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Requested date: 04-June-2008

Released date: 23-August-2016

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Source of document: National Security Agency
Attn: FOIA/PA Office (DJ4)
9800 Savage Road, Suite 6248
Ft. George G. Meade, MD 20755-6248
Fax: 443-479-3612
[Online FOIA Request Form](#)

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NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-6000

FOIA Case: 56154A
23 August 2016

This responds to your Freedom of Information Act (FOIA) request of 4 June 2008 for "an electronic copy of each WARgram distributed to NSA staff." A copy of your request is enclosed. Your request has been processed under the FOIA, and some of the documents you requested can be found on the enclosed compact disc (CD). Certain information, however, has been deleted from the documents on the CD, and 24 documents (29 pages) have been withheld in their entirety. One of the documents you requested was provided as part of our earlier response dated 30 June 2008, which we have included on the enclosed CD.

Some of the information deleted from the documents was found to be currently and properly classified in accordance with Executive Order 13526. This information meets the criteria for classification as set forth in Subparagraphs (b) and (c) of Section 1.4 and remains TOP SECRET, SECRET, and CONFIDENTIAL as provided in Section 1.2 of the Executive Order. The information is classified because its disclosure could reasonably be expected to cause exceptionally grave damage to the national security. Because the information is currently and properly classified, it is exempt from disclosure pursuant to the first exemption of the FOIA (5 U.S.C. Section 552(b)(1)).

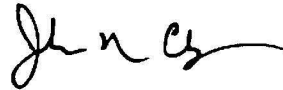
In addition, this Agency is authorized by various statutes to protect certain information concerning its activities. We have determined that such information exists in these documents. Accordingly, those portions are exempt from disclosure pursuant to the third exemption of the FOIA, which provides for the withholding of information specifically protected from disclosure by statute. The specific statutes applicable in this case are Title 18 U.S. Code 798; Title 50 U.S. Code 3024(i); and Section 6, Public Law 86-36 (50 U.S. Code 3605).

Since some documents were withheld in their entirety and information was withheld from the enclosures, you may construe this as a partial denial of your request. You are hereby advised of this Agency's appeal procedures:

- The appeal must be in writing and addressed to the:

NSA/CSS FOIA/PA Appeal Authority (DJ4),
National Security Agency
9800 Savage Road STE 6932
Fort George G. Meade, MD 20755-6932
- It must be postmarked no later than 60 calendar days of the date of this letter.
- Please include the case number provided above.
- Please describe with sufficient detail why you believe the denial of requested information was unwarranted.
- NSA will endeavor to respond within 20 working days of receiving your appeal, absent any unusual circumstances.

Sincerely,



JOHN R. CHAPMAN
Chief, FOIA/PA Office
NSA Initial Denial Authority

Encls:
a/s

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(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36

(U) WARgram-01: Preparing for War

~~(S//REL)~~ Over the last few weeks, you have probably felt the growing intensity as the National Security Agency prepares for war. The preparations for a conflict with Iraq have touched almost every aspect of the extended enterprise, ranging from support [redacted] [redacted] to deploying assets in direct support of combat operations. And now, after all the preparations and briefings and planning, the hour of execution is upon us.

~~(S//REL)~~ The United States Central Command and our Coalition allies are prepared to unleash a campaign that will redefine the concepts of shock, speed, and awe. The end result is going to be an intense attack of relatively short duration intended to overwhelm the Iraqi ability to respond. The end goal of this operation will be to remove Saddam Hussein and his leadership, rid the country of weapons of mass destruction, and set the conditions for a democratic country under the control of the Iraqi people.

~~(S//REL)~~ The key to success in this new form of warfare relies totally on superior intelligence [redacted] [redacted] in order to achieve the precision and lethality necessary to succeed in this campaign, our military forces will require an unprecedented amount of intelligence information. The demand for this information [redacted] [redacted]

~~(S)~~ It will be critical to our success that we don't get too caught up in the swell of activity, and lose focus on other tasks at hand. We will be called upon to not only fight the war against Iraq, but to also continue the war on terrorism. America will rely on us to listen for those who would do harm, and warn our homeland of any new threats. NSA will be relied upon to keep a vigilant watch [redacted] and keep our leadership apprised of events around the world that will shape the world of today and tomorrow. As always, we will perform our mission [redacted]

~~(S)~~ This WAR-Gram is the first of many. It is designed to keep us all "in the loop" with the latest developments during the campaign. It is time to buckle down and hold on, because this campaign is going to stagger us with its sheer speed, and it will test our ability to be flexible, agile, and ultimately, lethal.

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(b) (3)-P.L. 86-36
MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

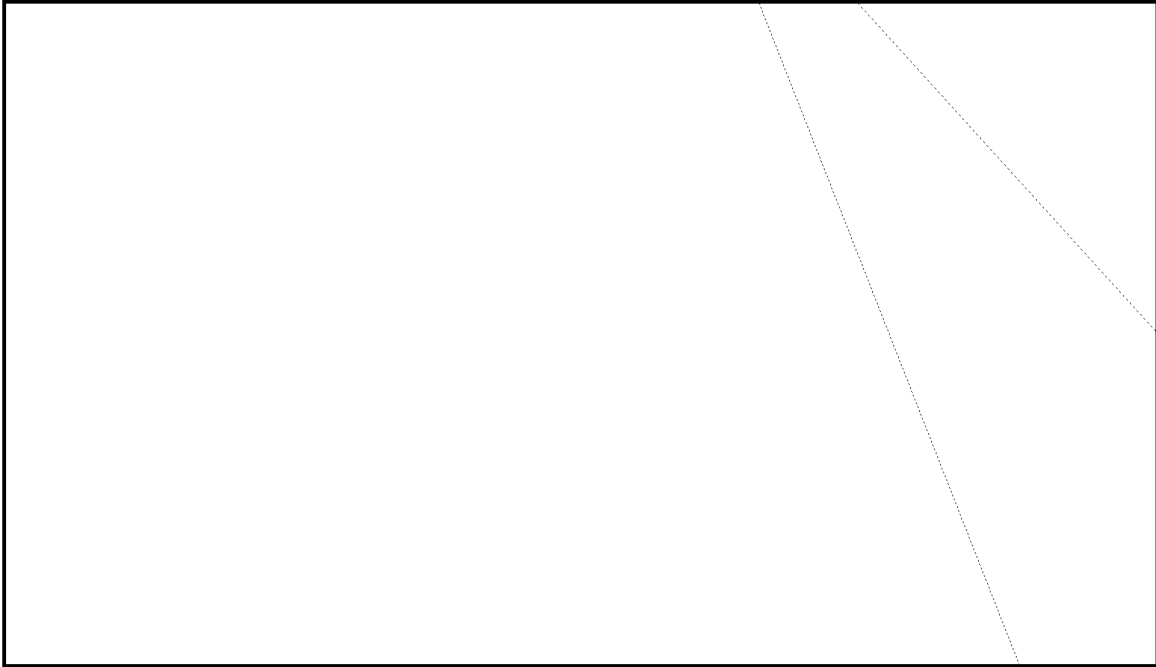
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(U) **WARgram-02: Keeping You Safe**

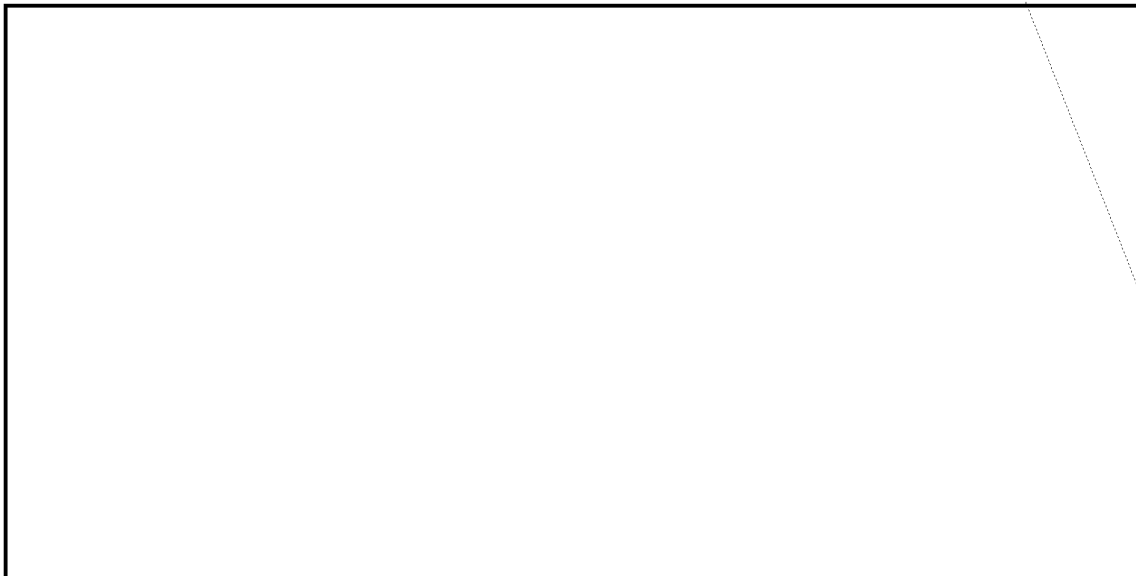
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~~(U//FOUO)~~ In the face of increased terrorism threats and conflict abroad, the Associate Directorate for Security (ADS) is highly focused on protecting NSA's people, mission, and critical infrastructure. No matter the contingency, we are fully prepared.



~~(S//REL)~~ In addition to our RAM activities, there are many other important activities going on behind the scenes. For example:



~~(U//FOUO)~~ Each NSA/CSS affiliate can be a force multiplier and help sustain our heightened security posture by complying with established procedures, by following on-scene instructions issued by any member of Security, and by continuing to be observant

and reporting any unusual or suspicious activity on or near Agency facilities. Reports should be made immediately to the 24/7 Security Operations Center (SOC) on [redacted] or 963-3371s, the employee's integrated staff/program security officer, the HQ Security Division on 963-8911s, or any NSA police officer. You can be assured that all reports will be followed up.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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(U) WARgram-03: NSA's Contributions to Iraqi Campaign



~~(S//REL)~~ As I indicated in my first WARgram, it is time to buckle down and hold on. You will see [redacted] Please be prepared to support it and to continue to gauge the reaction to it.

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(b) (3)-18 USC 798
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(b) (3)-P.L. 86-36

(U) WARgram-04: Protecting the Information Needed to Fight a High-tech War

~~(S//REL)~~ The Information Assurance Directorate is working diligently to assure a



networks. As always, please report any suspicious network-related activities immediately to the Security Health Officer (SHO) in NSOC [redacted] {STU-III} or 963-5636s). You also may report through your appropriate security channels (ISSPM, ISSM, ISSO, or SA).

~~(U//FOUO)~~ Protecting the information needed to fight a high-tech war is everyone's duty. Be vigilant.

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(U) WARgram-05: OHES Hours Extended to Help You Take Care of Yourself

(U) As the United States begins fighting the war in Iraq, many of us will be required to work longer hours, difficult shifts, and may feel increased pressure due to demands at work or at home. We will need to be able to go the distance by staying healthy--both physically and mentally. In order to face the challenges ahead, Occupational Health, Environmental & Safety Services (OHES) is increasing their Medical Center and Employee Assistance Service (EAS) hours at NSAW for the next few weeks, and/or as demand indicates.

(U) The Medical Center will be available for acute and urgent care during the extended hours. Acute care is provided for the onset of minor illness symptoms or injury while working, to get you through your shift. For urgent care, such as chest pain, shortness of breath, dizziness, uncontrolled bleeding, change in mental status, or other situations requiring medical management, call 911 on the black phone.

Medical Center

OPS 1, Room 1S101

Monday - Friday

0630-1530 - Open with Complete/Regular Services

1530-2400 - Acute and Urgent Care (Travel Medicine On-Call)

Saturday - Sunday

1200-1600 and 2000-2400 - Acute and Urgent Care (Travel Medicine On-Call)

~~(U//FOUO)~~ Employee Assistance Service (EAS) personnel continue to be available to all Agency employees for consultation and counseling. EAS services include consultation about workplace issues, as well as a wide variety of other programs designed to support employees and their dependents during times of stress. Talking to trained mental health professionals can help sort out difficult issues, identify resources, and facilitate the resolution of problems. Early intervention frequently helps to solve problems before they become crises. For additional information, please refer to the EAS web page at "go EAS."

Employee Assistance Center (EAS)

7272 Park Circle Drive

Hanover, Maryland

or

OPS 1, Room 1S101

Monday-Friday, 0715-1830

Saturday, 1200-1400

(b) (3) - P.L. 86-36

On Call 24/7 via the Security Operations Center , 963-3371, [redacted]

(U) Please call [redacted] for an appointment, and indicate which location you prefer.

~~(U//FOUO)~~ EAS Services are available to the Extended Enterprise at selected field sites including Menwith Hill, Bad Aibling, and [redacted]. Should you have a crisis that requires mental health expertise, and are not sure who to contact, please call the SOC (963-3371s [redacted]) and an EAS representative will get back to you.

(U) OHESSE cares about your well-being. If you need them, please take advantage of their services during these extended hours.

(U) OHESSE staff are also available to assist you with:

- Shiftwork concerns
- Emergency planning and preparedness ("go EP2")
- Safety and environmental issues and permitting needs ("go ohess")

(U) Watch for details on an upcoming Family Battle Rhythms event scheduled for 31 March 2003, "The Threats of Terrorism: Understanding and Preparing."

(U) Remember: Be Prepared. Be Alert. Be Safe.

~~(U//FOUO)~~ POC: [REDACTED]@ems.nsa]

MICHAEL V. HAYDEN
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Director

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(U) WARgram-06: Iraq Battle Bridge

~~(TS//SI//REL)~~ Since 1972, Directors of NSA have turned to one location as the focal point for command and control of the global cryptologic system--the National Security Operations Center (NSOC). As NSA/CSS focuses on Iraq, I, too, will be looking to NSOC as the place where the tremendous capability and agility of our worldwide presence is managed. Unique to Operation IRAQI FREEDOM, however, is the

[Redacted]

[Redacted]

~~(TS//SI//REL)~~ As pleased as I am with this particular effort, I am equally pleased that we have undertaken these actions guided by and consistent with our strategic goals and the transformation of our mission. [Redacted]

[Redacted]

These are the "seedlings" of long-term change that we will continue to nourish.

[Redacted]

MICHAEL V. HAYDEN
Lieutenant General, USAF
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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(b) (3) -P.L. 86-36

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(U) WARgram-07: Operation IRAQI FREEDOM - Phase IV Will Start Soon

~~(U//FOUO)~~ As you know, NSA/CSS [redacted] of Operation IRAQI FREEDOM in both the signals intelligence and information assurance arenas, [redacted] Phase I involved making the necessary preparations, phase II required the shaping of the battle space, and phase III marked the start of decisive offensive operations. Phase IV focuses on the post hostility period, and this phase has already begun in parts of Iraq as we have secured areas on our way to Baghdad. [redacted]

[redacted] I know I can count on you to keep doing the great work you've been doing.

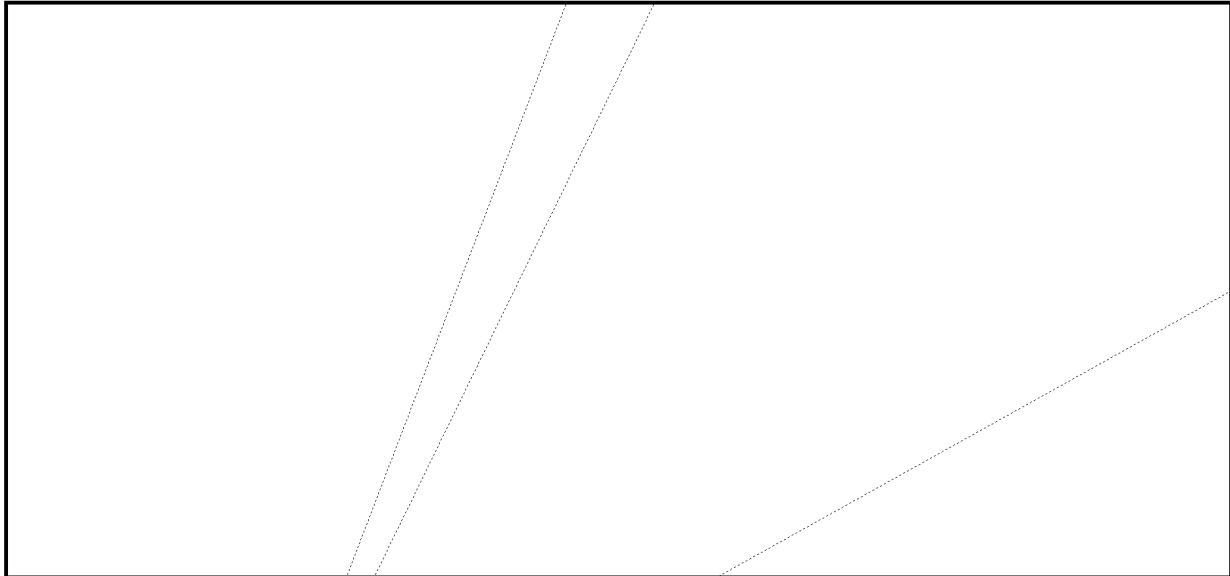
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Lieutenant General, USAF
Director

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(U) WARgram-09: Where we are today

(U) We are now at Day 6 in the war in Iraq. Hard to believe--with everything that has transpired--that we are still short of a week in this conflict, but that is a very important point to keep in mind.

~~(TS//SI//REL)~~ Although there is a certain rhythm to current events in Iraq, ground combat is inherently different from more easily orchestrated air campaigns. In a ground campaign, for example, it is easy for larger patterns to elude reporters who are imbedded in smaller units and by necessity see the war through a "soda straw." We are not seeing Iraqi resistance across a broad organized front but rather through pockets of resistance. Those most loyal to the regime (and with little future in a post-Saddam Iraq) are using the "sanctuary" of bypassed Iraqi units to mount harassing attacks. But coalition forces are now advancing on both banks of the Euphrates and are within fifty miles of Baghdad. Special operations forces have been very successful in Western Iraq and are approaching the capital from that direction. We will dramatically increase our footprint in the north in the next few days.



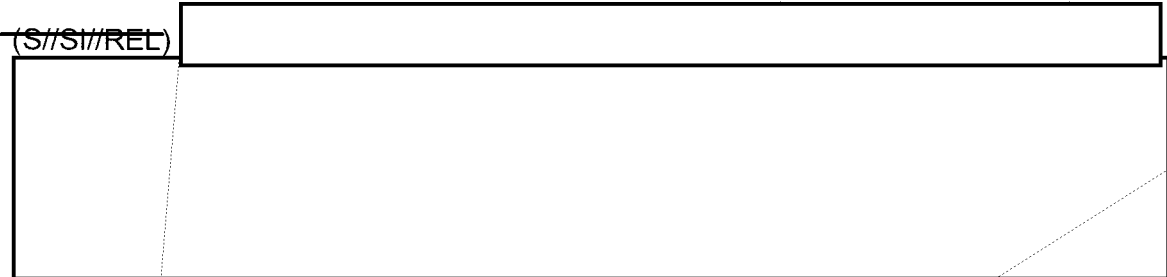
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(b) (3)-P.L. 86-36

(U) WARgram-10: Serving In Harm's Way

~~(S//SI//REL)~~ As you know, the news media has embedded reporters in those military units that are supporting Operation IRAQI FREEDOM. What you may not know is that NSA also has "embedded" personnel serving in harm's way.



~~(U//FOUO)~~ These folks share the hardships of the people they support. Daily they earn the professional and personal respect of those with which they serve. Their initiative and resourcefulness are invaluable and directly contribute to the success of our enterprise. I would like to take this opportunity to thank them for their sacrifice and would ask you all to do what you can to support them. Please remember to include them and their families in your thoughts and prayers.

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DECL ON: X1

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(U) Wargram-12: Homeland Security and the Iraq Campaign

~~(U//FOUO)~~ While many NSA people are focused on Iraq, others are helping to assure the security of our homeland. In parallel with NSA's ongoing support to Operation IRAQI FREEDOM, the Homeland Security Support Office (D08) is orchestrating our support of Operation LIBERTY SHIELD.

~~(U//FOUO)~~ NSA has established a desk at the Department of Homeland Security's Homeland Security Center (HSC),

(U) We can be proud that NSA continues to focus on all our customers' highest priority needs, both at home and around the world.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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(U) WARgram-13: One Team Working Toward the Same Goal

~~(S//SI//REL)~~ Intelligence successes are never the result of just one person or group, but are the result of partnerships with other offices and organizations. In the end, we are just one team working toward the same goal. [REDACTED]

[REDACTED] was mentioned as playing a vital role to the success of the operation, there were other contributors whose role was just as important.

~~(U//FOUO)~~ Sometimes, classification restrictions and other circumstances don't allow wide distribution of all the details of our intelligence operations, so I hope you understand that I cannot always provide many of the behind the scenes specifics. But, please know that I am well aware of all the players that come together to accomplish our goals.

(U) Let me extend my thanks to all who contributed in some way to this success, and to the many successes we've had. Keep up the good work.

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(b) (3)-18 USC 798
(b) (3)-P.L. 86-36

(U) WARgram-14: OPERATION IRAQI FREEDOM Lessons Learned

(U) Last week, I had a conversation with Dr. Steve Cambone, the new Under Secretary of Defense for Intelligence. He took the opportunity to remind me, and I will take the opportunity to remind you, that it is very important we remember to document lessons learned as we react quickly to world events every day.

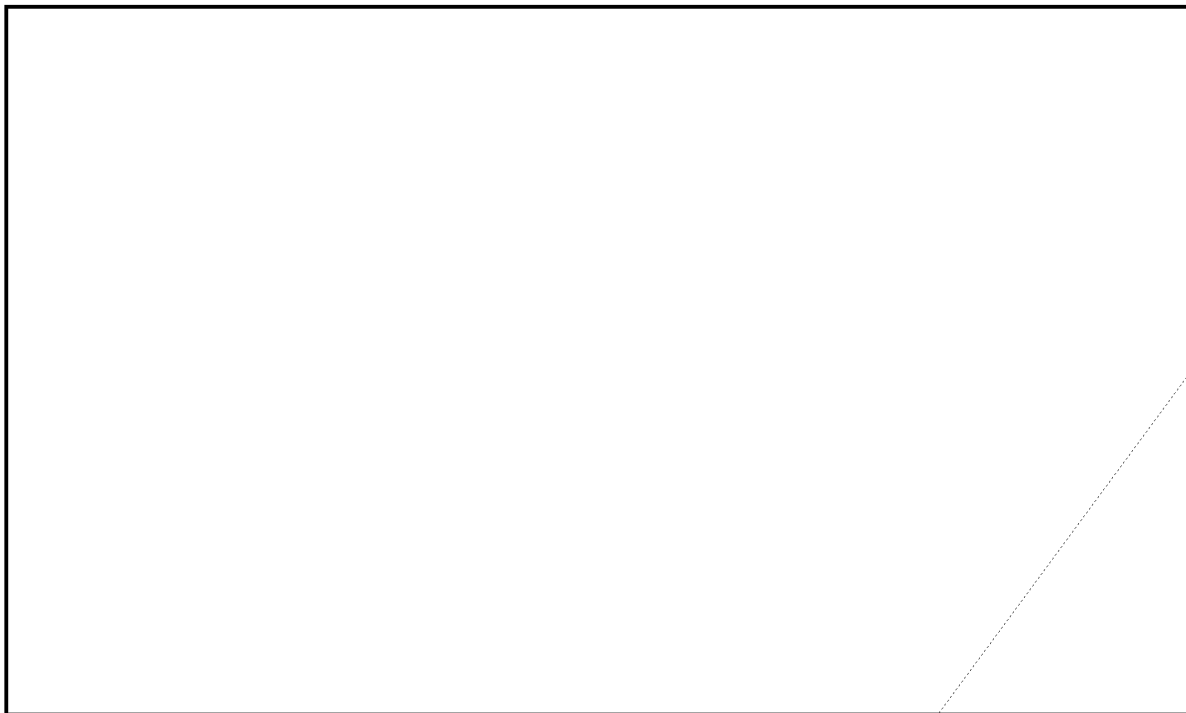
(U) Did we do something well? Capture it. Did the process not work the way it should? Outline what happened.

(U//~~FOUO~~) We need to continue to be an agile and fluid cyptologic organization. Applying what we have learned in past and current crises, not only for OPERATION IRAQI FREEDOM but also for the global war on terrorism, can only be advantageous to us in the future. Each organization should document those things we have learned by doing!

MICHAEL V. HAYDEN
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Director

(U) **WARgram-15: Communicating to the Front Line**

(U) Operation IRAQI FREEDOM combatant commanders rely on critical intelligence to make battlefield decisions.



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Lieutenant General, USAF
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(b) (3)-P.L. 86-36

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(U) WARgram-16: IAD Provides Secure Phones for War Effort

~~(C//REL)~~ Secure communications are essential to winning the war and keeping our forces safe, and our Information Assurance Directorate has been making vital contributions every day. Specifically, IAD's COMSEC Assistance Program (CAP) has provided numerous secure phones for communications between U.S. and coalition elements

(U) Just as timely, actionable SIGINT is crucial to our success, so is effectively safeguarding our government's most vital communications.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

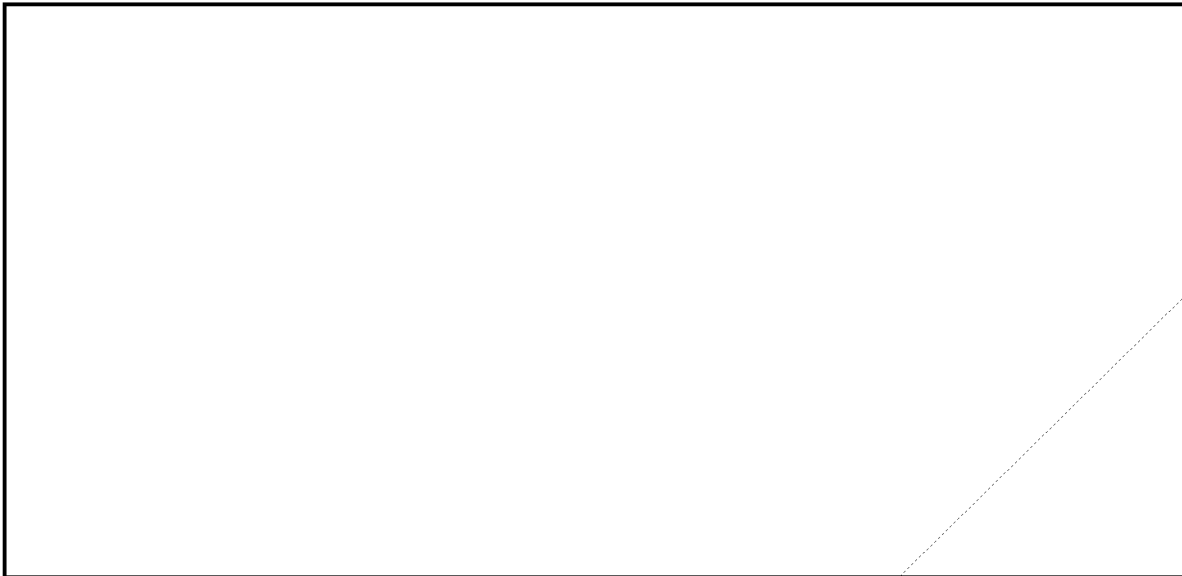
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(U) WARgram-17: Status on Day 15

~~(C//REL)~~ I'm sure that many of you are following the events of the war as portrayed on various television networks. That picture is necessarily incomplete as many operational and intelligence details simply cannot be put into the public domain. So let me take a few minutes to outline where it is we think we are.

~~(S//REL)~~ First, published reports of the damage inflicted on Republican Guard units are largely correct. The Baghdad Division is destroyed, and the Medina is well on the way to destruction. Other Republican Guard units are being attrited, and many Regular Army divisions in the south are--if anything--even worse off. DoD is publicly reporting lead coalition units within miles of Baghdad.



(U) Difficult days are ahead, but for the moment take a second to appreciate what you have done to date.

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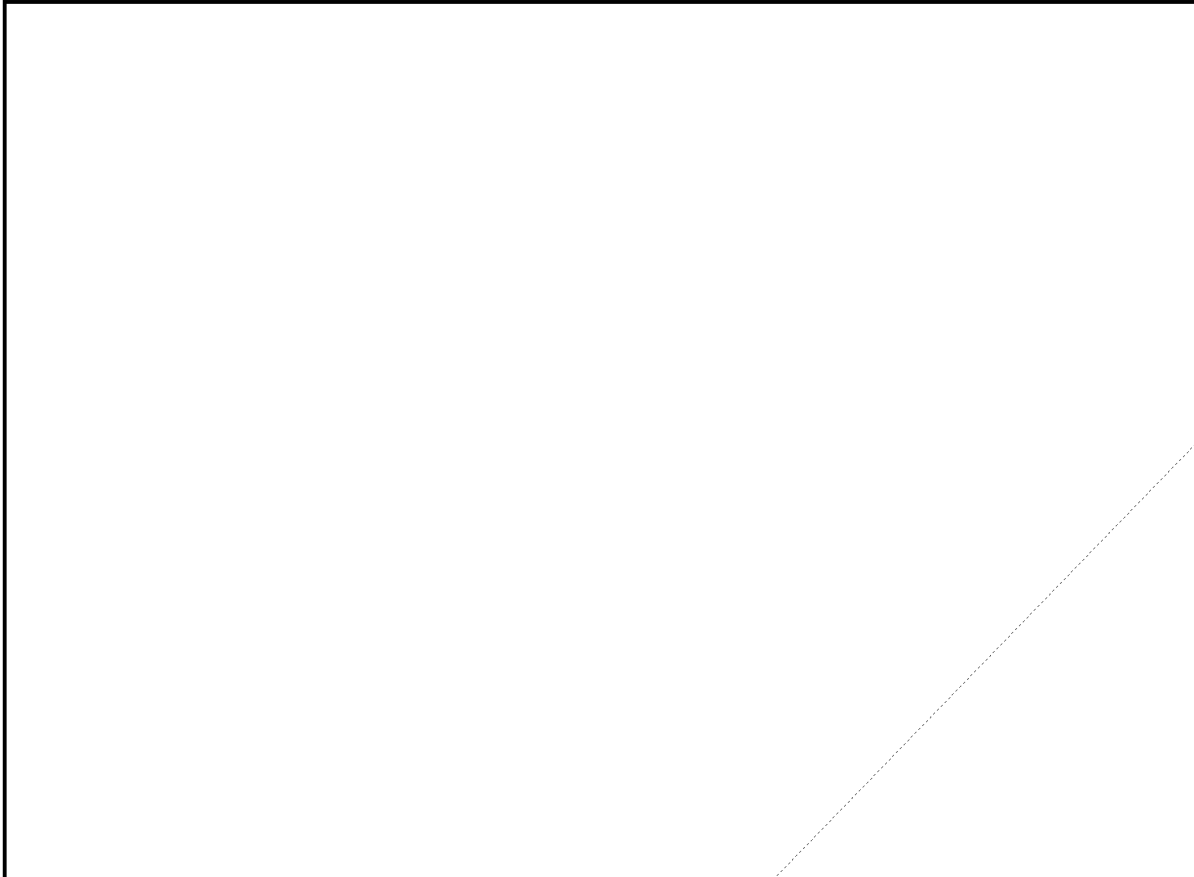
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(b) (3)-P.L. 86-36

(U) WARgram-20: Status on Day 17

~~(S)~~ A U.S. Army battalion task force raced through southwest Baghdad today as another unit maintained its hold on the Baghdad International Airport. Marines pressured the southeastern approaches to the capital. Iraqi casualties are probably above 2000 in this single day of activity.

(U) Where is SIGINT in all of this?



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(b) (3)-P.L. 86-36

(U) WARgram-21: Living SIGINT

~~(S//REL//REL)~~ SIGINT product has a long tradition of making a difference. Today, as our forces engage the enemy in Iraq, they are benefiting from the maturity and transformation of that product.





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(U) WARgram-22: Safeguarding Sensitive Information

~~(C//REL)~~ With NSA heavily involved in Operation IRAQI FREEDOM, as well as in the continued global war on terrorism, I asked [redacted]

[redacted] As we all know, using DoD or NSA information and telecommunications systems constitutes consent to monitoring, and gauging our success in assuring Operations Security (OPSEC) is key [redacted]

[redacted]

[redacted]

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(b) (3) - P.L. 86-36

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(U) WARgram-24: SID and IAD - Closer than you think

(U) The traditional description of our two main missions conjures up a vision of separate or even opposing forces--protect and defend. Operation IRAQI FREEDOM is providing another opportunity to highlight what we have long known, that the SIGINT (SID) and Information Assurance (IAD) missions complement each other and together serve as a powerful force multiplier. We approached the war with Iraq as a corporate activity--with SID and IAD linked in planning and executing. The results are stunning. Let me give a few examples:



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(b) (3)-18 USC 798
(b) (3)-P.L. 86-36


DRV FM: NSA/CSS 123-2
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DECL ON: X1

(U) WARgram-25: Status on Day 21



(U) And, as I write this, I am noting some remarkable scenes in network news coverage of Baghdad as the Iraqi people shed decades of fear. Watching a statue of Saddam being destroyed and its head rolling down the street brings with it a certain sense of accomplishment. Each and every one of you should take pride in your part in that accomplishment. You deserve to pause for a moment and reflect on what you have helped achieve.



~~(S//SI//REL)~~ The bottom line for us is that we have much work to do and many of the ingredients for ultimate success or failure are still in our hands. 

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(b) (3)-P.L. 86-36

(U) WARgram-26: Keeping Informed Inside and Outside NSA

(U) Many of you will remember a key approach outlined in the Director's Intent for the war with Iraq. It said that we would operate with "coherent centralized planning and decentralized, distributed execution." We committed to being a "networked, information sharing enterprise" and would work to "leverage an unprecedented level of collaboration."



(U) Effective communications are vital to the success of any organization or endeavor. Knowledge is power, and the information advantage will allow us to prevail in the current conflict.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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~~(S//REL)~~ **WARgram-27: Frontline Perspectives - A View of SIGINT Support from NSA TEAM** [redacted]

~~(S//SI//REL)~~ As you know, many of our NSA/CSS colleagues are serving at the front line, in harm's way, supporting Operation IRAQI FREEDOM [redacted]

[redacted] I'd like to share with you a personal account, from one of our silent sentinels, of what it's like on the front line for a [redacted]

~~(S//SI)~~ Watching armored elements of [redacted] 3rd Infantry Division roll into Baghdad filled me with immense satisfaction. The incongruity of the Iraqi Information Minister's public announcements that American soldiers were being defeated would seem comical were it not for the scourge of war, the suffering of innocents, and world events that brought us to this historic point.

~~(S//SI)~~ I could not be more proud of serving at NSA than I am today. Many have worked behind the scenes since 9/11 to adjust fire and meet combat commander information needs while protecting Agency sources and methods. [redacted]

[redacted]

~~(S//SI)~~ Daily life is Spartan. The hours are long. We're hot. We're dirty. Some of us smell pretty bad. There is no water for showers today. Chicken is being served for chow - again. I've asked team members if they'd rather be doing what they are doing or working another job in a nicer place. All agreed they'd rather be here. We apply our craft to support the combat commander in the hope that war will be swift and decisive so that we can return to our loved ones. I am proud to serve with the SIGINT professionals on my team [redacted] and with my fellow team members across the extended enterprise. Thank you for your tremendous support. We promise to bathe before we come home.

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~~(S//REL)~~ WARgram-31: Frontline Perspectives - A View of SIGINT Support from a

[Redacted]

~~(S//SI//REL)~~ Here's another personal account from some of our own on the front lines in
a [Redacted] supporting Operation IRAQI FREEDOM.

[Redacted]

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[Redacted] because of the nature of our supported command's missions and the inherent risks associated with it, there have been casualties. To minimize this, we ask all of you to keep leaning forward in your continued support and to remember there are fellow NSAers serving forward who depend on the output of your analysis to keep warfighters safe.

~~(U//FOUO)~~ We can honestly say the evening of 1 April when PFC Jessica Lynch was liberated from an Iraqi hospital -- although undoubtedly a highlight -- was only one instance of many that have made this deployment and the separation from our families and loved ones well worth it.

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Director

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(U) WARgram-33: Foreign Support for U.S. Efforts in Iraq

~~(S//SI//REL)~~ At the outset of the combat phase of the Iraqi campaign on March 20th, the White House could publicly list more than 45 nations (the "Coalition of the Willing") that supported efforts against the Iraqi government. In addition to overt Coalition members, many more nations have discreetly offered their political, medical, logistical and, in some cases, military support both in the current combat phase in Iraq and/or in the reconstruction of Iraq after Saddam Hussein's regime was removed.

[REDACTED]

[REDACTED] These governments are aware that their support, if made public, could increase the terrorist threat to their own nations. In fact, in a recent message attributed by the press to Usama bin Laden, attacks have been urged against the governments of Pakistan, Afghanistan, Bahrain, Kuwait, and Saudi Arabia because of their support for the war in Iraq. This is one example of how, as a result of their public or even tacit support for operations against the Iraqi regime, these nations have placed themselves at greater risk from terrorist and extremist elements around the world.

[REDACTED]

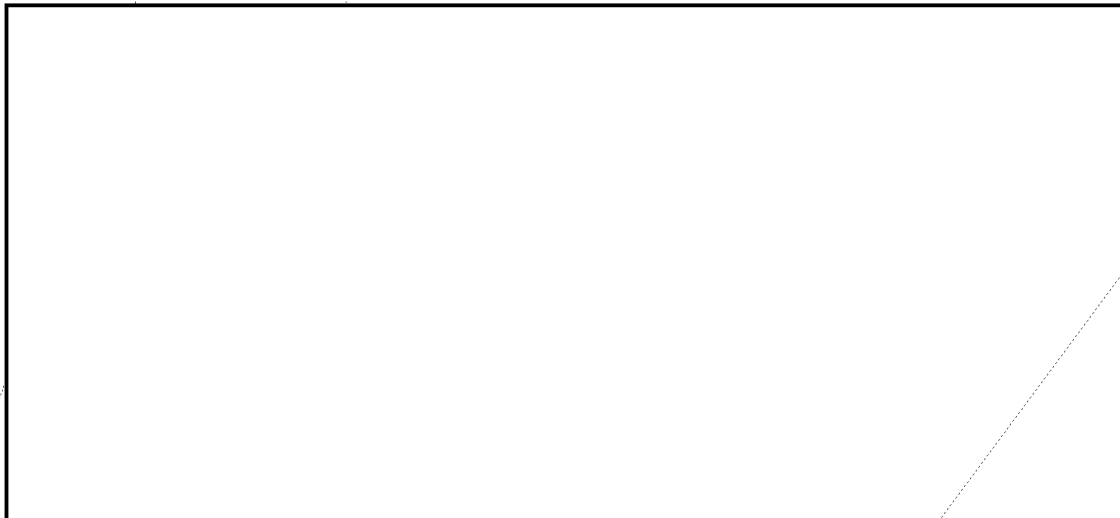
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Dated: 24 Feb 98
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(U) WARgram-34: Always Part of the NSA Family

~~(U//FOUO)~~ Today I'd like to make note of the significant contribution that former Agency employees are making to Operation IRAQI FREEDOM as members of the Cryptologic Reserve Program (CRP). The CRP allows us to bring former Agency employees back for temporary appointments to augment staffing in critical skill areas. These colleagues have the knowledge and expertise to jump right in and deal with crisis situations. Since January 2003, [redacted] CRP intelligence, language, and signals analysts have been activated at NSA and field locations in direct support of Operation IRAQI FREEDOM. Here are just a few of many CRP contributions to the coalition:



(U) These are just a few examples of how the CRP has aided us as we have provided military commanders and policymakers actionable intelligence during Operation IRAQI FREEDOM. I am grateful that those who have left cryptologic service to begin the next chapter of their lives still keep the fire of dedication to our mission burning strong, and that so many of them have chosen to return to serve in this critical period in world history. Even as we continue to hire new permanent employees, the CRP allows great flexibility in our staffing options.

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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
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(U) WARgram-35: Protecting America's Critical Information for Tomorrow

~~(S//REL)~~ When we talk about "intelligence product" at NSA, most people think of serialized reports generated by SIGINT analysts. What you may not know is that there is an analysis mission in the Information Assurance Directorate



~~(S//REL)~~ Several times during Operation IRAQI FREEDOM, these analysts were called upon to provide insight to areas that might surprise you--considering they were coming from our "DEFEND"-side of the mission. They provided:



(U) As I mentioned in WARgram-24 "the signals intelligence and information assurance missions complement each other and together serve as a powerful force multiplier."

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Dated: 24 Feb 98
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(U) WARgram-36: Reservists...Part of the Fight

(U) Today I'd like to highlight the contributions of our reservists. Hundreds of Reserve Component (RC) personnel integrated throughout the NSA/CSS enterprise have made significant contributions to our success in Operation IRAQI FREEDOM, and also in the global war on terrorism (GWOT).

(U) Wartime support from our RC members has been quite diverse and has included:

- (U) Members of the 505th Engineering Battalion (North Carolina Army National Guard) providing valuable force protection to NSA/CSS headquarters.
- ~~(S//REL)~~ [redacted] RC analysts and linguists joining the mission [redacted] during Operation ENDURING FREEDOM (OEF).

[redacted]

- ~~(U//FOUO)~~ Analysts and officers serving with our CSGs at CENTCOM, SOCOM, and State Department.

- ~~(S//SI//REL)~~ Army and Air Force Reserve members augmenting [redacted] [redacted] including the 2003 National Military Intelligence Association (NMIA) Major General John E. Morrison award winner.

- ~~(S//SI//REL)~~ U.S. Marine Corps Reserve liaison officers representing us [redacted] [redacted]

- ~~(S//SI//REL)~~ Naval Reserve sailors [redacted] [redacted]

- ~~(S//REL)~~ [redacted] Navy Reserve personnel [redacted] [redacted]

(U) As we complete the transition to phase IV of the campaign in Iraq, we will continue to rely heavily upon the expertise of our RC personnel across the extended enterprise. They are an invaluable part of the NSA/CSS team.

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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-37: Transition of the Battle Bridge

~~(U//FOUO)~~ In WARgram-06 I described our plan to exercise command and control over the global cryptologic system for Operation IRAQI FREEDOM through [redacted] the National Security Operations Center. [redacted]

~~(C//REL)~~ On Friday, 18 April, I approved the decision to transition the Iraq Battle Bridge to Phase IV. [redacted]

[redacted] The lessons we learned from the Iraq Battle Bridge will help shape and inform our response to the next crisis.

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Dated: 24 Feb 98
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(U) WARgram-39: Us and Them - No More

(U) It's interesting to note the range of answers you get when you ask these questions of different people at NSA. Surprisingly, even people who deal with these issues as part of their work sometimes have differing interpretations of the proper response. One of the most important objectives of the way NSA prepared and executed its mission in support of Operation IRAQI FREEDOM was to clarify and establish a consistent approach to answering these question--not just now, but forever.

(U) Traditionally, we have experienced a sort of "us" and "them" approach in the SIGINT business. There's "us" at headquarters and "them" that aren't (pardon the grammar). That relationship has woven itself into decisions about access to data, access to resources, access to mission, and access to equipment. For the Service Cryptologic Elements, who in peacetime are a critical part of our embedded workforce, that relationship can be further complicated when they "chop" to support a Component Commander in time of war. Suddenly the "us" becomes a "them," and the agility and access they add to our mission day in and day out can become mired in point decisions and misinterpretations of established policy. "RFIs" from fellow-cryptologists are put in the same bin with customers' requests for SIGINT production. Databases that these talented analysts mastered are denied to them when they go forward.

(U) In my Intent Statement at the outset of the Campaign, I set forth two expectations aimed at changing this view. I said that "we will leverage an unprecedented level of collaboration within NSA/CSS; between national and theater assets and I expect leaders at every level to actively remove obstacles to dissemination." I am pleased to say that we are showing healthy signs of progress. There is much work still to be done, but the power of a truly extended enterprise, where the line between national and tactical is eliminated by the unified focus on mission, has proven itself in Operation IRAQI FREEDOM. I challenge my leadership to continue on this path, to reinforce and strengthen these relationships in peacetime, to uncover and overcome the obstacles we encountered in OIF, to optimize integration of current national and tactical capabilities for the global war on terrorism, and to prepare to meet the next major conflict even more unified than before.

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Dated: 24 Feb 98
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(b) (3)-P.L. 86-36

(U) WARgram-40: NSA's Forward Deployed Teams

~~(S//REL)~~ WARgram-10 talked about our "embedded" personnel serving in harm's way in forward-deployed [redacted]

[redacted] In the last two weeks, our deployed personnel supporting Operation IRAQI FREEDOM have seen significant mission changes, redeployments, and mission terminations. (b)(3)-P.L. 86-36

(U) Mission closures:

[redacted]

(U) Mission redeployments:

[redacted]

(U) Upcoming missions:

- ~~(TS//SI//REL)~~ On 7 May, former U.S. Ambassador L. Paul Bremer, III, will be reporting for duty as President Bush's senior representative in Iraq. I had an opportunity to talk with him yesterday. He was enthusiastic about NSA's support, having been an intelligence user for many years. Once Ambassador Bremer refines his sense of the

[redacted]

~~(C//REL)~~ Expect further adjustments as we move more into phase IV of Operations Plan 1003V.

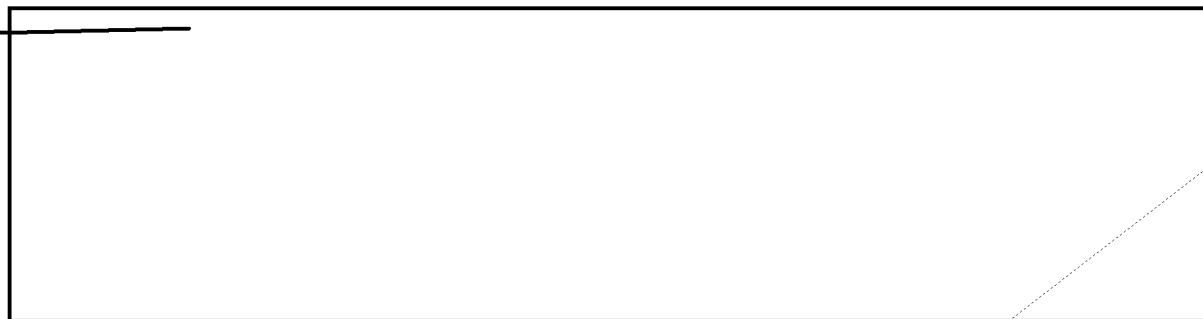
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Dated: 24 Feb 98
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(U) WARgram-41: Taking Stock

(U) Last Thursday night the President paid fitting tribute to our brave service members whose honorable and courageous actions helped win freedom for the people of Iraq and delivered a new sense of optimism to that troubled region. Each of you should take pride in the role you played to make it possible for the President to deliver a message of promise and hope for the future of Iraq. Whether your work was directly focused on Operation IRAQI FREEDOM, or you were maintaining a vigilant posture against some other critical mission; your role was part of an historic achievement.



[redacted] I will continue to use these WARgrams to keep you informed of our progress in finishing what we started. Remember--we won't back down. We never have. We never will.

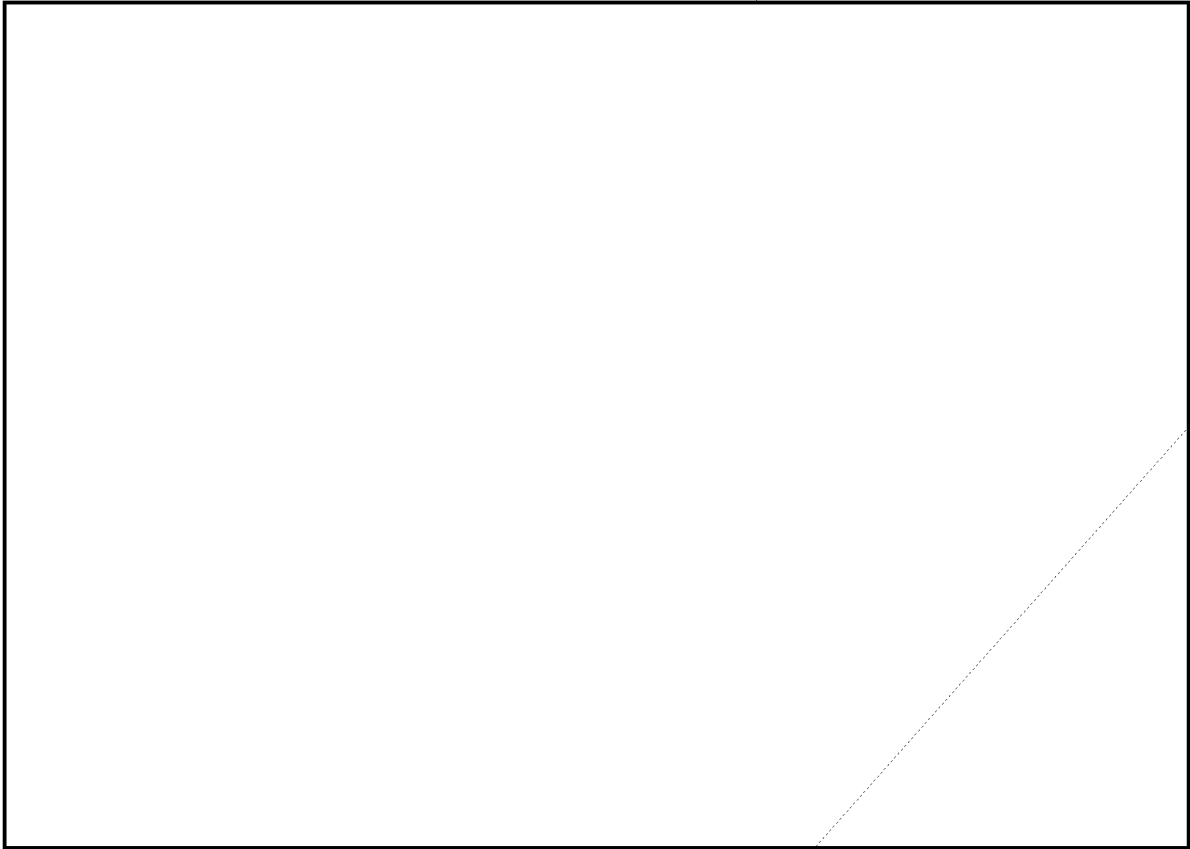
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Dated: 24 Feb 98
DECL ON: X1

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~~(S//REL)~~ WARgram-42:

(U) You are no doubt aware that many nations, most notably the so-called "coalition of the unwilling," have vociferously opposed U.S. action in Iraq. Russia has been one of the most strident in its anti-war position, a position that has not softened in light of coalition successes. In order to provide a stabilizing factor internally and a political symbol internationally, Russia maintained a diplomatic presence in Baghdad throughout the first few weeks of the war, evacuating the city only days before it fell into coalition hands.



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Dated: 24 Feb 98
DECL ON: X1

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(b) (3)-P.L. 86-36

(U) WARgram-43: IAD Support for Phase IV

~~(U//FOUO)~~ As you know, phase IV operations officially began when President Bush declared the cessation of major combat operations in Iraq last week. By that time, along with the rest of NSA, our Information Assurance Directorate was already fully engaged in phase IV support efforts.

[Redacted]

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[Redacted]

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(U) As I've said, Iraq will continue to be a dangerous place. IAD's efforts in this environment are critical to ensuring the safety and security of this huge endeavor. Our team consistently shines in support of customers who require our assistance.

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Dated: 24 Feb 98
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(U) WARgram-47: Frontline Perspectives: The Difference Between Life and Death

~~(U//FOUO)~~ One aspect of our mission support to the front lines that many of us take for granted is providing reliable access to secure communications links--and to the information available across those links--between the field and NSA. I'd like to share a story below from a member of the Analysis and Production Staff that drives home how important our work really is--it DOES mean the difference between life and death to those we support.

~~(TS//SI//REL)~~ During phase II and III of Operation IRAQI FREEDOM, I was the

[Redacted]

[Redacted]

~~(C//REL)~~ To me this was remarkable for two reasons: (1) he was making a

[Redacted]

(U) On a personal note, I knew no one fighting in Iraq, but after speaking to this Master Gunnery Sergeant, I wondered about him and his men every day. On my last mid on the Battle Bridge, just before the Bridge stood down, I called him to check on them. They were all doing well, just kicking back. He thanked me for NSA's great job and support. It was nice to hear, but to tell you the truth, it was better to hear that he and his men were fine.

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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) **WARgram-48: Shaping a Future Built on Our Successes**

(U) The National Security Agency Advisory Board (NSAAB) met recently. They are retired military officers and former senior government officials who are primarily volunteers who come here to help smooth the way forward for the Agency. Many have gone through transformations similar to NSA's within their parent corporations or government agencies. We are extremely fortunate for the high quality and breadth of experience they bring to us, and I try to take full advantage of their knowledge and experience.

~~(TS//SI//REL)~~ The board delved into many areas at their most recent meeting, but on the morning of their first day, Mr. [redacted] walked them through the SIGINT and IAD impact on Operation IRAQI FREEDOM. [redacted]

(U) To continue to take full advantage of the NSAAB and to expand its areas of engagement, I have asked that the NSAAB help us analyze the lessons learned from the war and to provide their insight on how we can improve NSA performance. You can find more information about NSAAB, on their webpage (go nsaab). The board unanimously asked that I send out a note to the entire workforce thanking you for all of your efforts. You have done an outstanding job on this campaign!

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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-50: Update to Front-line Comms

~~(S//SI//REL)~~ In WARgram-40, "NSA's Forward Deployed Teams," I provided details on mission closures and redeployments in Iraq as we transition from the combat phase to the reconstruction phase in support of Operation IRAQI FREEDOM (OIF). We continue

[Redacted]

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[Redacted]

[Redacted]

~~(S//SI//REL)~~ [Redacted]

Back here at home, rest and refit begin for our personnel and equipment--with regular exercises to keep skills sharp and ready for the next deployment.

MICHAEL V. HAYDEN
Lieutenant General, USAF
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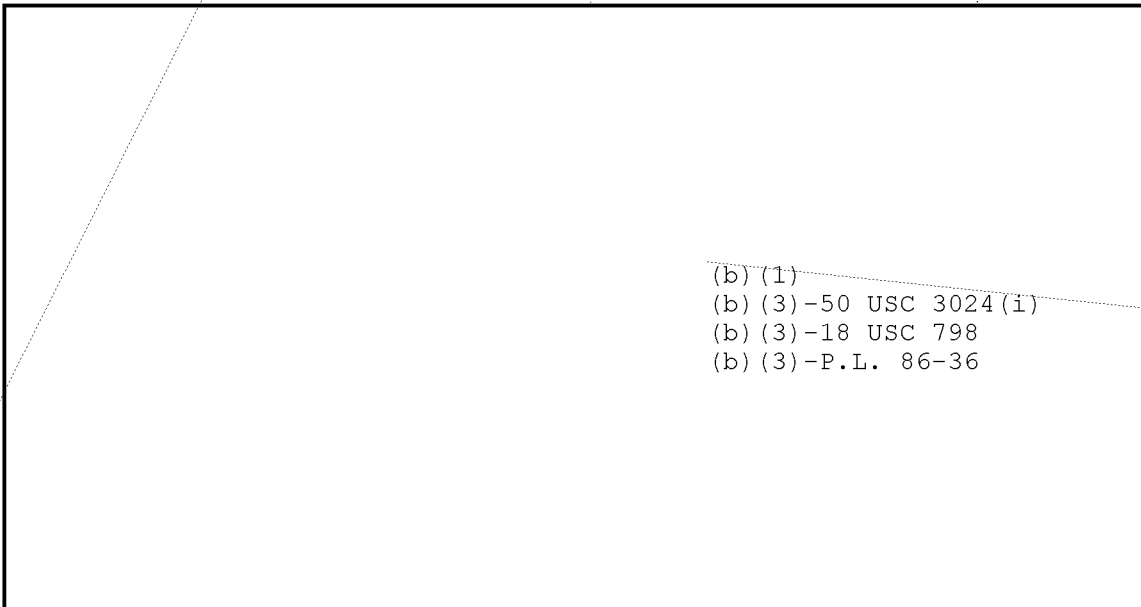
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Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-51: New to the Team

~~(S//SI//REL)~~ Many of our Agency new hires made significant contributions during the initial stages of Operation IRAQI FREEDOM and continue to provide critical support to the war fighter and our national-level leaders. These new personnel are working throughout the enterprise from headquarters to NSA/CSS field sites offering their expertise and [redacted] For example, one new hire, a noted language expert, was one of a selected few identified as a "go to" person for [redacted]

(U) The following is just a small fraction of the significant contributions made by our newest Agency team members over the past few months. New hires have:



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(U) These valuable contributions by new hires would not have been possible without the mentoring, leadership, partnering, and support that everyone in the Agency's workforce provides to new Agency team members. Their introduction to NSA has been a "trial by fire," all part of building a legacy of transformation for the next generation of the NSA/CSS family.

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(U) **WARgram-52: Acquiring the Tools**

~~(U//FOUO)~~ During Operation IRAQI FREEDOM (OIF), we were able to acquire products that directly supported rapidly evolving mission requirements here and on the battlefield. The NSA Acquisition Directorate (DA) put strategic contract vehicles in place to specifically support rapid purchases, as well as conducting a significant amount of preplanning with NSA elements across the enterprise to facilitate a streamlined procurement process. Additionally, the evolving partnerships the DA organization has established with industry afforded contractors the opportunity to share in the risks associated with the rapid procurement of both supplies and services.

(U) Here are just a few examples of quick turnaround acquisitions accomplished in support of OIF:



(U) We have been very public about how our reformed acquisition strategies at NSA, which began in 1999, parallel our transformation initiatives. The NSA Senior Acquisition Executive has crafted an acquisition strategy that will support the Agency's modernization efforts for long-term corporate investment, while also fully engaging internal mission elements and external industry partners for those rapid requirements that are needed "in the fight" to support the Nation's defense missions during wartime activities.

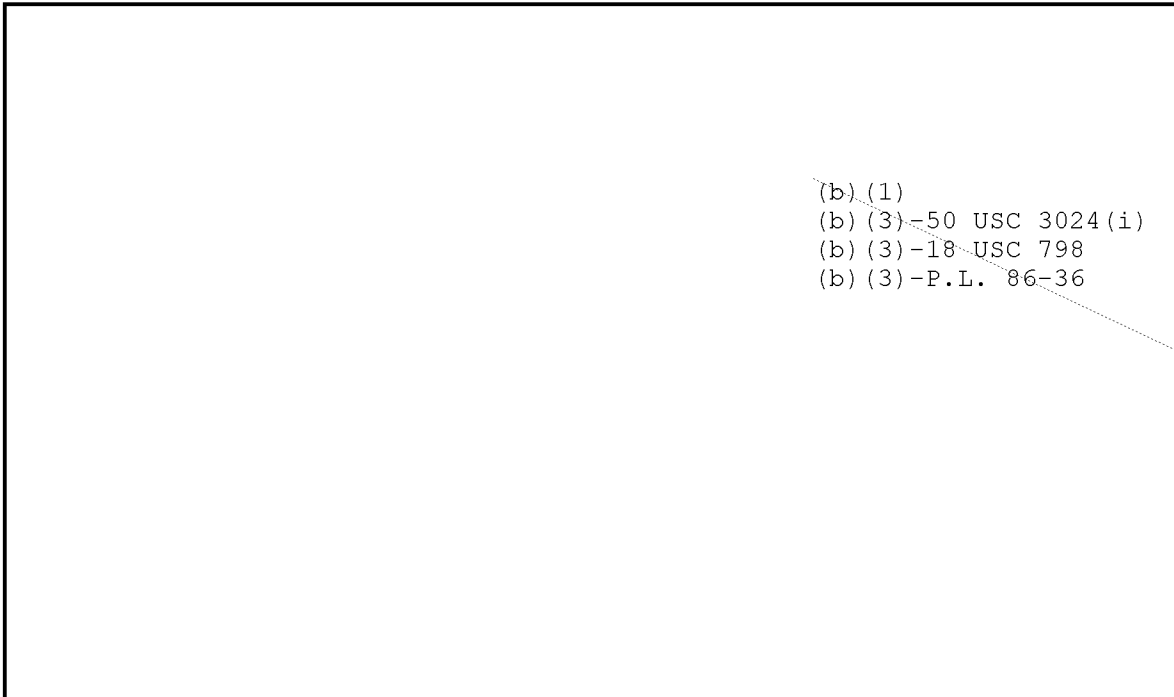
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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-55: Director's Intent

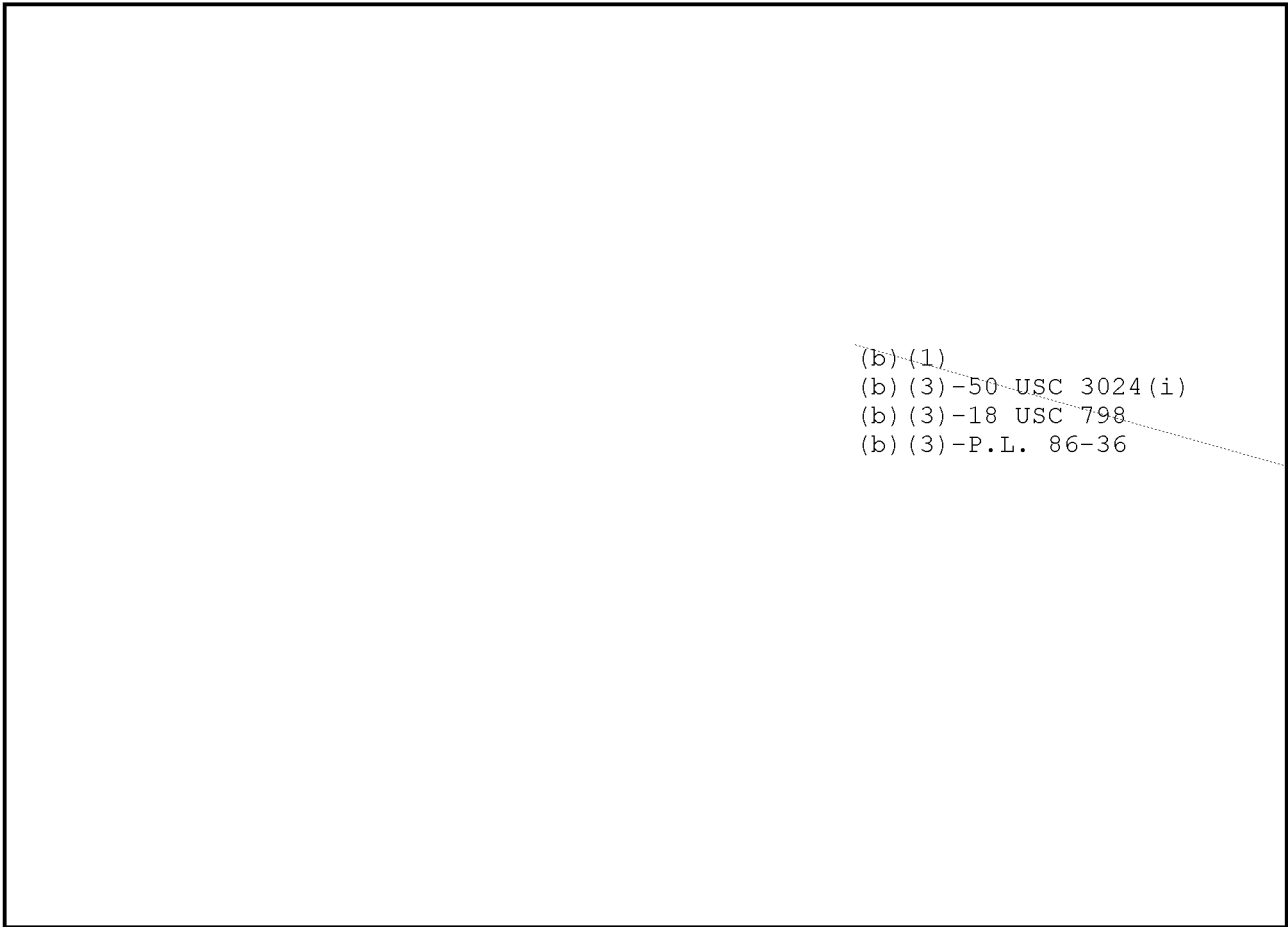
~~(U//FOUO)~~ Most of you will recall I published a "Director's Intent" as we moved toward combat operations in Iraq. Such a statement is designed to ensure unity of effort in especially critical activities. We are at such a point again. What follows is my intent for the current phase of combat operations in Iraq. I expect all NSA/CSS to read and follow its direction. Success will depend on our focus, on our ability to cooperate and on the degree of innovation we are able to inject into our efforts.



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Dated: 24 Feb 98
DECL ON: X1

(U) WARgram-56: A Busy 96 Hours at NSA/CSS



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~~(S//REL)~~ I have tasked NSOC to review any planned outages for their impact on our operations and directed ITIS to be especially alert in keeping our IT systems up and running. NSOC will also be responsible for preparing us for any other continuity of operations challenges we may face.

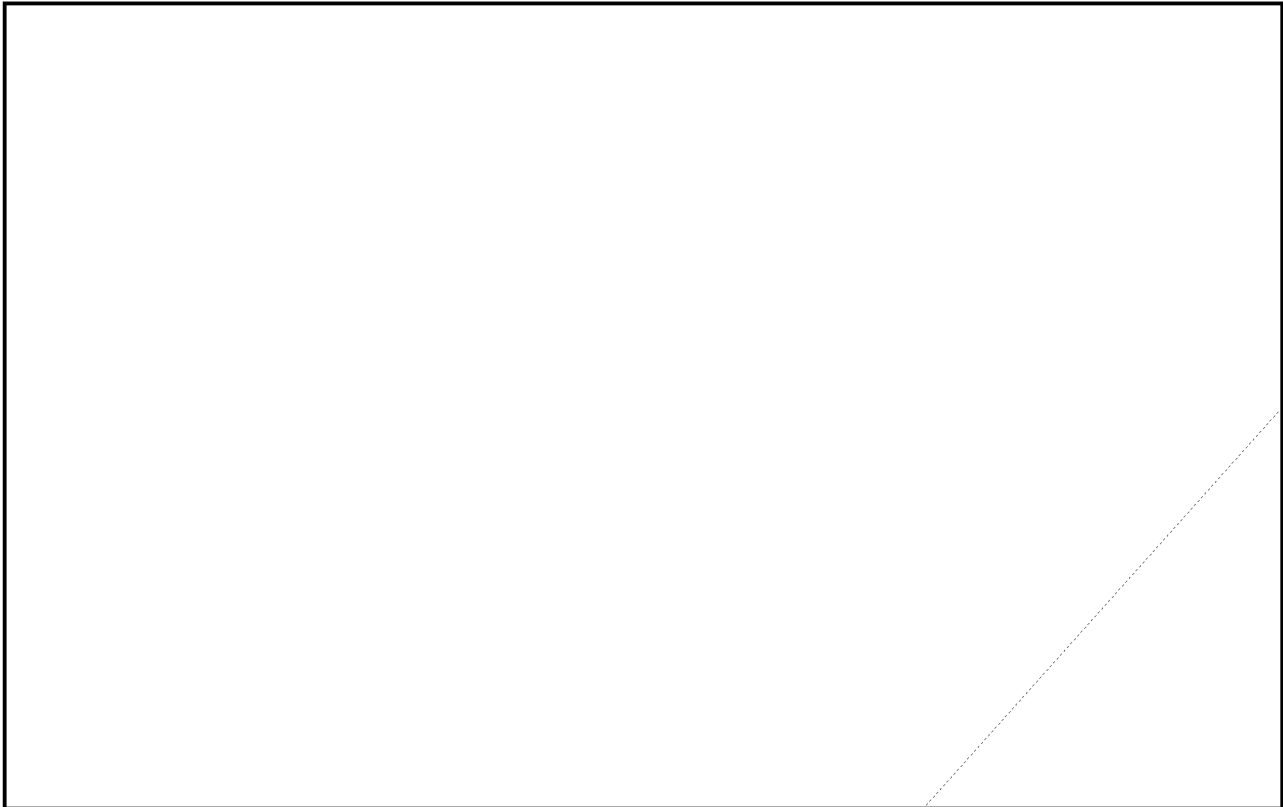
(U) Even with the holidays upon us, we must maintain our "battle rhythm." Especially given the events of the past few days, it is clear we have to be at 100 percent in our effort to defend the homeland and protect U.S. forces and citizens. Stay prepared and vigilant – and, to the degree you can, take some much-deserved time off over this holiday period.

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Lieutenant General, USAF
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Dated: 24 Feb 98
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(U) **WARgram-57: Successes in the Global War on Terrorism**

(U) NSA's support to the global war on terrorism (GWOT) continues to yield actionable SIGINT and vital force protection assistance, and I wanted to share some specific examples with you.



(U) Contributions such as these are making a real difference in the fight against terrorism, and I'm proud of the continued dedication that each of you is showing to get the job done. Keep up the great work!

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Lieutenant General, USAF
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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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~~(S)~~ WARgram-58: Director's Intent in Supporting Operations Against al Qai'da Senior Leadership

~~(S//SI//REL)~~ We have no higher priority than the war on terrorism, and Operations Against al Qa'ida Senior Leadership has now become our focus in that war. I intend to conduct a focused SIGINT and information assurance operation to decisively enable [redacted]

[redacted] to achieve their goal of capturing or eliminating al Qa'ida leadership and defeating the al Qa'ida network in order to remove the organization as an international terrorist threat.

[redacted] Because the Operations Against al Qa'ida Senior Leadership will be an intelligence-driven operation, we will become a pervasive and integral part of the fight, providing [redacted] data to the warfighters. We will ensure actionable intelligence gets into the hands of those who need it, in time to use it.

~~(S//SI//REL)~~ We will approach the battlefield as an agile, adaptive and innovative SIGINT and information assurance cryptologic team with our information protected and uncompromised. We will provide secure interoperability for [redacted] processing, command and control for headquarters and forward deployed elements, and intelligence sharing [redacted]

~~(S//SI//REL)~~ The successful conclusion of this planned offensive will make our country safer by severely degrading al Qa'ida's ability to reconstitute and conduct future operations. I expect unprecedented degrees of cooperation and innovation in all we do to support this critical effort.

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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) **WARgram-60: Stay the Course**

(U) President Bush has promised that the military will get whatever it needs to succeed. The NSA/CSS enterprise is essential to our warfighting forces, and as I pledged in my Director's Intent in WARgram-58 the Agency will be an adaptive and innovative SIGINT and information assurance cryptologic team. I urge everyone to re-read the Intent and think about how you will help us continue to be a pervasive and integral part of the fight.



(U) Stay the course. It sounds like a cliché, but the country needs you. As the recent testimony before the National Commission on Terrorist Attacks Upon the United States proves, our ability to do our jobs well is critical to ensure the future safety of the nation.

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Lieutenant General, USAF
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DRV FM: NSA/CSS 123-2
Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-61: Confronting the Current Threat to the Homeland

(U) As you know, Homeland Security Secretary Ridge, Attorney General Ashcroft and FBI Director Mueller warned the nation this week that al-Qa'ida senior leadership is planning to strike again within the United States, probably before the November elections, and that preparations for the attack are almost complete.

(U) As I stated in WARgram-58, we simply have no higher priority than the war on terrorism. While U.S. and Allied facilities and citizens around the world remain tempting targets for a great number of terrorist groups and movements, the current threat to the Homeland is indeed real, and the clock is ticking.



~~(C//REL)~~ Let me be clear: our response is not an exercise about the future security of the nation, it's about doing all we can right now to protect our homes and loved ones from another round of massive attacks. We must not fail. I expect you all to remain focused, professional and ever vigilant as we combat this new threat together.

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Dated: 24 Feb 98
DECL ON: X1

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(U) WARgram-65: Fallen Cryptologic Soldier

(U) American cryptologists, both military and civilian, have been there for our nation in its most difficult and trying moments. But we must not forget that this distinguished legacy sometimes comes with a price. Then, as now, many of us have been required not only to provide support to those in harm's way, but also to literally stand with them in their efforts to defend freedom. It is with deep regret I inform you we have lost another of our own.

~~(S//REL)~~ Sergeant Joseph Michael Nolan, USA, gave his life in the performance of his cryptologic duties in [redacted] Iraq, on 18 November. Sergeant Nolan exemplified the very best of the American spirit and tradition of service and sacrifice. A graduate of St. Joseph's University in Philadelphia, SGT Nolan grew up in Waterbury, Connecticut, where he played football at Wolcott High School. After college he enlisted in the United States Army [redacted]

[redacted]

(U//FOUO S//REL)

[redacted]

[redacted]

(U) Like SGT Gene Vance, who perished in 2002 in Afghanistan, we intend to honor SGT Nolan in a future ceremony in which his name will be added to the roster of heroes already enshrined on our NSA/CSS Cryptologic Memorial Wall. I am sure that you join with me during this difficult time in keeping Sergeant Nolan's family and his compatriots in our prayers.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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(U) WARgram-67: Sharing Lessons Learned

(U) Did you ever feel like it was hard to relate your day-to-day efforts with the outcomes on the battlefield (and elsewhere) that the Agency was trying to achieve? If so, read on.

(U) We need to provide the best possible support to joint warfighters and continually explore ways to improve our performance. One way is through supporting U.S. Joint Forces Command (USJFCOM). As the chief advocate for jointness, USJFCOM maximizes the Nation's military capabilities through joint concept development and experimentation, recommending joint requirements, advancing interoperability, and conducting joint training – all to support the Combatant Commands.

~~(S//REL)~~ A proven method for improving performance is a solid lessons learned program that mends the negative and accentuates the positive. Also important is sharing the results of these lessons with partners and customers. Recently, we shared some of our key lessons, derived from the global war on terrorism (GWOT) [REDACTED] with USJFCOM's Joint Center for Operational Analysis and Lessons Learned.

(U) The lessons show us "in the fight." This cutting edge support is available for viewing on the web. Take some time to see how we're doing.

(U) Let me also take this opportunity to extend my thanks for the efforts of all NSA/CSS personnel and remind you of our own lessons learned program. For more information on the program or to share an observation/best practice from your own experience with the GWOT or a host of other pertinent topics, type "go lessons-learned" in your web browser. Your experience and observations are vital to our success both now and in the future.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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(U) WARgram 68: Iraq Elections Recap

~~(C//REL)~~ The recently announced election results are a historic milestone in the rebuilding of Iraq. As many of you know, on 30 January, Iraqi citizens voted in the first free Iraqi elections in half a century. Even if you followed the elections via the various news broadcasts or online,

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(b) (3)-18 USC 798
(b) (3)-P.L. 86-36

~~(C//REL)~~ You may have seen in the media how excited many Iraqis were at participating in democratic elections. [REDACTED] our NCR in Iraq, shared with me one anecdote that clearly illustrates how committed the Iraqis are to the process. An Iraqi policeman at one of the polling centers was patting down a potential voter in line when he noticed a suicide vest. He quickly grabbed the attacker and moved him away from the line of voters and the vest exploded. He gave his life to save those who wanted to vote—he gave his life for his country. [REDACTED]

[REDACTED]

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(U) WARgram-69: The Director's Intent

~~(U//FOUO)~~ The recent free and democratic elections were another historic first for Iraq and another milestone on the road to self-sufficiency for this fledgling democracy.

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With that in mind, here is my intent, the game plan if you will, for the global war on terrorism that we will focus on in the coming months:

[Redacted]

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