9/11 Closed	by Statute
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	Event: NSA, Senior US Liaison Activity SUSLA
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	Special Access Issues: None
	Prepared by: Lorry Fenner
	Team Number: 2
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	Participants – non-Commission NSA General Counsel's
	Office).
	Participants - Commission: Col. Lorry Fenner, Gordon Lederman
	BACKGROUND (U)
	did SIGINT work as a member of the Army Security Agency in 1961
	for three years. After he joined NSA he worked as a at NSAW. Most of his career has been in foreign relations. After the work, he spent
	five years at He then worked on country desks for and other third parties. After this he was the SIGINT National Intelligence Officer in
	Then he got into leadership development and also worked in Information
_	Assurance at NSAW. And in the early 1980s he served as the assistant NIO for CT at CIA. After that he served as the Chief of G9
	9/11 Classified Information After this work he attended
	the Senior Seminar and worked at the State Department and went to National War
	College for a year. Mr served as the Senior Liaison in London (SUSLOL) from 1989-1993, he was the Director of Foreign Relations at NSAW from 1994-1996, and he
	served as the Senior Liaison in Canada (SUSLOO) from 1996-1999. Then he served for
	three years as the NSA Field Advocate (ombudsman) at NSAW from 1999-2002. He worked in Foreign Relations and training in 2002 and became the first SUSLA Senior
_	US liaison Activity in August 2003.
	As guidance for his SUSLA job, the DIRNSA gave Mi his vision. The DIRNSA wanted to move closer to second party status using the existing models
	The last Senior Ligison Officer (SLO) in was
L	who left with a close relationship with the This has been a mature SIGINT relationship CT was going to be the basis for increasing the
_ i	relationship with the in fact, have a rich CT relationship with the
	entire IC. 9/11 Classified Information

	Signature of the state of the s
	SIGINT helps to enable this relationship. They also work with the legal
1	attache
	The original state of the state
V.,	The SUSLA is really two jobs. He is the SIGINT Liaison to the And he
	serves the mission with SIGINT products – they have
``	many readers and consumers - State, FBI legat DEA,
	INS, Defense Attache, and He has access to everything. He is actually
3.	considered He briefs the
Ÿ,	dally at 9/930 on NSA issues. He
Ÿ.	calls the other State personnel if he has traffic for them. He makes folders for the other
	readers with NSA products that include anything or
\ \	
1	relationship with the
	is informal, they have a separate management chain within headquarters
	and can go directly to the principals. The but
	they provide information copies to the SUSLA
Ļ	has administrative people.
	The service
1	cryptologic element (SCE - US military) has provided to
	has no independent relationship with the US military. All the
	both SI and non-SI, meet twice a month with the
	SUSLA These meetings include the
	9/11 Classified Information
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7	They also
f	have an annual SLQ conference that is in a different location each time. That
/	is sponsored by the NSA Foreign Affairs Director, Gary Grantham.
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•	NSA's Foreign Affairs Division has country desk officers and they are the SLO's entré to
	the Product Line managers including CT, works for Grantham.
	has the usual issues with the NOFORN caveat. This slows him from fully
	sharing with his partners. However, there has been an enormous revolution in
Ă.	sharing on CT. The CT Product Line at NSA has been aggressive in releasing
	information to foreign partners including the SUSLA
	Still, he feels he can
	always go back to the product line managers and ask for foreign release. The SIGINT
	information the USG gets from the is excellent and has been very pleased
1	with it:
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enthusiastic about CT – they are working	
issues.	
When compares and contrasts his time as SUSLOO from 1996-1999 w	tn
he finds it very different. In Canada he worked the	j
Their	
internal issues were with the Their was very	annd
and they were on top of these groups and they were excellent on etc. In	<u> 2000</u>
opinion	
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The relations in the 9/11 Classified Information	
were very good. They did have a personality problem once and they got one of the	
protagonists removed. The ambassador is ultimately responsible for the personality	
problems and the hierarchy is usually responsive. As to how the ambassador would	
become aware of such a problem said they meet regularly with their country to	ams
and security committees. He doesn't have to solve tension problems, they may alway	ys
exist. But he does have to resolve personality issues. If the Ambassador is not told of	
problem, it is with "malice of forethought" on the part. This varies with polit	
appointees as far as competence and agenda and is worked through the DCI's foreign	i
affairs office (Ambassador Montgomery's office). Expectations change overtime, w	ith
the country team, but the doctrine has not changed. The Ambassador is in charge.	
Sometimes there are personal rather than institutional problems with sharing.	
Mr said Ambassador Montgomery does not manage; he makes no atter	pt to
get or give advice or guidance. Amb Montgomery sees his role as keeping the DCI	
informed on foreign relations worldwide, and the	
(?) takes the initiative. As to a unified IC strategy for foreign relations, Mr	
said Amb Montgomery publishes a summary of intelligence relationships with count	
(aperiodically). This includes broad recommendations to the DCI on each country.	lhey
all get copies across the IC. The DCI signs these. Amb Montgomery's work inform	
DCI's view. Montgomery's office though does no real planning or programming. T	he
DCI gives guidance by intelligence discipline, rather than comprehensively. There a	re
few new starts (the IC establishing relations with new partners) and for those everyor	ie
(the whole IC) is included in the decision across the USG. advised us to ask G	ary
Grantham why we didn't have a SIGINT relationship with before 2001, what	
prompted us to develop one then, and what the process was for establishing it.	
is confident that SIGINTers would call him or pass him reporting	
they knew about a terrorist cell in the US. He has very good communications with the	
and he can go direct to the NSA product lines 24/7. The SIGINT relations with other	•
nations is not they are based more or	ì
historical relationships. However, the SLOs do worry about this in now and	a lot
depends on each ruling party.	
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Save an example of how relations are between the NSA. T		
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	plan. DIRNSA and the NSA Foreign Affairs Division work the NSA collection part of this plan.
	CONCLUSION/SUGGESTIONS (U)
	intelligence agencies to get rid of anything that hinders real-time communications, for instance they should get rid of the NOFORN caveat. Communications systems must talk to each other as fast as possible. The IC needs to establish well-organized, vigorous chatrooms between operations centers (like that NSA uses with the military services used for analyst – analyst exchanges and recently for real-time, SIGINT-only targeting). They should extend this capability to key partners were need to jump on this acknowledged it is very difficult to work this issue internally in order to overcome cultural differences, so it has to be imposed externally. MI emphasized that in his experience over 25 years, NSA has cooperated with the IC and foreign partners very well, he feels no guilt or uneasiness about that. He acknowledges that there have been problems, but he feels the willingness on NSA's part was always there. In the early 1980s he was the first CT chief and he was sent to CIA to solve this communications problem. During his tenure, they established the first interagency communications link to pass and Charlie Allen who was the NIO for CT at the time. As for cultural differences feels that CIA and NSA are like family. Before he went to
	work at CIA on rotation he thought they were very different, but during his assignment there he figured out they were not so different. They do have differences based on history and ethos, but he thinks that cross agency assignments help and that this needs to start earlier in peoples' careers. NSA has a huge, new, young cohort and the IC should make sure that this cohort does "cross cultural" assignments early.
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