications and accreditations.

(U) C&C—command and control.

(U) C&T—command and telemetry.

(U) C4ISR—command, control, communications, computers, intelligence, surveillance, and reconnaissance.

(U) CAAS—Contracted Advisory and Assistance Services. Services under contract by non-governmental sources to provide management and professional support; studies, analyses, and evaluations; or engineering and technical support.

(U) CAIG—Cost Analysis Improvement Group.

(U) CAT—Consolidated Airlift Team.

(U) [redacted]

(U) CCAFS—Cape Canaveral Air Force Station.

(U//FOUO) CCFB—Central Computer Facility Backup

(U) CCD—charged coupled device. A semiconductor device used as an optical sensor that stores charge and transfers it to an amplifier and detector.

(U) CCS—Constellation Calibration Services. Provides calibration and verification of operational SIGINT satellites for LEO, geosynchronous orbit (GEO), and highly elliptical orbit (HEO) satellite programs.

(U) CCU—circuit switched segment customer premise equipment upgrade. Designed to integrate, install, test, document and migrate services to a COTS-based asynchronous transfer mode network installed at specific NRO locations.

(U) CDD—Capability Development Document. Outlines requirements that are currently being developed by the IC, to evolve IOSA into a Next Generation Overhead SIGINT (NGOS) system.

(U) CDMA—code division multiple access.

(S//TK) [redacted]

(U) CDR—critical design review.

(U) CEMO—Community ELINT Management Office.

(U) CGS—consolidated ground command and control and processing segment.

(U) CIP—critical information protection.

(U) CMA—collection management authority.

(U) CMM—Cryptologic Mission Management. The NSA process to manage the cryptologic assets of the United States Cryptologic System.

(S) [redacted]

(S//TK) [redacted]

(U) COMEX—COMINT exploitation.

(U) COMEXT—communications externals.

(U) COMM—NRO Communications Directorate.

(U) COMSEC—communications security. Hardware and firmware devices and accompanying software used to encrypt/decrypt data.

(S//TK) [redacted]

(S) [redacted]

(U) COTR—Contracting Officer's Technical Representative.

(U) CPIC—capital planning and investment control.

(S) [redacted]

(U) CS/CS—cross-site/cross-system. A term used in conjunction with the capability to manage multiple systems over various locations.

(U) CSAR—combat search and rescue. Task performed by rescue forces to effect the recovery of distressed personnel during war or military operations other than war.

(U) CSE—Corporate System Engineering.

(U) CSE&O—Corporate System Engineering and Operations.

(S) [redacted]

(S//TK) [redacted]

(U) CSPAR—Central Strategic Processing Analysis and Reporting.

(U) CSS—Central Security Services. Ran by NSA and formerly known as Regional Security Operations Centers (RSOCs).

(S//TK) [redacted]

(U) CTE—coefficient of thermal expansion. A measure of the degree to which a material changes size as a function of temperature.

(U) CWAN—contractor wide area network.

(S//TK) [redacted]

(U) DA—Directorate of Administration.

(S//TK) [redacted]

(U) DAMPS—Digital Advanced Mobile Phone System. Technology for digital transmission of radio signals between a mobile telephone and a radio base station.

(U) DARPA—Defense Advanced Research Projects Agency.

(S//TK) [redacted]

(U) DCID—Director of Central Intelligence Directive.

(U) DCID 6/3—This directive establishes the security policy and procedures for storing, processing, and communicating classified intelligence information in information systems, including Sensitive Compartmented Information and Special Access Programs for intelligence under the purview of the DCI.

(U) DDSE—Deputy Director of System Engineering.

(U) DHS—Data Handling System. The next generation architecture that will enable transport of data to intelligence product users. DHS will enable the NRO to separate message from data communications and to take advantage of modern, standards-based information and communication technologies.

(U) DIA/DT—Defense Intelligence Agency, Directorate for MASINT and Technical Collection.

(S//TK) [redacted]

(U) DII—Director's Innovation Initiative. An AS&T program that transitions almost 50 percent of its unclassified advanced technology investigations to funded follow-on research efforts inside the NRO, the Intelligence Community, and the DoD, providing those communities with advanced technology concepts for future systems.

(U) DISA—Defense Information Systems Agency.

(U) DLA—Defense Logistics Agency.

(U) DLT—Data Link Terminal.

(U) [redacted]

(U) DMS—Defense Messaging System. A DoD and IC standards-based organizational messaging architecture scheduled to replace the Site Communications Processor system.

(U) DNRO—Director, National Reconnaissance Office.

(U) DSSS—direct sequence spread spectrum.

(U) EA—enterprise architecture.

(U) EAP—Employee Assistance Program.

(U) EC—expenditure center.

(S) [redacted]

(U) EDiD—enterprise defense in depth.

(U) EE&C—engineering, evaluation and checkout.

(U) EELV—Evolved Expendable Launch Vehicle. The name for the family of launch vehicle scheduled to replace the Titan and Atlas (II and III) launch vehicles.

(U) EEO—equal employment opportunity.

(S//TK) [redacted]

(S//TK) [redacted]

(U) EHF—extremely high frequency. Electro-magnetic spectrum in the range of approximately 20-50 Gigahertz.

(S) [redacted]

(U) EKMS—Electronic Key Management System. Interoperable collection of systems developed to automate planning, ordering, generating, distributing, storing, filing, using, and destroying of electronic key and management of other types of COMSEC material.

(S//TK) [redacted]

(U) ELD—earliest launch date.

(S//TK) [redacted]

(U) EME—enterprise management engineering.

(U) EMOC—Enterprise Management Operation Center. A 24-hour operational facility that monitors, defends, and controls the information enterprise for the NRO.

(U) EO—electro-optical or Executive Order.

(U) EPF—Eastern Processing Facility. Scheduled for completion in FY 2009, the EPF will be the primary NRO facility for processing and preparing spacecraft for launch from the Eastern Range.

(U) Epx—Electronic Procurement Exchange Business Suite. The integrated set of applications created by and deployed throughout the NRO to automate and standardize the contracting process.

(U) ERP—enterprise resource planning.

(U) ES^3—environmental, safety and systems safety.

(U) [redacted]

(U) ESD—earliest service date.

(U) EUI—IOSA Enhanced User Interface.

(U) EVM—earned value management.

(U) FA—functional availability. A measure of system performance that incorporates both improved estimates of satellite life and addresses user requirements.

(U) FACTS—Future Architecture for Command and Telemetry Services. Replaces unsupportable legacy network equipment with a future architecture for command and telemetry services necessary to continue the crucial transmission of command and telemetry data for spacecraft and their launch vehicle.

(U) FASM—Focused Area SIGINT Mapping. One of three FA curves used to describe the system performance of IOSA high altitude spacecraft.

(S//TK) [redacted]

(U) FEC—forward error correction. A mathematical process for reconstructing an error-free transmitted signal..

(U) FFRDC—Federally Funded Research and Development Center. A non-profit corporation, sponsored by the government, for the purpose of performing, analyzing, integrating, supporting, or managing engineering, research, or development activities.

(U) FIA—Future Imagery Architecture. A space-based imagery collection and data delivery program and successor to the Enhanced Imaging System.

(U) FISMA—Federal Information Security Management Act.

(U) FMFIA—Federal Managers Financial Integrity Act.

(S//TK) [redacted]

(U) FOC—full operational capability.

(U) FOT—full operational tasking or final operational transition.

(U) FPA—focal plane array. The array of detectors onto which collected light is focused in an optical sensor system.

(U) FSC—field service center or functional success criteria.

(U) GAAP—generally accepted accounting principles.

(U) Gbps—Gigabits per second (10^9 bits per second).

(U) [redacted]

(U) GCP—Ground Control Processor. The U-2 ELINT ground processor.

(U) GEO—geosynchronous orbit. An equatorial orbital regime at approximately 22,000 nautical miles characterized by its 24-hour orbital period which places an object in a stationary position relative to the Earth's rotation.

(U) GEOINT—geospatial-intelligence.

(S//REL TO USA, AUS, CAN, GBR and NZL) [redacted]

(U) GIS—Global Intercom Service

(U) GMA—Ground Merged Architecture. IOSA and legacy GEO/HEO satellite integrated mission management, signal distribution and support services.

(U) [redacted].

(U) GPS—Global positioning System.

(U) GSD—ground sampling distance.

(U) GSM—Global System for Mobile Communications or *Groupe Speciale Mobile*. A commercial digital telephone network standard developed in the early 1990's in Europe and now implemented worldwide.

(U) GWAN—Government Wide Area Network. NRO's computer network for classified processing.

(S//TK) [redacted]

(U) HDEM—high resolution digital elevation model.

(S//PK) [redacted]

(U) HEO—highly elliptical orbit. A highly non-circular orbit characterized by a maximum altitude of 25,000 nautical miles and 12-hour orbital period.

(U) HF—high frequency. Electromagnetic spectrum ranging from 3 MHz to 30 MHz.

(U) HI—Horizontal Integration

(U) HLV—heavy lift vehicles. Largest class of ELV boosters.

(S//PK) [redacted]

(S) [redacted]

(U) HPCS—High Productivity Computer Systems. DARPA initiative to identify high performance computer architectures that will satisfy IC needs.

(U) HR—human resources.

(U) HRTI—high-resolution terrain information. Topographic data; previously known as digital terrain elevation data (DTED).

(U [redacted]

(U) I-ISR—Integrated Intelligence, Surveillance, and Reconnaissance.

(U) I&T—integration and testing.

(U) I&W—indications and warning.

(U) IA—information assurance.

(U) IAS—Information Access Services, formerly known as Integrated Analysis and Reporting (IAR).

(U) IBS—Integrated Broadcast Service. A complex and dynamic intelligence dissemination "system of systems" that is a theater-tailored dissemination architecture with global connectivity using a common message format in support of current and programmed tactical and strategic warfare systems.

(U//FOUO) IBS-S—IBS SIMPLEX. A broadcast communications system relaying time-critical, tactical intelligence data in near real-time from national intelligence collection systems.

(U) ICBM—intercontinental ballistic missile.

(U) IC MAP—Intelligence Community Multi-Intelligence Acquisition Program.

(U) ICD—interface control document.

(U) ICE—independent cost estimates.

(S) [redacted]

(U) ICMAC—Intelligence Community Metropolitan Area Communications. Secure network operated and maintained by CIA.

(S//PK) [redacted]

(U) ICS—Integrated COMINT System. Worldwide collection and processing of COMINT emitters.

(U) ICSIS—Intelligence Community System for Information Sharing.

(S//PK) [redacted]

(U) IED—improvised explosive device.

(U) IEP—Interactive ELINT Processor - supports the IOSA externals missions to: process overhead and airborne collection; detect signal energy, geolocate, and identify signals based upon external parametrics; and generate SIGINT reports for users.

(U) IF—intermediate frequency. A signal resulting from the mixing of a detected signal with a reference signal in order to improve signal processing and distribution.

(S//TK)

(U) IFS—Integrated FISINT System. Integrated FIS search, detection, processing, analysis, and reporting capabilities that meet all the IOSA FIS requirements.

(U) ILAB—IMINT Laboratory. IMINT organization and laboratory environment for research and development of prototype algorithms and advanced concepts that tests new capabilities with operational data.

(S)

(U) IMM—integrated mission management.

(U) INA—Integrated NRO Architecture.

(S//TK)

(U)

(S//TK)

(U) IOC—initial operational capability.

(S//TK)

(S//TK)

(U) IPA—independent program assessment. An unbiased, structured evaluation of a proposed acquisition activity that provides the DNRO an overview of potential programmatic challenges, operational risks, and progress toward meeting program objectives, to include DNRO, Intelligence Community, and DoD guidance and Congressional direction.

(U) IPBS—Intelligence Program and Budget Submission.

(S//TK)

(U)

(U) IRM—information resources planning.

(U) IRGC—Iranian Revolutionary Guard Corps.

(U) IS—information systems.

(C)

(U) ISR—intelligence, surveillance, and reconnaissance.

(U) ISSM—information system security manager. Manager responsible for an organization's information security program.

(U) ISSO—information system security officer. Person responsible to ISSM for ensuring that operational security is maintained for a specific information system; sometimes referred to as a Network Security Officer.

(U) ITA—independent technical assessment. An unbiased program technical evaluation conducted by the Deputy Director, System Engineering in conjunction with the NRO Cost Group's independent cost analysis and the Independent Program Assessment to provide technical insight to the cost estimates of the proposed acquisition activity.

(U) ITEC—Independent Test and Evaluation Center.

(U) ITIP—Integrated Technical Investment Process. NRO program developed to allow senior managers to formulate and align technical and non-technical investment decisions with NRO long-term strategic objectives.

(U) ITU—International Telecommunications Union

(U) IV&T—integration, verification and test.

(U) IV&V—independent validation and verification.

(U) IWS—Info WorkSpace

(S//TK) [redacted]

(U) JEFX-06—Joint Expeditionary Force Experiment 2006. The sixth in a series of large-scale Air Force-directed experiments. It will evaluate new operational concepts, processes, and technologies to fill operational deficiencies identified in the Integrated Capability Review and Risk Assessment process and ongoing current operations.

(S//TK) [redacted]

(U) JROC—Joint Requirements Oversight Committee.

(U) JTRS—Joint Tactical Radio System.

(S//TK) [redacted]

(S//TK) [redacted]

(U) JWICS—Joint Worldwide Intelligence Communications System. DoD's worldwide SI/TK network.

(U) KDP—key decision point.

(U) KPP—key performance parameter.

(U) L2 cache—level 2 cache. A piece of fast memory that sits between a processor's usually smaller level 1 cache and main memory.

(U) [redacted]

(U) LANCE—launch and network control equipment.

(U) LCC—[redacted]

(U) LEO—low earth orbit. An orbital regime between 90-600 nautical miles characterized by short orbital periods (approximately 90-100 minutes) that allow for frequent revisits per day.

(U) [redacted]

(U) LNO—liaison officer.

(U) LOB—line of business.

(U) LPI/LPD—low probability of intercept/low probability of detection.

(U) [redacted]

(S//TK) [redacted]

(U) M-code—military code. Encrypted GPS signal.

(S//BYE) [redacted]

(U) Mbps—Megabits per second (10^6 bits per second).

(U) MC&G—mapping, charting, and geodesy.

(U) MCCS—Mission Critical Conferencing System. Obsolete voice console services at the launch bases.

(U) MCOM—Mobile Communications. Short duration deployable communications squadron based at Vandenberg AFB used to support NRO and other government launch telemetry collection requirements.

(U) MCS—Mission Control Subsystem.

(U) [redacted]

(S//TK) [redacted]

(U) MGS—mission ground station.

(U) MH—message handling.

(U) MHz—megahertz (10^6 Hertz or cycles per second).

(U) MIL-SPEC—military specification.

(U) MilPers—military personnel.

(S//TK) [redacted]

(U) MIND—Mission Integration and Development. The FIA ground segment that performs the architecture's mission management, communication relay management and data routing functions.

(U) MIP—Military Intelligence Program

(U) MIPS—million instructions per second.

(U) MIRV—multiple independently-targeted re-entry vehicle.

(U) Mission threads—an end-to-end description of a capability (such as ELINT, COMINT).

(U) MIST—management integrated support team.

(U) MLE—mean life estimate. Estimate of remaining lifetime of a space asset taking into account current state and system reliability.

(U) MLV—medium lift vehicle. Medium-class of ELV boosters.

(U) MM—mission management. The assignment of space resources to tasking.

(U) MMD—mean mission duration

(U) MOA—memorandum of agreement.

(S//TK) [redacted]

(U) MP, AF or MPAF—Missile Procurement, Air Force.

(U) MRB—Mission Requirements Board.

(U) [redacted]

(U) MTI—moving target indicator. Technique using the Doppler shift of a moving radar target to separate it from stationary targets and clutter.

(S//TK) [redacted]

(U) [redacted]

(U) NAB—NRO Acquisition Board.

(U) NCAT—NRO Cost Analysis Toolkit.

(U) NCCT—Network Centric Collaborative Processing: an advanced concept technology demonstration to achieve SIGINT geolocation between aircraft and overhead assets

(U) NCG—NRO Cost Group.

(S//TK) [redacted]

(U) NFOV—narrow field of view.

(S) [redacted]

(U) NGOS—Next Generation Overhead SIGINT. The IOSA follow-on architecture.

(U) NIIRS—National Imagery Interpretability Rating Scale. Standardize system for describing the intelligence tasks that can be performed using an image.

(U) NILEDRIVE—the U-2 SIGINT Specific Emitter Identification capability.

(U) NIP—National Intelligence Program.

(U) NIPF—National Intelligence Priorities Framework.

(U) NLOB—Enabling Line of Business.

(U) NMIS—NRO Management Information System. A collection of geographically distributed local area networks hosting a wide array of commercial off-the-shelf software applications, government off-the-shelf software applications, web technologies, and custom software applications modeling NRO business practices.

(U) NMOS—National and Military Operations Support project.

(U) NOPS—NRO Operations Squadron.

(U) NRL—Naval Research Laboratory.

(U) NROC—National Reconnaissance Operations Center.

(U) NSANet—NSA's communication network.

(U) NSMA—Naval Systems Management Activities.

(U) NSPD—National Security Presidential Directive.

(U) NSS—National Security Space.

(S//TK) [redacted]

(U) OC-3—optical carrier with a circuit speed of 155 Mbps.

(U) OC-12—optical carrier with circuit speed of 622 Mbps.

(U) OCMC—Overhead Collection Management Center. Joint, fully-integrated organization which brokers all SIGINT overhead requirements.

(U) OEEO—Office of Equal Employment Opportunity.

(U) OGC—Office of General Counsel.

(U) OIG—Office of Inspector General.

(S) [redacted]

(S) [redacted]

(U) OP, AF or OPAF—Other Procurement, Air Force.

(U) OPE—operational performance evaluation.

(U) OPELINT—Operational Electronic Intelligence.

(S//TK) [redacted]

(U) OSL—Office of Space Launch.

(S) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(S//TK) [redacted]

(U) PART—Program Assessment Rating Tool. OMB managed annual assessment of the performance of programs across the Federal Government.

(U) PCA—polymorphic computer architecture. a new generation of computing systems (including chips, networks, and software) characterized by the ability to morph to changing missions, sensor configurations, and operational constraints over the lifetime of a space platform.

(U) PCI—pre-configured interface.

(U) PCS—personal communications system or permanent change of station.

(U) PDD—Presidential Decision Directive.

(U) PDR—preliminary design review.

(U) PDSU—power divider switch unit.

(U) PETREL—An effort to develop additional PROFORMA capabilities to automate signal search, recognition, and identification.

(S//TK) [redacted]

(S//TK) [redacted]

(U) PKI—public key infrastructure. Creation and management of public and private keys including certificates (signed by granting authority) and certificate revocation lists, if applicable.

(U) PMP—parts, materials, and processes. A control program to ensure the integrated and coordinated management of the selection, application, procurement, control and standardization of parts (electrical, optical and mechanical), materials, and processes for space and launch vehicles.

(U) PMA—President's Management Agenda.

(S//TK) [redacted]

(U) POE—Points of Emphasis. A Community generated list of requirements to help guide NRO acquisitions.

(U) PR/CSAR—personnel recovery/combat search and rescue.

(U) Pre-D—pre-detection. An intercepted SIGINT target signal before any on-board processing occurs.

(S//TK) [redacted]

(U) PROFORMA—weapons related, machine-to-machine signals intelligence and information.

(S//TK) [redacted]

(U) PTT—precision timed tuning. Common method for synchronizing signal collection for cross-mission, cross-site signal processing.

(U) QRC—quick reaction capability.

(S//TK) [redacted]

(U) R&D WAN—Research and Development Wide Area Network. R&D WAN is a flexible, high-bandwidth core ATM network infrastructure layer allowing connectivity between key R&D network assets throughout the NRO and select IC sites.

(U) R/S—Relay Satellite.

(U//FOUO) RATL—Requirements Analysis and Task Log. A spacecraft tasking process tool.

(S//TK) [redacted]

(U) RCP—RSOC Concept Partners.

(U) RDT&E, AF—Research, Development, Test, and Evaluation, Air Force.

(U) RF—radio frequency.

(U) RFI—radio frequency interference.

(U) RIVET JOINT—RC-135 SIGINT collection airplane.

(U) RMS—Requirements Management System. NGA system that manages imagery collection requirements.

(S) [redacted]

(U) RSOC—NSA Regional Security Operations Center.

(U) RTP—Research and Technology Protection. A program designed to protect key NRO technologies from loss or compromise.

(S//TK) [redacted]

(U) RV—re-entry vehicle.

(S//TK) [redacted]

(U) SAAM—special assignment airlift mission.

(U) SAI—SIGINT Application and Integration.

(U) SAM—surface-to-air missile.

(U) SAP—Systems, Applications, and Products in Data Processing - A German owned business software firm.

(S) [redacted]

(U) [redacted]

(U) SATCOM—satellite communications.

(U) [redacted]

(U) SCP II—Site Communications Processor. Custom software residing on commercial hardware, that provides high-volume communications services between the NRO and the Communications Community of the IC and DoD.

(U) SCTV—spacecraft thermal vacuum test.

(U) SCWAN— Secret Collateral Wide Area Network

(U) SE—systems engineering.

(U) SE&I—systems engineering and integration.

(U) SEI—specific emitter identification.

(U) SE&FD—Systems Engineering and Future Development.

(U) SETA—system engineering and technical assistance.

(U) SETO—Systems Engineering and Technology Office.

(S//TK) [redacted]

(U) SIW— Strategic Indications and Warning

(U) SM—service management.

(S//TK//NF) (U) [redacted]

(S//TK) [redacted]

(U) SOA—statement of assurance.

(U) SOCOMM—Special Operations Communications Network. Common-user record messaging service managed by NRO and used to transmit bulk ELINT, time-critical digital data, narrative text messages, and administrative messages.

(U) SOI—signal of interest.

(U) SOMMS—SIGINT Overhead Mission Management System. A hardware and software tool that provides OCMC the capability to allocate SIGINT satellites against intelligence targets in accordance with priorities and guidance established by the SIGINT Overhead Reconnaissance Subcommittee.

(U) SP—SIGINT production. A processor for [redacted]

(U) SPAWAR—Space and Naval Warfare Systems Command.

(S//TK) [redacted]

(U) SRR—system requirements review.

(U) SSPA—solid-state power amplifiers.

(S//TK) [redacted]

(S//TK) [redacted]

(U) STP—special test program.

(U) STR—SIGINT Test Range.

(U) STWAN— Secret/TK Wide Area Network

(U) SURREY—NSA's source of SIGINT requirements under the Unified Cryptologic Architecture.

(U) SVD—space vehicle delivery.

(U) T/R—transmit/receive.

(U) TACDAR—Tactical Event Detection and Reporting.

(U) TacSat—Tactical Satellite. DoD effort to provide operationally responsive space payloads.

(U) TAT—travel, awards, and training.

(U) TDDS—TRAP Data Dissemination System. TDDS is an operational ultra-high-frequency satellite communications-simplex broadcast that provides the means to deliver time-critical intelligence and other information from national and theater sensors via satellite and terrestrial communications to US and Allied forces worldwide.

(S) [redacted]

(U) TECHELINT—Technical Electronic Intelligence.

(U) TENCAP—Tactical Exploitation of National Capabilities.

(U) TI—technical intelligence.

(U) TIP—transition implementation plan.

(U) TMET—Transportable Multiband Earth Terminal.

(U) TMC—Transportation Management Center.

(U) TNG—Theater Net-Centric Geolocation. A network capability automating cooperative COMINT geolocations by connecting theater and national components via AOCO gateways with common message formats.

(U) TPED—tasking, processing, exploitation and dissemination.

(S) [redacted]

(U) TRA—technology readiness assessment.

(U) TRAP—Tactical Related Applications.

(U) TRL—technology readiness level.

(S//TK) [redacted]

(U) TSR—Theater Support Representative.

(U) TTL—covert tagging, tracking and locating of high-interest resources.

(S//TK) [redacted]

(U) TWTA—traveling wave tube amplifier. A component used to amplify signals for transmission.

(U) UCA—Unified Cryptologic Architecture. Secure C4ISR architecture for interoperability and interconnectivity of entire cryptologic community.

(U) UCAO—Unified Cryptologic Architecture Office.

(U) UCS—Unified Cryptologic System.

(U) URD—Unconstrained Requirements Document. Used for Next Generation Overhead SIGINT (NGOS).

(U) USAF—United States Air Force.

(U) USAT—ultra small aperture terminal.

(U) USCS—United States Cryptologic System.

(U) USD/AT&L—Under Secretary of Defense for Acquisition, Technology, and Logistics.

(U) UWAN—Unclassified Wide-Area Network. NRO's unclassified network.

(U) VAFB—Vandenberg Air Force Base.

(U) VL—Virtual Laboratory. AS&T Futures Laboratory environment that allows collaboration and data exchange between modes on the R&D Wide Area Network.

(U) [redacted]

(S//TK) [redacted]

(U) VoIP—voice over internet protocol.

(U) VSAT—very small aperture terminal.

(U) VWAD—Very Wideband Analog Downlink.

(U) VWB—very wideband.

(U) WAN—wide area network.

(U) WFOV—wide field of view.

(S//TK) [redacted]

(U) WSTI—weapons system technical intelligence.

(S//TK) [redacted]

(S//TK) [redacted]