

ME R04020385

[Redacted]

Event: [Redacted] NSA, Chief [Redacted]

Type of Event: Interview

Date: November 6, 2003

Special Access Issues: None

Prepared by: Lorry Fenner

Team Number: 2

Location: NSA, Ft Meade

Participants - non-Commission: [Redacted] (GC).

Participants - Commission: Col. Lorry Fenner, Gordon Lederman

**BACKGROUND (U)**

[Redacted] From 1997-1999 Ms [Redacted] was Chief of the China/Korea Product Line. In March 1999, she was assigned as Chief of [Redacted]. In 2000 she became the NSA representative to the Pentagon and then went to [Redacted] in August of 2001.

**NSA COUNTERERRORISM (U)**

[Redacted] Ms [Redacted] responsibility in Transnational Issues was to serve the customers needs end-to-end. CT was a top priority; a huge issue. NSA knew they had to think differently about the target and apply more resources by early 1999. The NSA/DDO Rich Taylor emphasized CT and worked with CIA to get past policy restrictions to share data.

[Redacted] Ms [Redacted] remembered that her office did a lot of work around the Millennium and Y2K as they were bracing for attacks. In December they were watching [Redacted]. She had a lot of extra people assigned to help and NSA pushed the policy envelope. NSA was doing [Redacted]

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[Redacted] but Ms [Redacted] was aware of initiatives taken with the Attorney General and the NSA General Council to resolve some issues in this area. [Redacted]

[Redacted] This all started with the Millennium efforts.

[Redacted] Ms [Redacted] recounted that she constantly faced resource challenges for operations as when NSA supported [Redacted] (She had no memory of the Kuala Lumpur meeting.) [Redacted] worked for her as the Chief

[Redacted]

[redacted]  
of the CT office and the SINIO for CT. [redacted] had daily VTCs and conference calls with the CTC and Charlie Allen during that period to drive extra collection. Ms [redacted] said NSA had a general awareness that there was a lot of pressure across the board to do better on CT. CT was different from every other issue [redacted] These differences came in analytic trends, intuitive senses for the topic, and management. [redacted] and that that would be devastating, but no one presented evidence that they were here. In analysis NSA pushed the priorities they were given by the DCI. The production managers were in charge of the resources and the collection.

**INFORMATION SHARING (U)**

[redacted] Ms [redacted] agreed that there were information sharing impediments. CTC wanted intercepts directly and asked NSA to send raw traffic. NSA had to minimize it first for US Persons information. Rich Taylor had the idea that NSA should provide global direct support for the CTC like the [redacted]

There were many obstacles to seeing Taylor's idea through. One of the obstacles was technical - [redacted] 9/11 Classified Information [redacted] But at least Taylor created an imaginative vision for a different approach. NSA placed some people in CTC which had a community focus. Mr [redacted] also dealt with the FBI and the [redacted]

[redacted] 9/11 Classified Information [redacted] How close did they get to implementing Taylor's information sharing vision? By March 2000 there was some data moving and NSA helped set up a [redacted]

**RESOURCES (U)**

[redacted] When NSA got the post-East Africa embassy bombing supplemental, Ms [redacted] remembers it being substantial. NSA tried to use the money for things with enduring value. They could really only make one time purchases though rather than buying things with a "tail" since the money might not be renewed. They used it for things that had wider application than just CT - infrastructure, databases, and to support their [redacted] nothing with a long tail. On the other hand, Mr [redacted] always had a great strategy for the supplementals and was able to work some "tail" into the base-line budget. This was a huge help in using the supplementals in the smartest way possible.

[redacted] In reference to linguist shortages, Ms [redacted] said, linguists could be hired, but it was difficult to develop their skills quickly to what NSA needed for SIGINT analysis.

[redacted] 9/11 Classified Information [redacted] There was no billet allocation for them though. NSA did not have a freeze, but had very limited hiring authority, so they had to encourage retirements to gain headroom. NSA had to seek authorization for virtual connections for linguists

[Redacted]

which CTC supported.

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[Redacted] [Redacted] said that within NSAW (Washington DC), [Redacted]  
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[Redacted] Rich Taylor, the DO, and [Redacted] worked geographic issues and tried to sort out which office needed which resources as well as their roles and missions.

[Redacted] Ms [Redacted] thought she remembered a study by either NSA or CIA, a gap [Redacted]  
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[Redacted] Ms [Redacted] was not aware of any (written or otherwise) comprehensive IC CT collection strategy.

[Redacted] Ms [Redacted] indicated that the NSA representative [Redacted] had prepared her for the "DCI's Declaration of War" question. She said she did remember the memo and that NSA set up a liaison at CIA. [Redacted] was Chief of Korea/China at the time and lost resources to the CT shop.

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[Redacted] was given her charge by the DIRNSA and Mr Black, the Deputy. She also was included in a March 2001 [Redacted] visit to NSA before she was assigned there.

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[Redacted] The [Redacted] also takes direction from and gets support from NSA's Foreign Affairs Director (FAD), Mr Grantham. Ms [Redacted] gives a lot of credit for the success of

[Redacted]

[Redacted]

NSA's foreign relations to the DIRNSA. There has been a lot of pressure from DoD for NSA to expand its SIGINT relations past the traditional/historic/mature "5 Eyes" (US, UK, Australia, Canada, New Zealand).

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[Redacted] Bill Crumm is the senior NSA representative to EUCOM (NCEUR) with a Cryptologic Support Group-like function. He supports the military to military SIGINT relations. Mr Crumm sponsors European Senior SIGINT representative meetings quarterly, on his own initiative, that include SUSLOL (London) [Redacted] the SUSLA [Redacted] and the representative to the [Redacted]. They discuss operational support and work issues. There is no NSA representative to [Redacted] [Redacted] and they are working issues like sharing databases, etc. There is a smaller subset of nations involved in CT.

[Redacted] In Washington, [Redacted] works her issues through NSA's FAD or directly with whichever product line manager she needs to work with. She never deals with the DCI and he has never visited [Redacted]. Charlie Allen was a "force to deal" with [Redacted]. [Redacted] He was interested in sustaining the capability. She did not have discussions or dealings with Ambassador Montgomery.

[Redacted] turn-over with the previous [Redacted] included a discussion of a "new era" in relations with [Redacted] that would be qualitatively different. Since she met with [Redacted] was able to start planning for this new relationship while she was still at NSA headquarters. She was supposed to worry about the money and resources that would be left over [Redacted]

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CONCLUSION (U).

[Redacted] is still working on metrics to measure the [Redacted]

[Redacted]

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[Redacted] In her opinion, the cultural differences in perspective with our foreign partners add to our capability in competitive analysis. The US should capitalize on this.

[Redacted]

[Redacted]

[Redacted] [Redacted] ideas for improving the US SIGINT System include the creation of analytic tool sets that help [Redacted] better. This is a huge technology issue – trying to get [Redacted] is critical.

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[Redacted]