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

FOIA Case: 100386C
10 May 2018

SCARLET KIM
PRIVACY INTERNATIONAL
62 BRITTON STREET
LONDON EC1M 5UY
GBR

Dear Ms. Kim:

This further responds to your Freedom of Information Act (FOIA) request of 13 December 2016 for "access to records relating to the British-United States Communication Intelligence Agreement (now known as the "UKUSA Agreement")." There are no assessable fees for this request.

This is our third production in this case. Your request has been processed under the FOIA. One sample record, responsive to the category of your request seeking records pertaining to planning, technical and other relevant conferences, is enclosed. This record comprises a set of NSA and GCHQ documents compiled for the Joint Management Review conference held from 14-16 October 2008. The GCHQ documents are not under NSA's control and, as such, are annotated as "Not an Agency Record."

The pages of this record total 187 pages and are annotated as NSA FOIA Case 100386 pages 00040 - 00226. Certain information, however, has been deleted from the enclosure.

The withheld information has been found to be currently and properly classified in accordance with Executive Order (E.O.) 13526. The information meets the criteria for classification as set forth in Subparagraphs (b) for foreign government information, (c) for intelligence activities, intelligence sources or methods, or cryptology, and/or (d) for foreign relations or activities of the U.S., of Section 1.4 and remains classified up to the TOP SECRET level as provided in Section 1.2 of E.O. 13526. The information is classified because its disclosure could reasonably be expected to cause exceptionally grave damage to the national security and because of potential harm to our foreign relationships. 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)).

FOIA Case: 100386C

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).

Please be advised that we continue to work on your request and the review of additional documents responsive to your request, per previous agreement, continues. Documents will be provided on a rolling basis as they are completed.

Sincerely,

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

Encls:
a/s

Doc ID: 6617812

JMR

Joint Management Review



14 – 16 October 2008 ~ Chevening, England

Approved for Release by NSA on 05-11-2018,
FOIA Litigation Case #100386

Doc ID: 6617812

~~TOP SECRET~~ (b) (3)-P.L. 86-36

1. SECURITY CLASSIFICATION

INSTRUCTIONS ON REVERSE!!

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		7. WRAPPED ☐ U ☒ S ☐ D	8. FORM A1295A ENCLOSED ☒ YES ☐ NO
		9. NUMBER OF PACKAGES 1	10. COMSEC ☐ YES ☐ NO
DCS ACCOUNT NUMBER		REMARKS	

11. ITEM NO. COPY OR SERIAL NO.	UNCLASSIFIED TITLE/ DESCRIPTION OF ITEM	CLASS. OF ITEM *(abbreviated)*
	TDY Notes	Top Secret/Comint

12. JUSTIFICATION *(For Special Handling)*

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13. PREPARED BY *(Typed Name)*	*(Signature)*	14. ORG.	15. PHONE
		F32	995-7109

FORM A1295A REV MAY 2000 *(Supersedes A1295A REV DEC 94 which will be used until depleted)*
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NSA FOIA Case 100386 Page 00041

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~~SECRET~~
1. SECURITY CLASSIFICATION

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		7. WRAPPED ☐ U ☒ S ☐ D	8. FORM A1295A ENCLOSED ☒ YES ☐ NO
		9. NUMBER OF PACKAGES 1	10. COMSEC ☐ YES ☐ NO
DCS ACCOUNT NUMBER		REMARKS	

11. ITEM NO. COPY OR SERIAL NO.	UNCLASSIFIED TITLE/ DESCRIPTION OF ITEM	CLASS. OF ITEM *(abbreviated)*
	Letter from	Secret/SI

(b) (1)
(b) (3)-P.L. 86-36

12. JUSTIFICATION *(For Special Handling)*

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

13. PREPARED BY *(Typed Name)*	*(Signature)*	14. ORG.	15 PHONE
		F32	995-7109

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e-mail to:		CONTROL NUMBER SUSLOLOG-065-08
		DATE RECEIVED 30 Oct 2008
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		SIGNATURE

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1. SECURITY CLASSIFICATION (b) (3)-P.L. 86-36

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3. TO	4. FROM (Return Address)	5. CONTROL NUMBER	6. PREPARATION DATE
DP1 Suite 6203 Ops 2B, 2B1124	SUSLOL UNIT PSC 111 APO AE 09454	SUSLOLOG-070-08	20081023
		7. WRAPPED ☐ U ☒ S ☐ D	8. FORM A1295A ENCLOSED ☒ YES ☐ NO
DCS ACCOUNT NUMBER		9. NUMBER OF PACKAGES 1	10. COMSEC ☐ YES ☐ NO
		REMARKS	

11. ITEM NO. COPY OR SERIAL NO.	UNCLASSIFIED TITLE/ DESCRIPTION OF ITEM	CLASS. OF ITEM (abbreviated)
	JMR Briefing Notes & Slides (b) (1) (b) (3)-P.L. 86-36	Top Secret/Comint

12. JUSTIFICATION (For Special Handling) (b) (3)-P.L. 86-36

13. PREPARED BY (Typed Name)	(Signature)	14. ORG.	15. PHONE
		F32	995-7109

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RETURN TO	FROM	
e-mail to: (See Searchlight)		Receipt is hereby acknowledged for the material or documents listed under this control number. CONTROL NUMBER SUSLOLOG-070-08 DATE RECEIVED 30 Oct 2008 NAME (Typ SIGNATUR

FORM A1295A REV MAY 2000 (Supersedes A1295A REV DEC 94 which will be used until depleted)
NSN: 7540 FM 001-3736

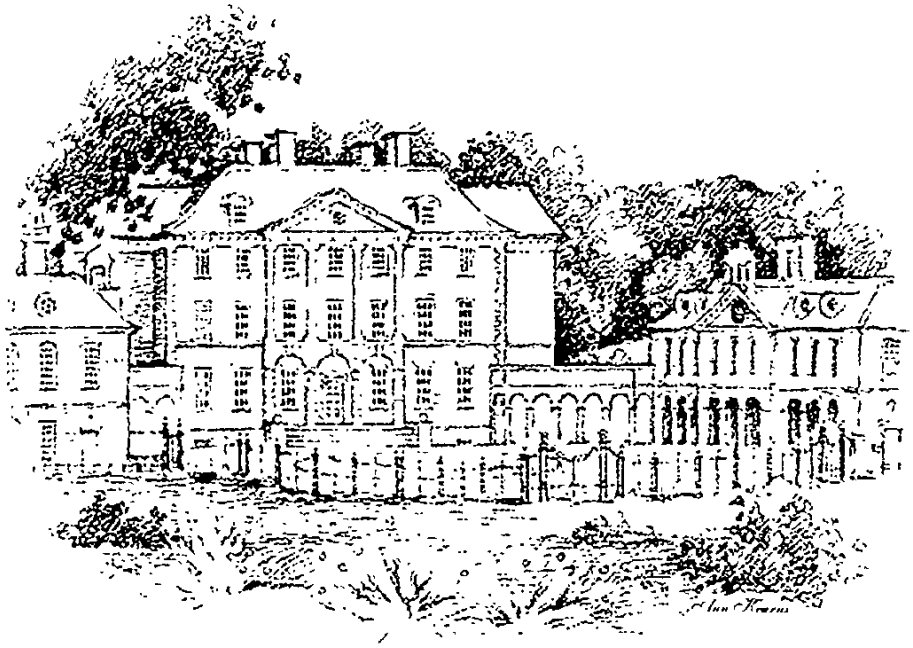
NSA FOIA Case 100386 Page 00043

Doc ID: 6617812





Joint Management Review



14 - 16 October 2008

NSA FOIA Case 100386

[redacted]

Joint Management Review

14 - 16 October

2008



NSA FOIA Case 100386 Page 00048

Doc ID: 6617812

WELCOME TO CHARTWELL

Chartwell was the family home of Sir Winston and Clementine Churchill for 40 years, from 1924 until 1965.
During the twenties and thirties, Churchill used Chartwell as the base for his political and literary work, together with hosting weekend house parties when close relations and friends would gather to enjoy Chartwell's commanding views over the Weald of Kent or spar with Sir Winston on the politics of the day.

During the war the house was dust - sheeted and closed up as it was deemed unsafe, being too conspicuous from the air. It was during this time that Churchill devised his famous scheme for the creation of The Mulberry Harbours, the name which the function room at Chartwell Restaurant now proudly bears.

Sir Winston died in 1965 and Clementine decided to give up residence at Chartwell to enable the National Trust to prepare it for opening to the public in1966. Since that time Chartwell has welcomed up to 200,000 visitors a year. The unique experience of the house and garden and the facilities offered in the restaurant ensure that both regular and new visitors enjoy Chartwell, however many times they return, and these are qualities which are guarded with pride, with constant reference to Sir Winston and the forty happy years spent here with his family.

Doc ID: 6617812



CHEVENING HOUSE

The Estate consists of some 3,000 acres stretching between Sevenoaks and Biggin Hill in Kent. The gardens include a lake, maze, parterre and a double hexagonal walled kitchen garden (not open to the public), amounting in all to some 40 acres. Over 530 acres of mixed woodland surround the extensive park.

The House was built by the 13th Lord Dacre between 1615 and 1630 to a design once attributed to Inigo Jones. The house and estate were bought in 1717 by General James Stanhope, confidant of King George I and later his Chief Minister, who was created 1st Earl Stanhope in 1718. In 1720 Stanhope added projections on the east and west sides of the house, built the two pavilions and quadrants which join them to the main building and enclosed the forecourt with an elegant wrought-iron *clair voyée* of local manufacture. He laid out the formal garden around a long canal, planted a triple avenue to the Pilgrim's Way and extended the Upper Park.

The 3rd Earl had an unusually fertile mind. In the latter half of the 18th Century he designed the first iron printing press, invented a machine to do multiplication and division, experimented with steam propulsion for warships, planned canals and advocated the development of railways. His ideas for the house were less commendable. In about 1780 the bad state of repair of the house led the 3rd Earl to make alterations, which, sadly, removed much of its original beauty. The mansard roof was removed and replaced with a top storey with perpendicular walls and a flat roof, and the major part of the walls of the centre block were encased with overlapping "mathematical" tiles which were nailed to the walls with iron pins. These eventually rusted, ruining the brickwork. The thermometer shaped canal was transformed into an informal lake and the sweeping Chatham drive was built.

The 4th Earl inherited "a dilapidated and decayed house standing in a hayfield". Between 1817 and 1821 he spent £4,824 15s 5d on essential repairs, but his main interest lay in the garden and woodlands. He laid out Italian gardens in front of the house and the parterre on the west side. His son, Lord Mahon, designed the maze. The 4th Earl also re-opened the public footpaths closed by his father and opened the gardens to the public. The 5th Earl modernised the house, putting in gas and sanitation and installing heating apparatus in the halls and passages. The upkeep of the estate continued to be a serious drain on resources and the 6th Earl sold Irish and Buckinghamshire properties while the 7th Earl sold those in Devonshire and Derbyshire.

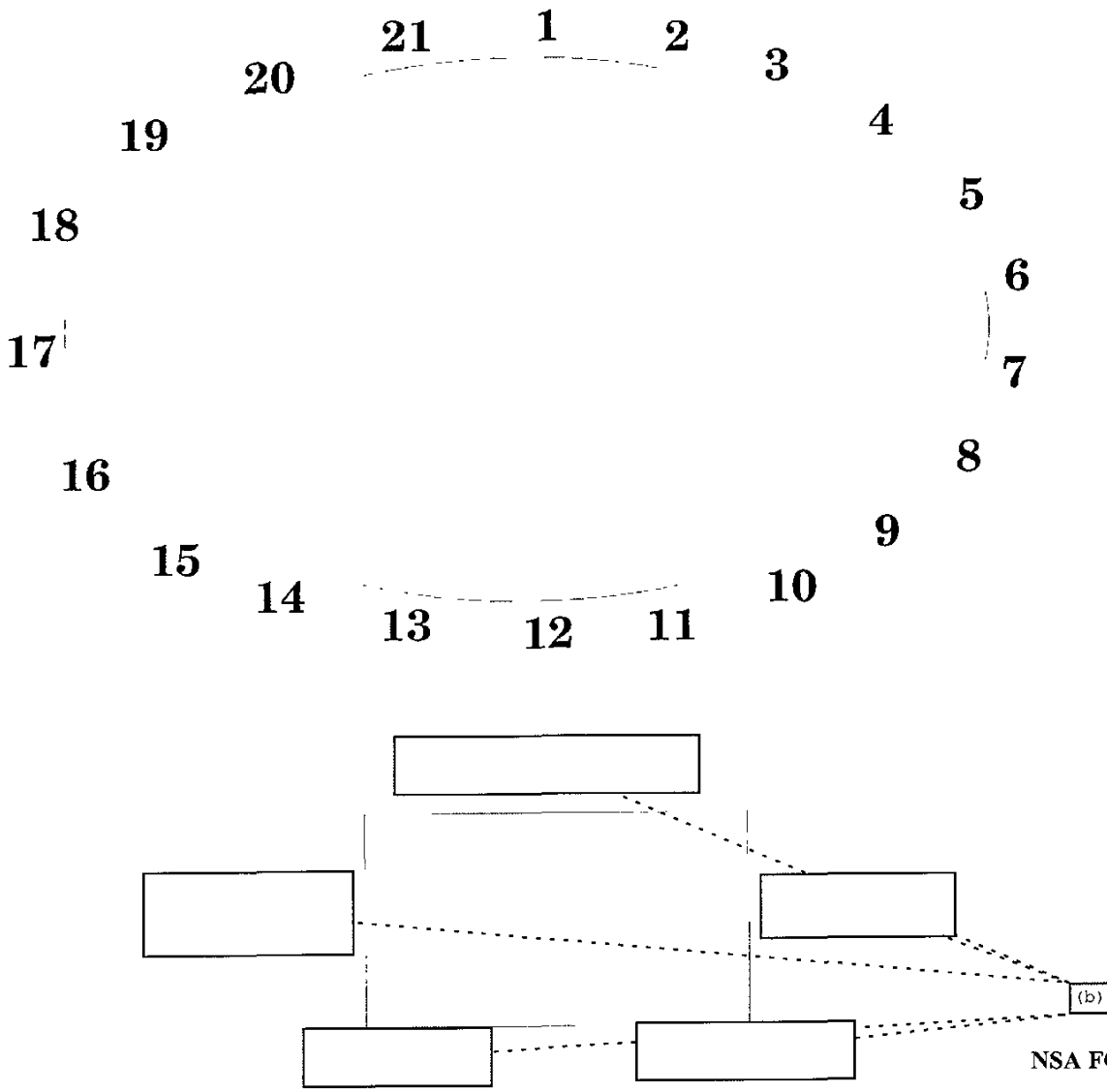
Knowing that he would die without issue, the 7th Earl set up a trust under which the house and estates would be preserved for the nation. This was achieved in the 1959 Chevening Estate Act, under which the Prime Minister of the day may nominate either a Cabinet Minister or a direct descendant of King George VI to occupy the house.

On the death of the 7th Earl in 1967 the Trustees set about the task of restoring the house to its former beauty. They removed the flat roof, replacing it with a mansard roof with dormer windows in the original style; stripped off the tiles and plaster from the walls, together with the damaged brickwork; replaced them with new bricks which excellently match those of the pavilions, and completely renovated the interior. The work was so successful that the architects, Donald Insall Associates, received the European Architecture Heritage Award for "a scheme of exceptional merit". In 1980 the Trustees began a long term programme of restoration and much has been accomplished. Work is continuing in the garden and the park.

The present occupant of the House is The Rt Hon David Miliband, the Secretary of State for Foreign and Commonwealth Affairs who uses it in an official and private capacity. The house is rarely open to the public, but the gardens are very occasionally opened in aid of charity.

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Seating plan for Formal Dinner 14th October



1 Lord West
2 Iain Lobban
3 Bill Crumm
4
5
6
7 Dick Schaeffer
8
9
10
11
12 James Cusick
13
14 Vito Potenza
15
16
17
18
19
20
21 Keith Alexander

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

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Iain Lobban CB,
Director GCHQ

requests the pleasure of your company
at a Champagne reception
in the Drawing Room
Chevening House on Tuesday 14th October 2008
at 19:00
followed by dinner in the Dining Room

Guest of Honour: Admiral the Lord West of Spithead, GCB, DSC

Dress Code: Lounge Suit

Doc ID: 6617812

Joint Management Review

ADMINISTRATIVE ARRANGEMENTS FOR DELEGATES FOR THE 2008 JOINT MANAGEMENT BOARD 14th- 16th October

Chevening House
Sevenoaks
Kent
TN14 6HG

(You will be provided with a separate welcome pack and programme on arrival.)

Directions

Chevening House is situated just inside the M25 at Junction 5.
At junction 5 follow signs "A21 Sevenoaks",
After ½ mile on A21, take first slip road marked "A25 Sevenoaks"
After 50 yards turn sharp left "Chipstead ½ mile"
At first road junction in Chipstead, fork left into Chevening Road
Road takes you over M25 to Crossroads
Straight over Crossroads marked "Chevening Church no through road"
Past church and through main date, bear left into forecourt through gates

Arrival at Chevening

Arrival is from 1430 with Tea served at 1530.

All vehicles will be stopped at the gate and occupants will be asked to provide proof of identify i.e. passport

Overnight accommodation at Chevening is limited, so a number of people will be staying at a local hotel (Donnington Manor Hotel) five minutes away, though all meals including breakfast will be taken at the house with transport arranged. Details are attached with contact numbers. **If all delegates could arrive at Chevening, those staying at Donnington Manor Hotel will be transported later in the afternoon to check in.**

Accommodation

Chevening House
Delegates staying in the house should be aware that not all rooms are en suite some have to share bathrooms (bathrobes will be provided in those rooms).

Donnington Manor
Delegates staying at the Donnington Manor will be assisted by UK support staff and will be transported from Chevening to the hotel when necessary.
You need to be aware that the booking at the hotel is under the Foreign & Commonwealth Office (FCO).

All meals will be at Chevening House including breakfast: vehicles will be available to transport delegates to and from the Hotel.

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When you check out please do not pay, as a member of the support staff will settle the bill.

Joint Management Review

rity

rounds and house will have been swept prior to your arrival. Kent Police will provide ty throughout the event. The rooms in the house will be swept and all unications in the area monitored. We request that no mobile phones are taken into nference sessions.

ct Details

ning House: the comms room will be manned 0800-1800

[redacted]

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

ring the day including breakfast will be taken at Chevening. There will be a formal Tuesday evening at Chevening House and dinner at Chartwell - a Stately Home hevening on Wednesday evening.

de

sual (jacket not required) throughout the event, except for dinner when jacket and be worn.

eous

does not operate room service or personal laundry service.
s will be available.

taff

nt you have queries or need assistance, please do not hesitate to ask the UK
ff [redacted]

h October
m 1430 with Tea served at 1530. (Optional tour of house available from 1400

sion is due to finish by 18:30.
reception will take place in the Drawing room at 19:00 followed by dinner,
Honour Lord West, in the dinning room.

Joint Management Review

Security

The grounds and house will have been swept prior to your arrival. Kent Police will provide security throughout the event. The rooms in the house will be swept and all communications in the area monitored. We request that no mobile phones are taken into the conference sessions.

Contact Details

Chevening House: the comms room will be manned 0800-1800

[redacted]

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

Meals

Meals during the day including breakfast will be taken at Chevening. There will be a formal dinner on Tuesday evening at Chevening House and dinner at Chartwell - a Stately Home close to Chevening on Wednesday evening.

Dress code

Smart Casual (jacket not required) throughout the event, except for dinner when jacket and tie should be worn.

Miscellaneous

Chevening does not operate room service or personal laundry service.
Newspapers will be available.

Support Staff

If at any point you have queries or need assistance, please do not hesitate to ask the UK support staff [redacted]

OUTLINE:

Tuesday 14th October
Arrival is from 1430 with Tea served at 1530. (Optional tour of house available from 1400 onwards)
The final session is due to finish by 18:30.
A champagne reception will take place in the Drawing room at 19:00 followed by dinner, with Guest of Honour Lord West, in the dinning room.



Joint Management Review



Wednesday 15th October

07:45 Transport from Donnington Manor to breakfast at Chevening
A buffet style breakfast will be served from 08:00.
Sessions will start at 08:45 and run until 1600.
Arrangements have been made for a tour of and dinner at Chartwell House, once a family home of Sir Winston Churchill, now owned by the National Trust.
Transport will leave Chevening for Chartwell at 16:15

Thursday 16th October

If staying at Donnington Manor delegates should check out and bring luggage with them
07:45 Transport from Donnington Manor to breakfast at Chevening
A buffet style breakfast will be served from 08:00.
Sessions will commence at 09:00.
The JMR will conclude with lunch at 12:30, departure from Chevening at 14:00

Joint Management Review

DELEGATES

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

LTG Keith Alexander
DIRNSA

Mr Bill Crumm D/SID
Signal Intelligence Directorate

Mr Dick Schaeffer D/IAD
Information Assurance

[redacted]
Deputy Director for Special Projects

[redacted]
Deputy Director Mission Capabilities

[redacted]
Commercial Solutions Center

[redacted]
SUSLOL

Mr Vito Potenza OGC
Office of the General Counsel

Mr James Cusick FAD
Foreign Affairs Director

[redacted]
Analysis & Production

[redacted]
Associate Deputy Director CT

Iain Lobban
Director GCHQ

[redacted] **DGO**
Director General Operations

[redacted] **CIO**
Chief Information Officer

[redacted]

[redacted]

[redacted]
SUKLO

[redacted]
Director for Legal Affairs

[redacted]

[redacted]
Director of Counter Terrorism

Joint Management Review
14-16 October 2008

JMR Mission Statement:

The purpose of the JMR is to sustain and enhance UKUSA's role at the heart of the Special Relationship.
The JMR will achieve this by

- Assessing the strategic drivers that shape our future role
- Reviewing progress against common strategic goals
- Identifying and resolving critical challenges to our shared mission
- Setting priorities and direction for collaboration over the coming year

JMR sessions

14th October

1500 - 1600
Arrival and coffee (Optional tour of Chevening)

1600 - 1645 (Lead: LTG Keith Alexander DIRNSA / Iain Lobban Director GCHQ)

A. The strategic context: Directors to comment on top level developments in each country pertinent to our agencies

1645 - 1700 (Lead: [redacted] SUSLOL/ [redacted] SUKLO)

JMR 2007 Action Review

1700 -1830 (Lead: Bill Crumm SID/ [redacted] DGO)

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

B. Current Operations part 1: [redacted]

i. [redacted]
ii.
iii.

(b) (1)
(b) (3)-P.L. 86-36

1900 - onwards

Champagne reception and Dinner - Guest of honour Lord West (Permanent Under Secretary of State for security and counter terrorism, Home Office)

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

15th October

0845 - 1030 (Lead: Bill Crumm SID/ [redacted] DGO)

C. Current Operations part 2: [redacted] **(Lead: SID/DGO)**

i. [redacted]
ii.
iii.

~~CONFIDENTIAL~~

Joint Management Review

1030 - 1100
Coffee

1100 - 1330 (Lead: Bill Crumm SID/ Dick Schaeffer IAD/ [redacted] DGO / [redacted]

D. [redacted]
i. [redacted]
ii.
iii.
iv.
v.

(A break for lunch will be taken during item D)

1330 - 1600 (lead: [redacted] CTO/ [redacted] CIO)

E. [redacted]
i. [redacted]
ii.
iii.

(b) (1)
(b) (3)-P.L. 86-36

Visit to Chartwell house and Dinner

16th October

0900 - 1000

F. Planning session
i Split into subgroups to identify issues and actions arising from sessions A-E, for presentation to the Directors under item G
ii. Private meeting for DIRNSA and Director GCHQ

1000 - 1030
Coffee

1030 - 1230

G. Review (Lead: LTG Keith Alexander DIRNSA / Iain Lobban Director GCHQ)
i. Subgroups report back
ii. Wrap up and review of actions

1230 - 1400
Lunch

1400
Depart

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JOINT MANAGEMENT REVIEW
2007 ACTION ITEMS

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

14 October 2008

[redacted]

(b) (1)
(b) (3)-P.L. 86-36

~~DERIVED FROM: NSA/CSS Manual 1-52, Dated: 20041123, Declassify On: 20291123~~

~~TOP SECRET//SI/~~ [redacted]

~~Derived From: NSA/CSSM 1-52~~
~~Dated: 20070108~~
~~Declassify On: 20320108~~

~~TOP SECRET//SI//~~ [redacted] (b) (1) (b) (3)-P.L. 86-36

2007 Joint Management Review Action Items

1. Exchange elevator speeches intended to convey to policy makers the [redacted]

   POC: DIRNSA, D/GCHQ
   Status: For Discussion

   (b) (1) (b) (3)-50 USC 3024(i) (b) (3)-P.L. 86-36

2. [redacted]

   POC Crumm, Lobban
   Status: Closed

3. [redacted] POC: [redacted] Lobban

   Status: Closed

4. [redacted] POC: Crumm, Lobban

   Status: Closed

   (b) (1) (b) (3)-18 USC 798 (b) (3)-50 USC 3024(i) (b) (3)-P.L. 86-36

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(b) (1) (b) (3)-P.L. 86-36

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

(b) (1)
(b) (3)-18 USC 798
(b) (3)-P.L. 86-36

2007 Joint Management Review
Action Items

5. [redacted] scheduled for the week if 15 October 2007. POC: Schaeffer [redacted]
Status: CLOSED

6. [redacted] POC: [redacted]
[redacted] Potenza
Status: CLOSED

7. [redacted]
[redacted] POC: [redacted]
Status: CLOSED

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

8. [redacted]
[redacted] POC: [redacted]
[redacted]
Status: CLOSED

9. [redacted]
[redacted] POC: [redacted] Schaeffer, [redacted] Lobban, Crumm
Status: CLOSED

(b) (1)
(b) (3)-18 USC 798
(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36

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

Doc ID: 6617

The strategic context

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Joint Management Review

Joint Management Review

Doc ID: 6617812

Joint Management Review





Current Operations Part 1

Not an Agency Record

Not an Agency Record

Not an Agency Record

Not an Agency Record

Not an Agency Record

(b)(1)
(b)(3)-P.L. 86-36

(b)(1)
(b)(3)-18 USC 798
(b)(3)-50 USC 3024(i)
(b)(3)-P.L. 86-36

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~~Derived From: NSA/CSSM 1-52~~

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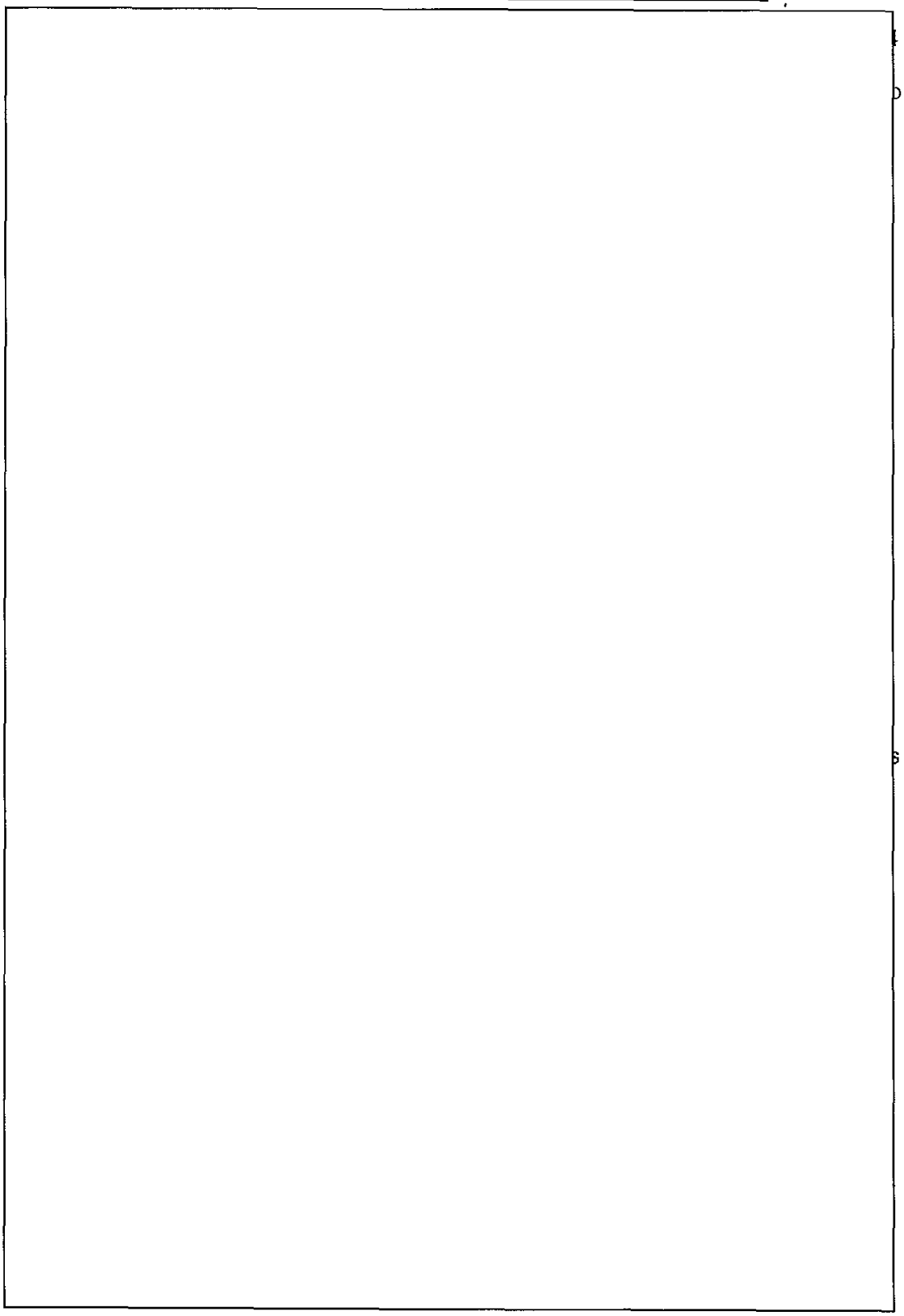
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(b) (1)
(b) (3)-18 USC 798
(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36

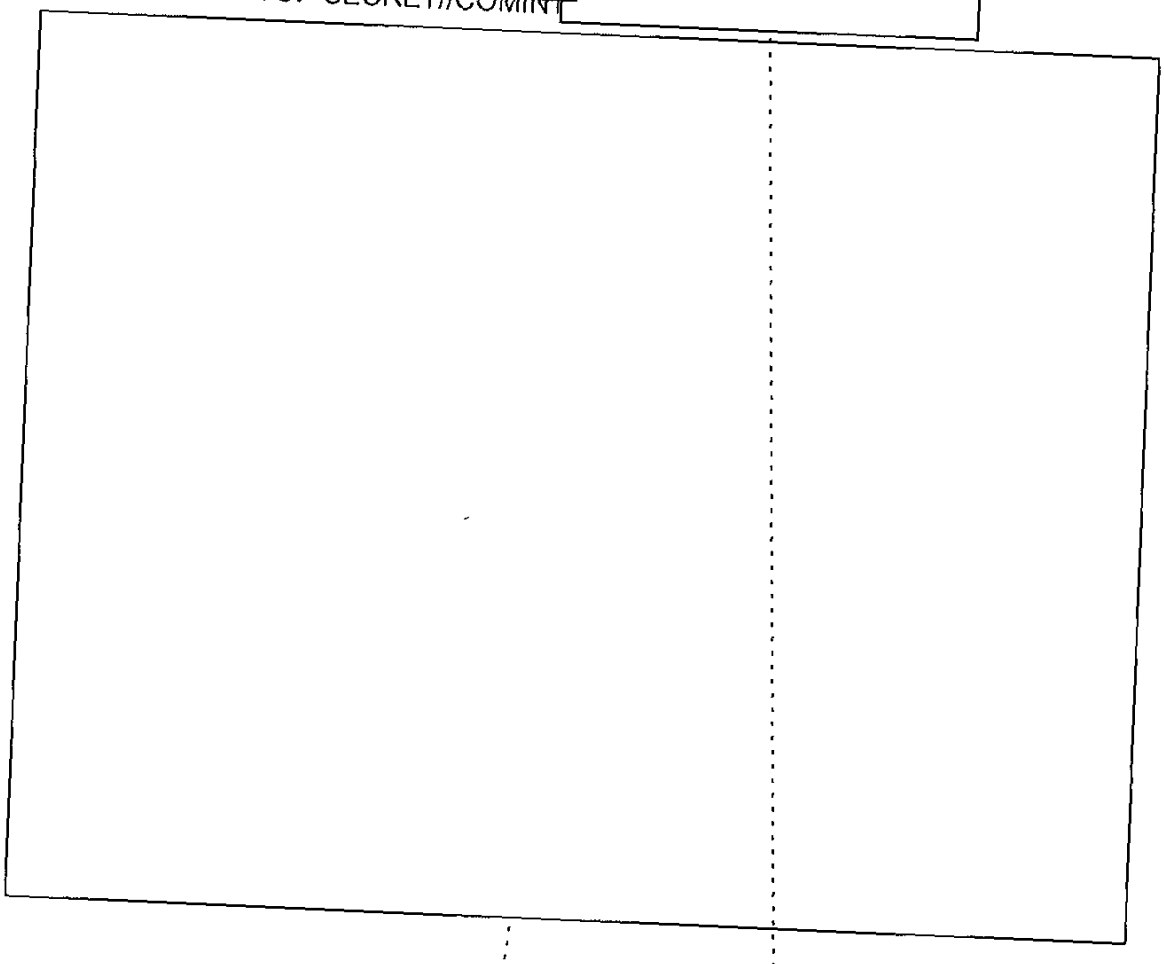
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(b) (1)
(b) (3)-18 USC 798
(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36



~~TOP SECRET//COMINT~~



(b)(1)
(b)(3)-18 USC 798
(b)(3)-50 USC 3024(i)
(b)(3)-P.L. 86-36

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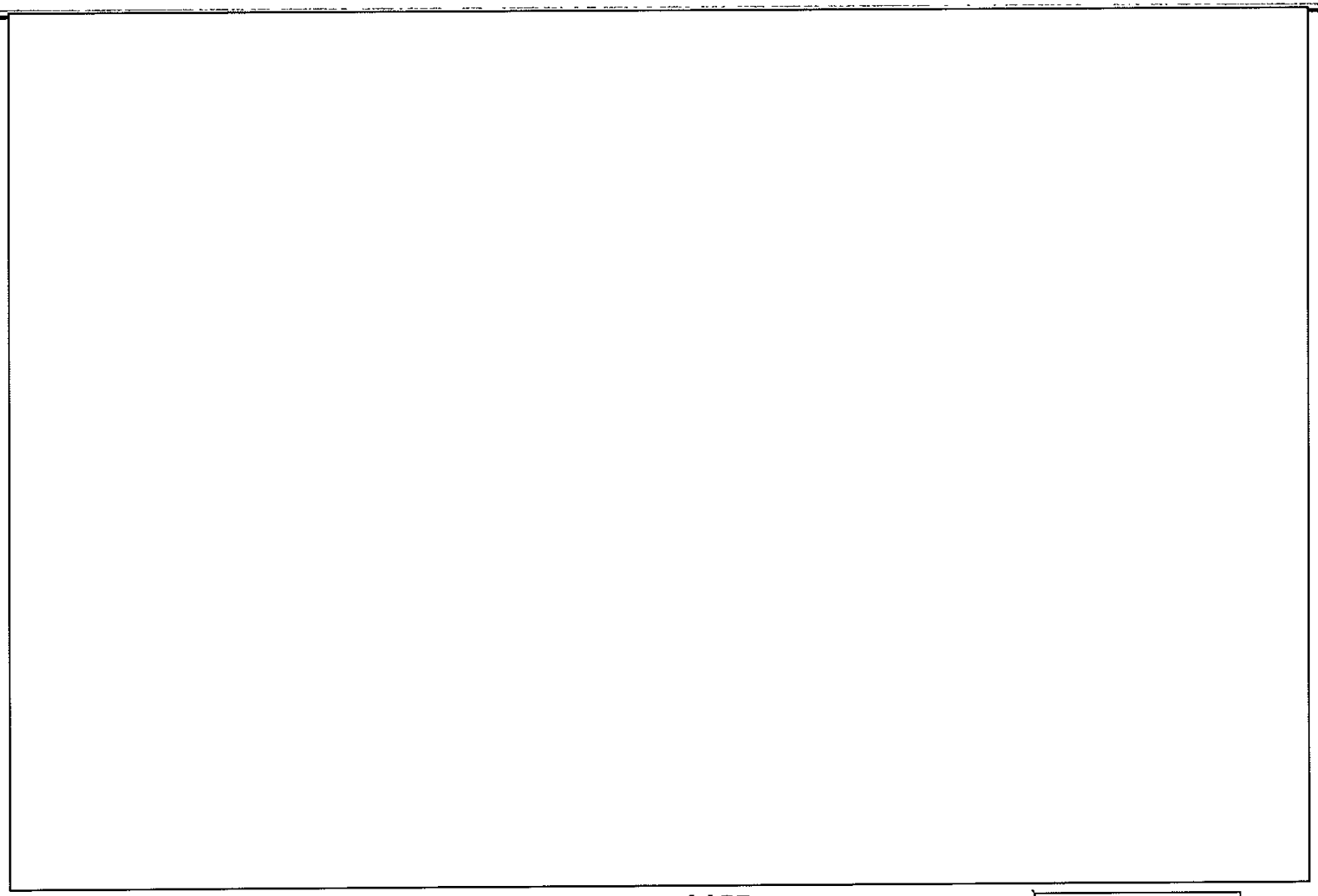
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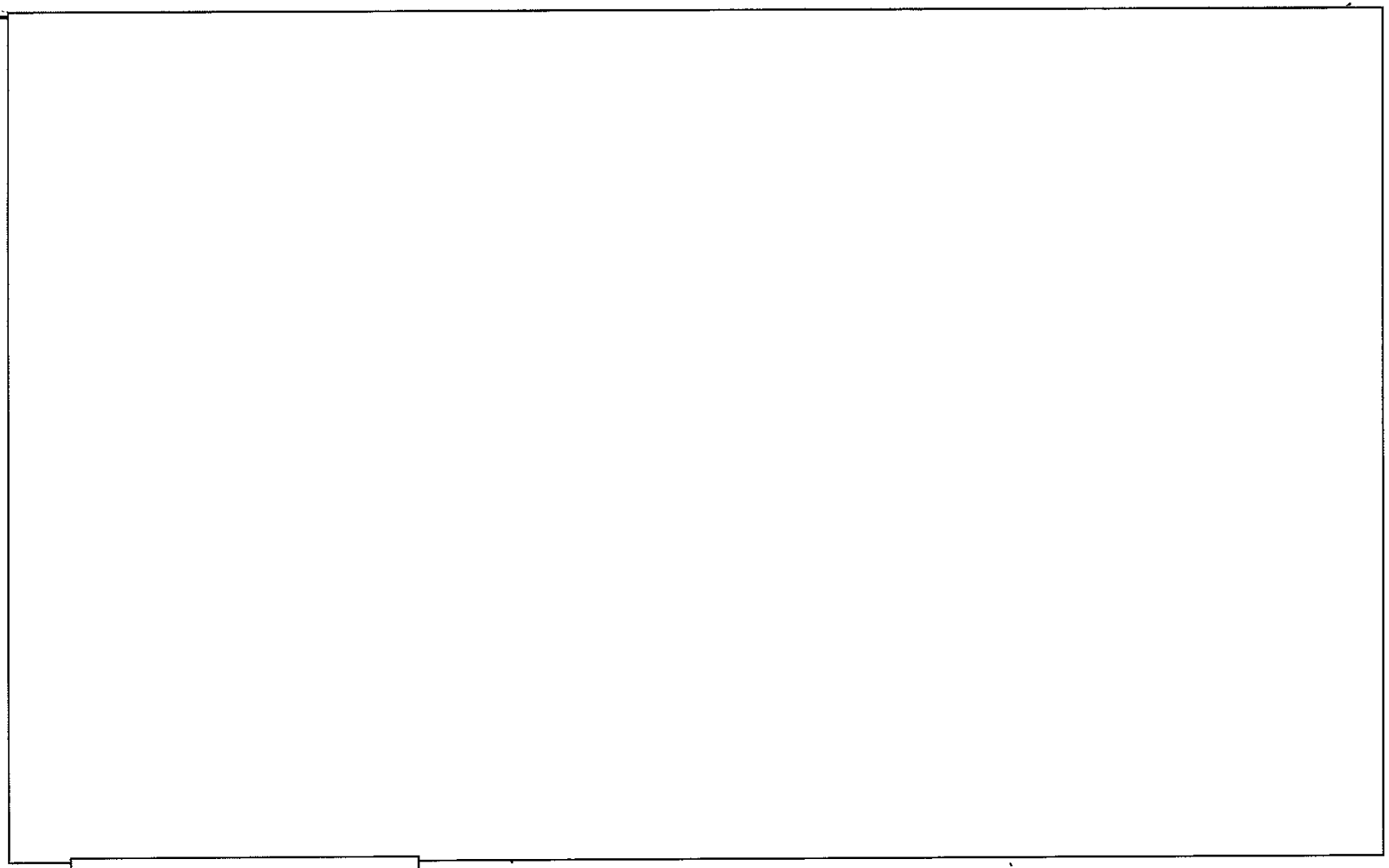
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Analytic Resources Graph



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NSA and GCHQ Reports



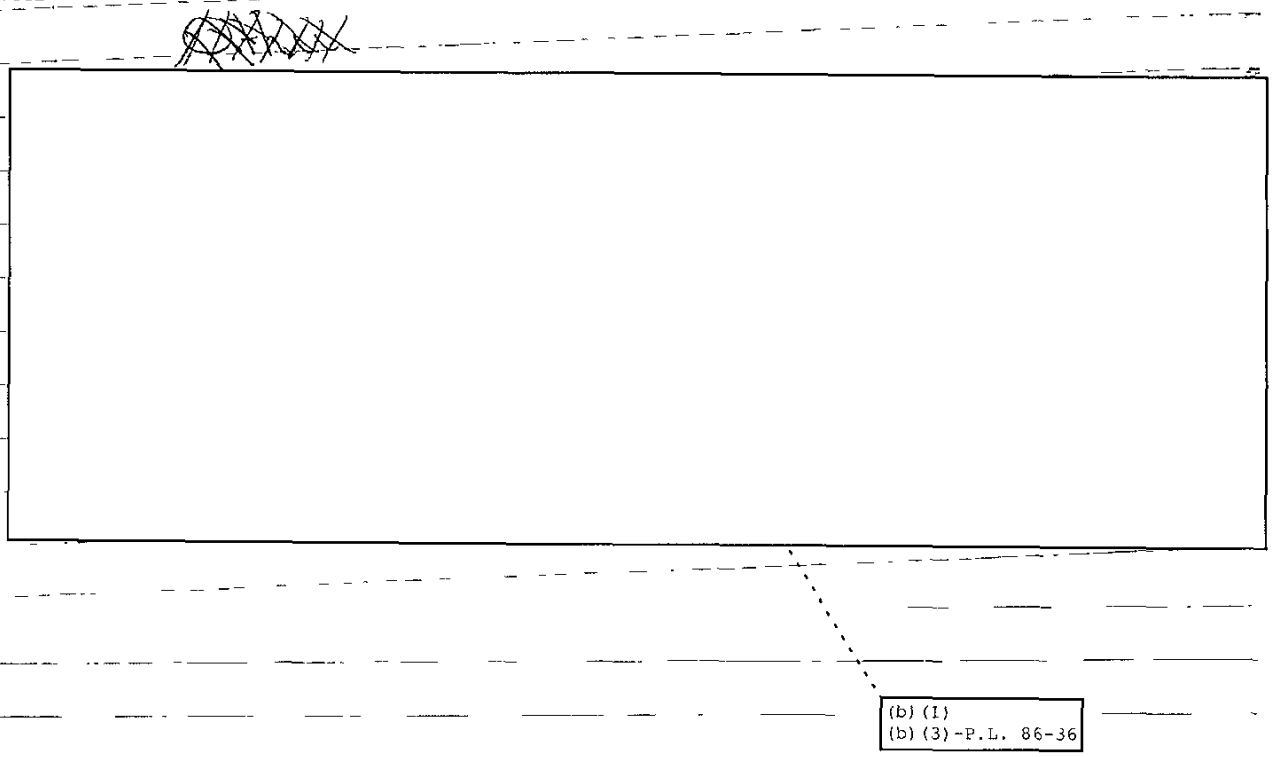
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Joint Management Review

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UK Agenda
LTG Keith Alexander
Director, NSA
14-18 October 2008

[redacted] SUSLOL, [redacted] Executive Officer and [redacted] Military Executive Officer will attend all events. [redacted] D/SUSLOL, will be attending all sessions in Cheltenham.

Monday 13 October

Dress: Casual **Weather:** Temperatures: 50-69 Fahrenheit Cloudy/Rain

1000 Arrival at LHR
Met by [redacted] SUSLOL
Expedited by Global Services
SUSLOL Drivers: [redacted]

1200 Arrival at Marriott Park Lane Hotel

Free Time

1800 Pub Dinner with SUSLOL Staff and JMR participants
Walk to the Barley Mow Pub with [redacted]
82 Duke Street – Meet in hotel lobby
Attendees: Director's party and SUSLOL Staff

Tuesday, 14 October

Dress: Business **Weather:** Temperatures: 50-69 Fahrenheit Cloudy/Rain

0815 Transit to Embassy
SUSLOL Driver: [redacted] Met by [redacted] at South Pavilion entrance

0830 Arrive at Embassy

0830-0900 SUSLO London Coffee and meet/greet
[redacted]

0900-1025 JMR Pre-Plan
Attendees: Alexander, Crumm, Schaeffer, [redacted]

1025 Transit to Ambassador's Office

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10/9/2008

1030-1100	Office Call with Ambassador Robert Tuttle and [redacted] Attendee: [redacted]
1100	OPEN
1215	Transit to Lunch
1230-1330	Lunch – The Grosvenor House – Bord'eaux
1400	Transit to Chevening House
1500-1600	JMR arrival
1600	– JMR agenda begins-
	RON: Chevening House
	Dress for the JMR Smart Casual; Evening dinners require a coat and tie

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

JMR 14-16 October

Thursday, 16 October

Dress:	Smart Casual **Weather:** Temperatures: 50-69 Fahrenheit Cloudy/Rain
1400	JMR Ends
1400	Transit to Cheltenham SUSLOL Drivers: [redacted]
1630	Arrive Cheltenham, Queen's Hotel
1630-1830	Down time
1830	Transit to dinner SUSLOL Drivers: [redacted]
1900-2100	Dinner with SUSLO Cheltenham Leadership Team – The Spice Lodge - [redacted] [redacted] **Jim Cusick**
2100	Transit to hotel
	RON Cheltenhem

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10/9/2008

Friday, 17 October

Dress: Business Suit **Weather:** Temperatures: 50-69 Fahrenheit
Cloudy/Rain

0800	Transit from hotel to GCHQ SUSLOL Drivers:
0830- 0930	Cheltenham Town Hall (C2C19 – Tiltman Room)
0930-1000	Cheltenham staff meet/greet coffee
1000-1015	Transit to
1015-1100	Tour
1100-1115	Transit to
1115-1200	Tour
1200-1215	Transit to lunch
1215-1315	Lunch – hosted by
1315-1330	Transit to
1330-1415	Tour
1415-1500	Wrap-up with SUSLOL
1500	Transit to hotel SUSLOL Drivers

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

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

Free Time

Dress: Military: Dress Blues Civilians: Black Tie

1800	Transit to Kettle dinner SUSLOL Drivers:
1900	Kettle Dinner South Cerney Officers Mess 29 Regiment Royal Logistics Corp

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10/9/2008

Duke of Gloucester Barracks
South Cerney
Cirencester
GLOS GL7 5RD

2200 Transit from Kettle dinner to hotel

RON Cheltenham

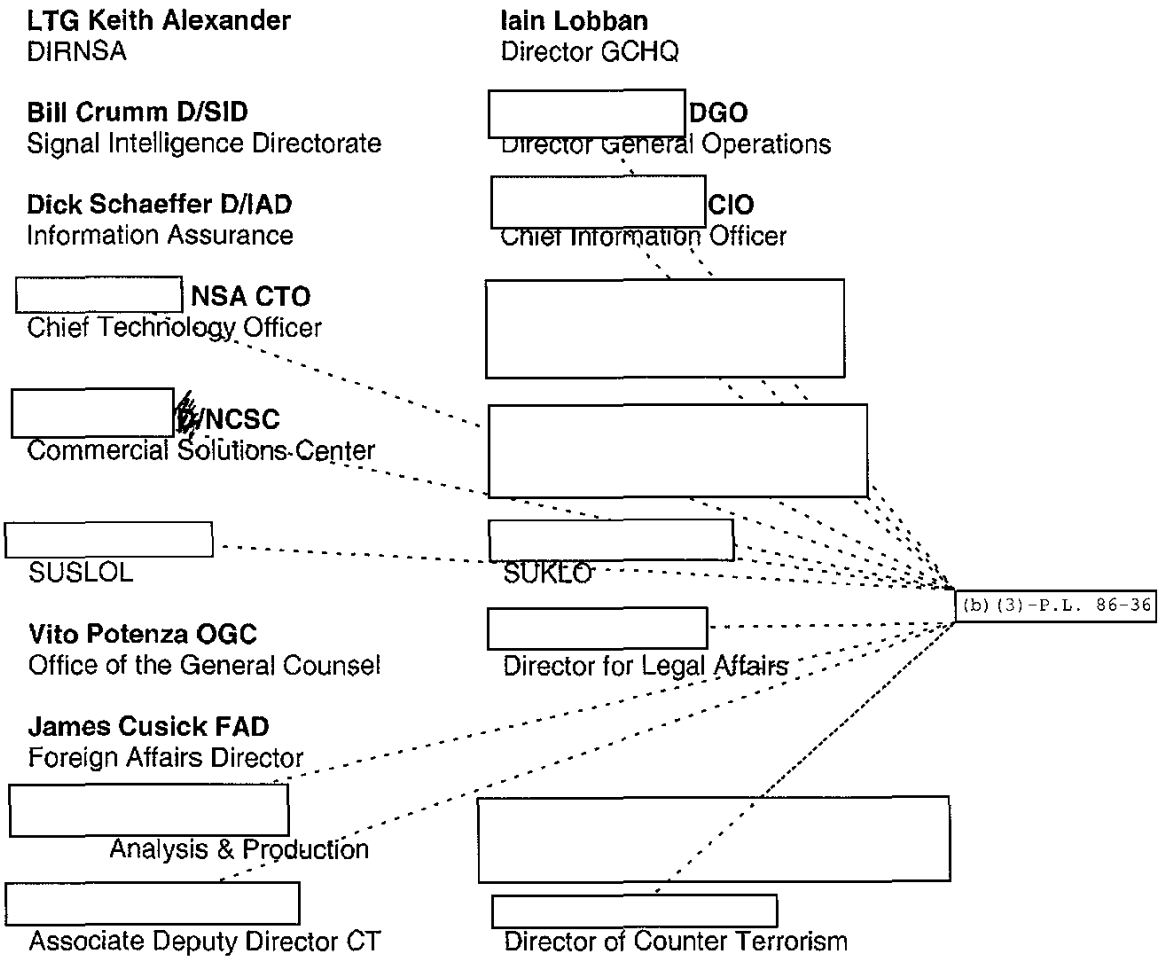
Saturday, 18 October

Dress: Casual **Weather:** Temperatures: 50-69 Fahrenheit
Cloudy/Rain

0730 Transit to LHR for departing flight to U.S.
SUSLOL Drivers: [redacted]
United Global Services Expediting (b)(3)-P.L. 86-36

PARTICIPANTS

JOINT MANAGEMENT REVIEW - CHEVENING
14-16 OCTOBER 2008



Not an Agency Record

Lord West - Parliamentary Under-Secretary

Lord West is Parliamentary Under-Secretary for Security and Counter-terrorism.



Lord West, GCB, DSC, has had a distinguished naval and governmental career stretching back decades.

Awarded the distinguished service cross for his work commanding the frigate HMS Ardent in the Falkland Islands conflict, he later held several naval appointments and played prominent roles in the re-organisation of the Ministry of Defence.

Promoted to rear admiral in 1994, he rose to commander of the United Kingdom Task Group in 1996. In 1997 he was promoted to vice admiral and chief of defence intelligence.

He was promoted to full admiral in 2000 when he took up position as fleet commander-in-chief. In this role, he was responsible for organising the fleet response on 11 September 2001, which involved major maritime deployments in the northern Indian Ocean and moving the Royal Marines into Afghanistan.

He was appointed First Sealord and Chief of the Naval Staff in September 2002, he was also the first and principal naval aide-de-camp to her majesty the Queen.

He was made a knight grand cross, Order of the Bath, in 2004, and served as first sea lord until 2006, when he became chancellor of Southampton Solent University. He was appointed Home Office Minister in June 2007.

AGENDA

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Joint Management Review

14-16 October 2008

JMR Mission Statement:

JMR sessions

14th October

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1500 – 1600
Arrival and coffee (Optional tour of Chevening)

1600 – 1645 (Lead: LTG Keith Alexander DIRNSA / Iain Lobban Director GCHQ)

A. The strategic context: Directors to comment on top level developments in each country pertinent to our agencies

1645 – 1700 (Lead: SUSLOL/

JMR 2007 Action Review

1700 -1830 (Lead: Bill Crumm SID/

B. Current Operations part 1:

i.
ii.
iii.

(b) (1)
(b) (3)-P.L. 86-36

1900 – onwards

Champagne reception and Dinner – Guest of honour Lord West (Permanent Under Secretary of State for security and counter terrorism, Home Office)

~~Derived From: NSA/CSSM 1-52~~
~~Dated: 20070108~~
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~~SECRET//COMINT//~~ [redacted]

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15th October

0845 – 1030 (Lead: Bill Crumm SID/ [redacted]

C. Current Operations part 2: [redacted]

i. [redacted] **Mr Vito Potenza**

ii.

iv. [redacted]

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

1030 – 1100
Coffee

1100 – 1330 (Lead: Bill Crumm SID/ Dick Schaeffer IAD/ [redacted] DGO / [redacted] CIO)

D. [redacted]

i. [redacted]

ii. [redacted] **Dick Schaeffer**

iii. [redacted]

iv.

v.

(A break for lunch will be taken during item D)

(b) (1)
(b) (3)-P.L. 86-36

1330 – 1600 (lead: [redacted] CTO/ [redacted]

E. [redacted]

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i. [redacted]

ii.

iii.

Visit to Chartwell house and Dinner

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16th October

0900 – 1000

F. Planning session

i. Split into subgroups to identify issues and actions arising from sessions A-E, for presentation to the Directors under item G
ii. Private meeting for DIRNSA and Director GCHQ

1000 – 1030
Coffee

1030 – 1230

G. Review (Lead: LTG Keith Alexander DIRNSA / Iain Lobban Director GCHQ)

i. Subgroups report back
ii. Wrap up and review of actions

1230 - 1400
Lunch

1400
Depart

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NSA FOIA Case 100386 Page 00

ADMINISTRATIVE ARRANGEMENTS FOR DELEGATES FOR THE 2008 JOINT MANAGEMENT BOARD
14th- 16th October

Chevening House
Sevenoaks
Kent
TN14 6HG

(You will be provided with a separate welcome pack and programme on arrival.)

Directions
Chevening House is situated just inside the M25 at Junction 5.
At junction 5 follow signs "A21 Sevenoaks",
After ½ mile on A21, take first slip road marked "A25 Sevenoaks"
After 50 yards turn sharp left "Chipstead ½ mile"
At first road junction in Chipstead, fork left into Chevening Road
Road takes you over M25 to Crossroads
Straight over Crossroads marked "Chevening Church no through road"
Past church and through main date, bear left into forecourt through gates

Arrival at Chevening

Arrival is from 1430 with Tea served at 1530.

All vehicles will be stopped at the gate and occupants will be asked to provide proof of identify i.e. passport

Overnight accommodation at Chevening is limited, so a number of people will be staying at a local hotel (Donnington Manor Hotel) five minutes away, though all meals including breakfast will be taken at the house with transport arranged. Details are attached with contact numbers. **If all delegates could arrive at Chevening, those staying at Donnington Manor Hotel will be transported later in the afternoon to check in.**

Accommodation

Chevening House
Delegates staying in the house should be aware that not all rooms are en suite some have to share bathrooms (bathrobes will be provided in those rooms).

Donnington Manor
Delegates staying at the Donnington Manor will be assisted by UK support staff and will be transported from Chevening to the hotel when necessary. You need to be aware that the booking at the hotel is under the Foreign & Commonwealth Office (FCO).

All meals will at Chevening House including breakfast: vehicles will be available to transport delegates to and from the Hotel

When you check out please do not pay, as a member of the support staff will settle the bill.

Security
The grounds and house will have been swept prior to your arrival. Kent Police will provide security throughout the event. The rooms in the house will be swept and all communications in the area monitored. We request that no mobile phones are taken into the conference sessions.

Contact Details
Chevening House: the comms room will be manned 0800-1800

[redacted]

Meals
Meals during the day including breakfast will be taken at Chevening. There will be a formal dinner on Tuesday evening at Chevening House and dinner at Chartwell - a Stately Home close to Chevening on Wednesday evening.

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

Dress code
Smart Casual (jacket not required) throughout the event, except for dinner when jacket and tie should be worn.

Miscellaneous
Chevening does not operate room service or personal laundry service. Newspapers will be available.

Support Staff
If at any point you have queries or need assistance, please do not hesitate to ask the UK support staff [redacted]

OUTLINE:

Tuesday 14th October
Arrival is from 1430 with Tea served at 1530. (Optional tour of house available from 1400 onwards)
The final session is due to finish by 18:30.
A champagne reception will take place in the Drawing room at 19:00 followed by dinner, with Guest of Honour Lord West, in the dinning room.

Wednesday 15th October
07:45 Transport from Donnington Manor to breakfast at Chevening
A buffet style breakfast will be served from 08:00.
Sessions will start at 08:45 and run until 1600.
Arrangements have been made for a tour of and dinner at Chartwell House, once a family home of Sir Winston Churchill, now owned by the National Trust.
Transport will leave Chevening for Chartwell at 16:15

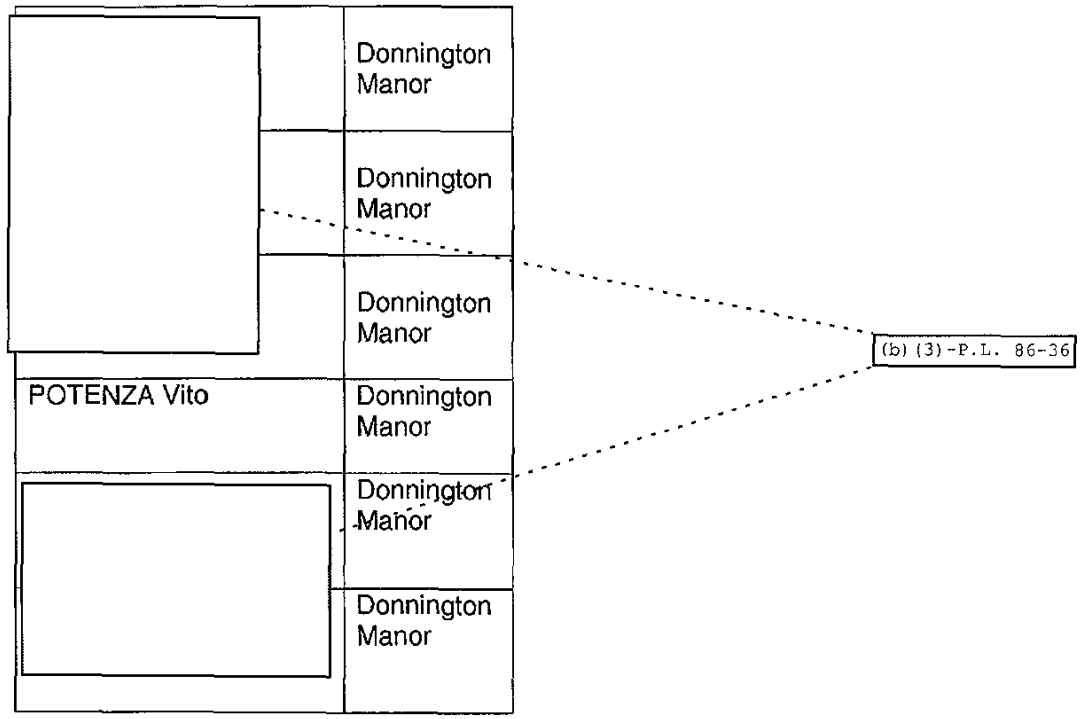
Thursday 16th October
If staying at Donnington Manor delegates should check out and bring luggage with them
07:45 Transport from Donnington Manor to breakfast at Chevening
A buffet style breakfast will be served from 08:00.
Sessions will commence at 09:00.
The JMR will conclude with lunch at 12:30, departure from Chevening at 14:00

NSA Chevening bedroom allocations

NAME	LOCATION	ROOM	PHONE No.	
ALEXANDER Lt Gen Keith	Chevening House	Mahon		
CRUMM Bill	Chevening House	Centre		
	Chevening House	Dressing		
SCHAEFFER Dick	Chevening House	Chatham		
	Chevening House	Batchelor'		
	Chevening House	Don's		
	Chevening House	Minister's		

NAME	LOCATION
CUSICK James	Donnington Manor
	Donnington Manor
	Donnington Manor

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Donnington Manor
Donnington Manor
Donnington Manor
POTENZA Vito
Donnington Manor
Donnington Manor
Donnington Manor
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2007 ACTIONS



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POINT PAPERS

Joint Management Review

(U//~~FOUO~~) State of the UKUSA Relationship

~~(TS//SI~~ [redacted]

~~(TS//SI~~ [redacted]

~~(S//~~ [redacted]

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(b) (3)-50 USC 3024(i)
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Cheltenham

(U//~~FOUO~~) [redacted]

(U//~~FOUO~~) [redacted]

(U//~~FOUO~~) [redacted]

(U//~~FOUO~~) [redacted]

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~~Derived From: NSA/CSSM 1-52~~
~~Dated: 20070108~~
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TOPIC: (U//~~FOUO~~) State of the UKUSA Relationship

ISSUE: (U//~~FOUO~~) *Background information for the Joint Management Review, 14-16 October 2008*

CURRENT ACTIVITIES:

~~(S//SI//~~ The UKUSA relationship faces several challenges that form the basis for the proposed JMR discussion topics.

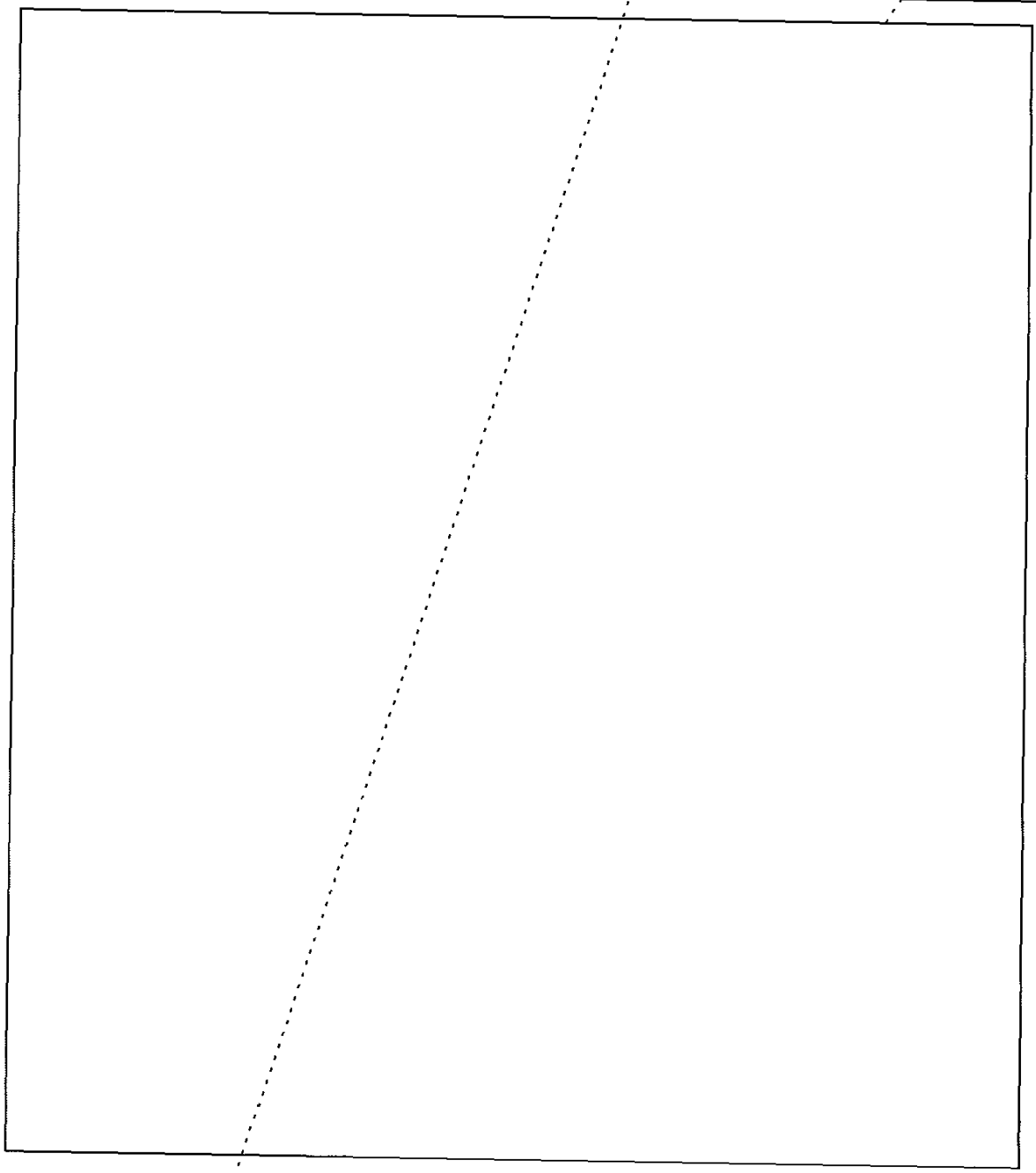
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ORIGINATOR: (U//~~FOUO~~) [redacted] FAD, UK CDO; [redacted] SUSLO; 6 October *2008*

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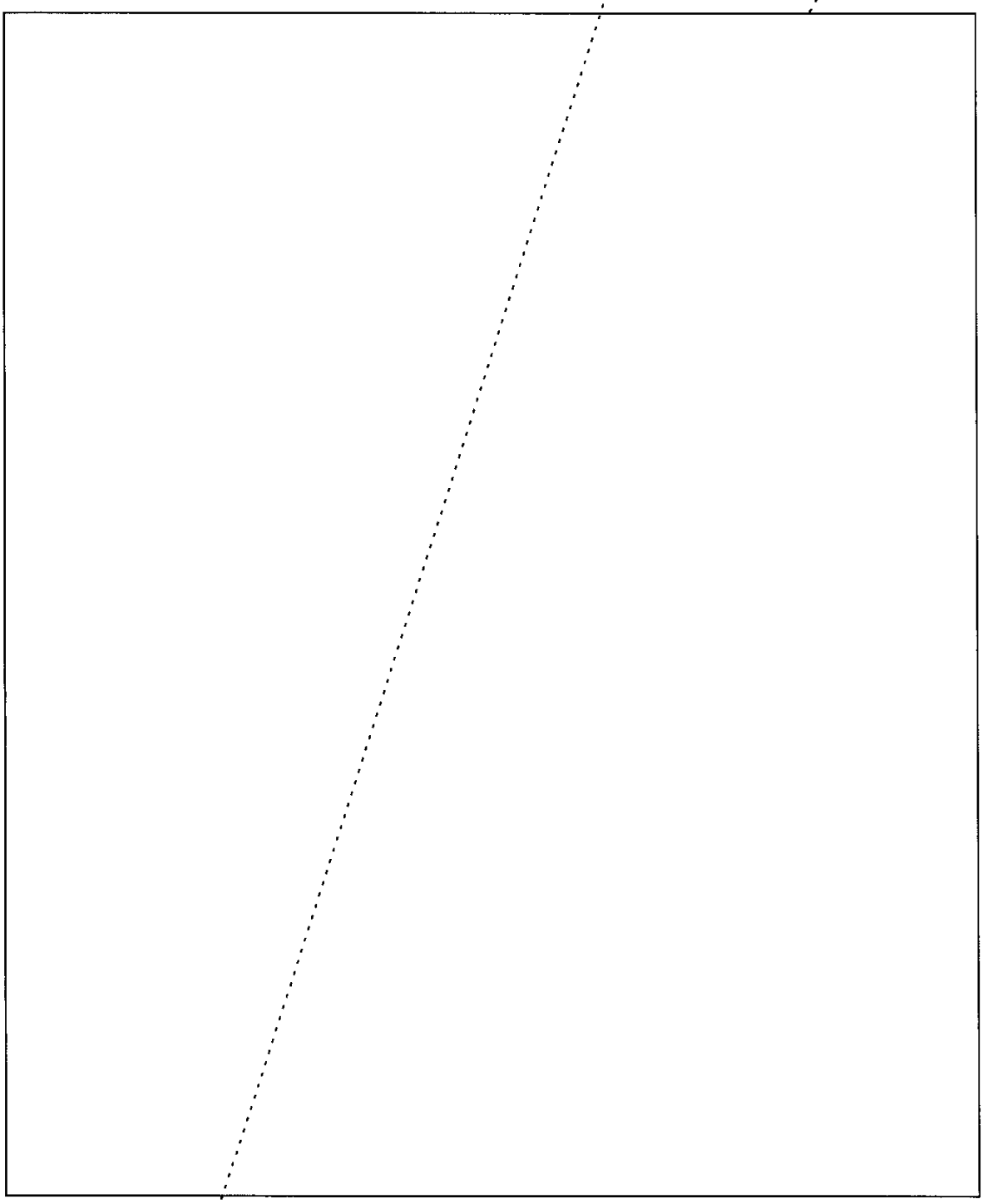
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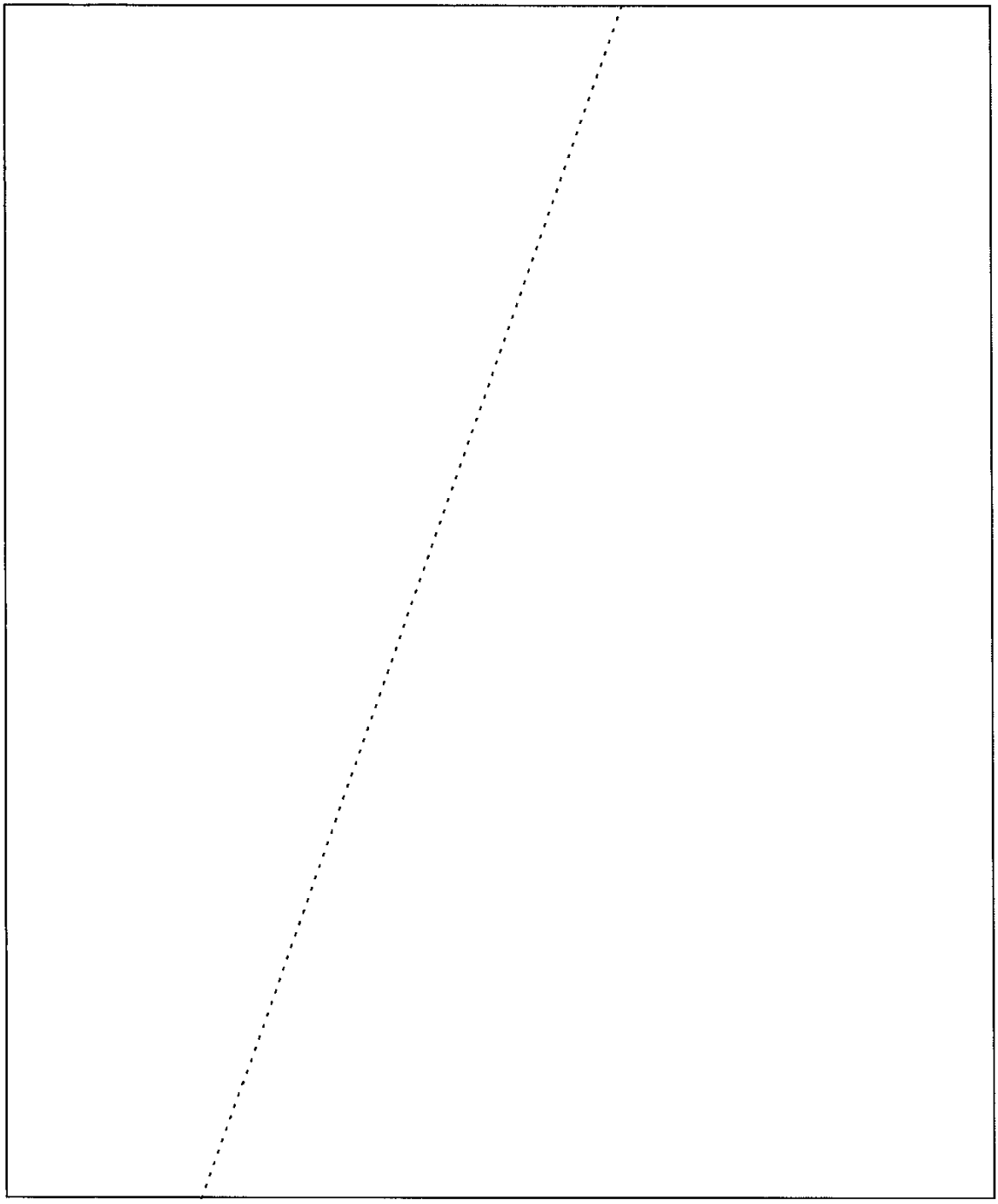
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ORIGINATOR: (~~FOUO~~)
NSTS: 966-6082, 30 September 2008.

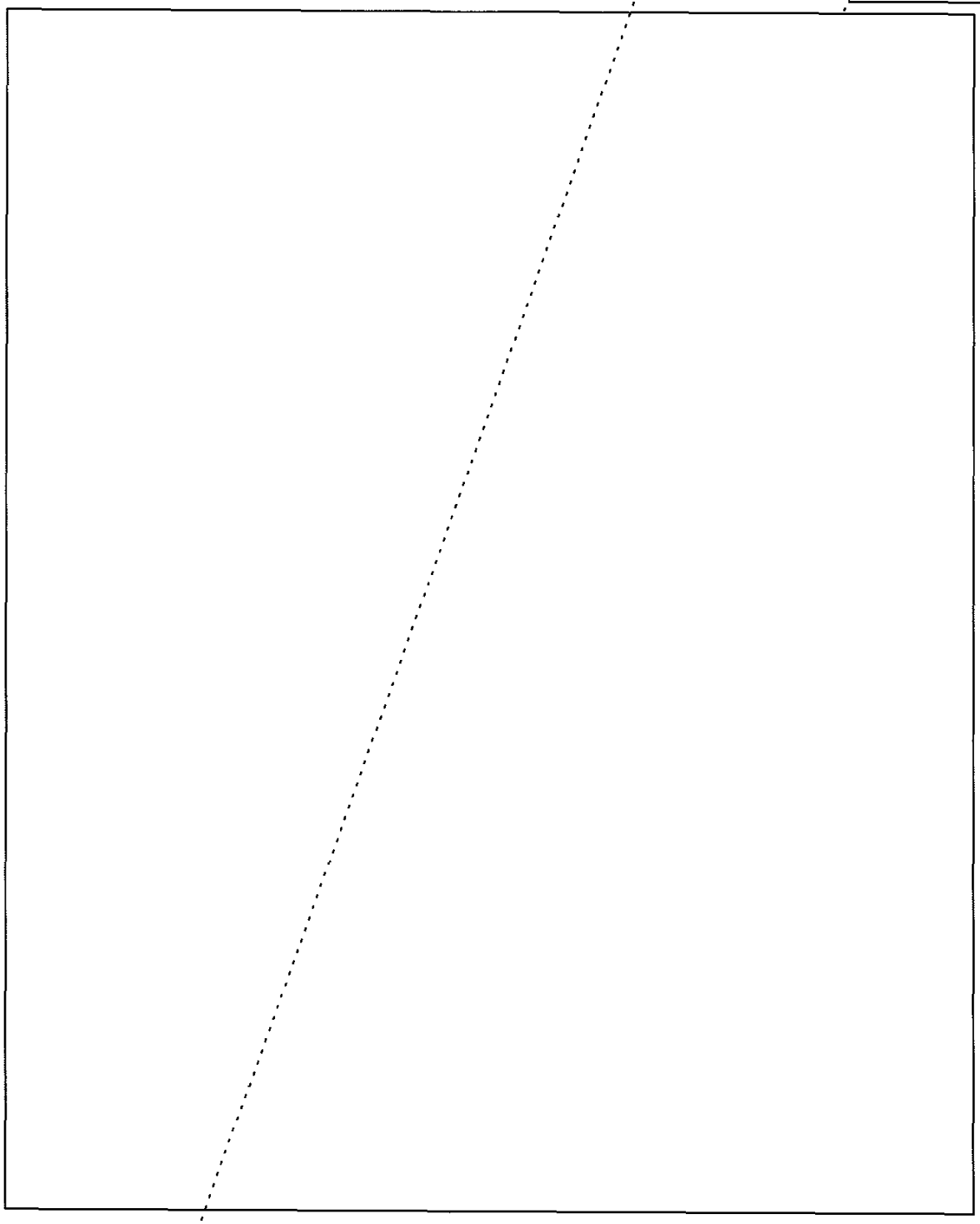
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ORIGINATOR: ~~(C)~~ [redacted]
Mission Management Team, [redacted] NSTS: 966-0256, 30 September 2008

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ORIGINATORS: ~~(C)~~ [redacted] NSTS: 966-0263; [redacted]
NSTS: 966-1253, 30 September 2008.

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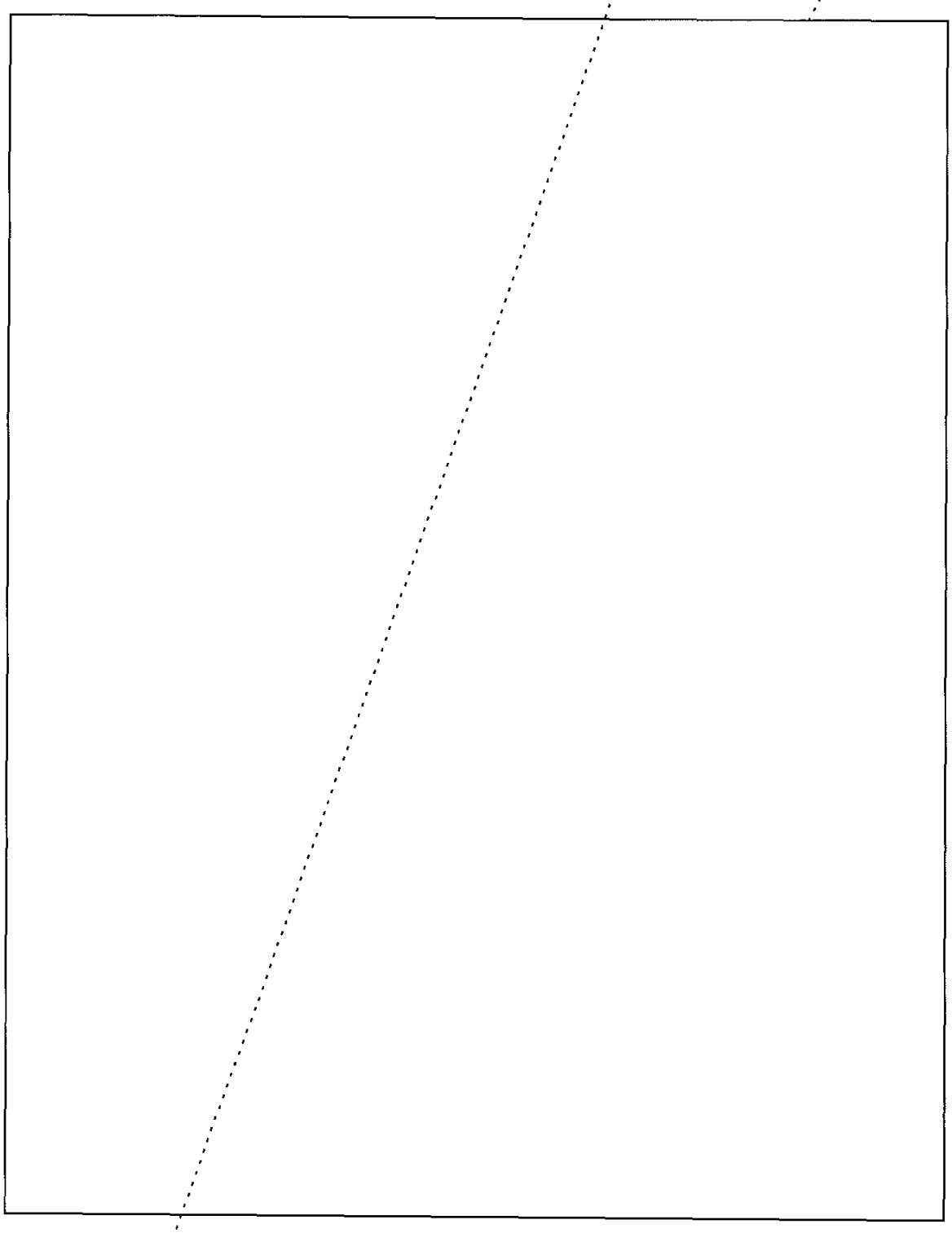
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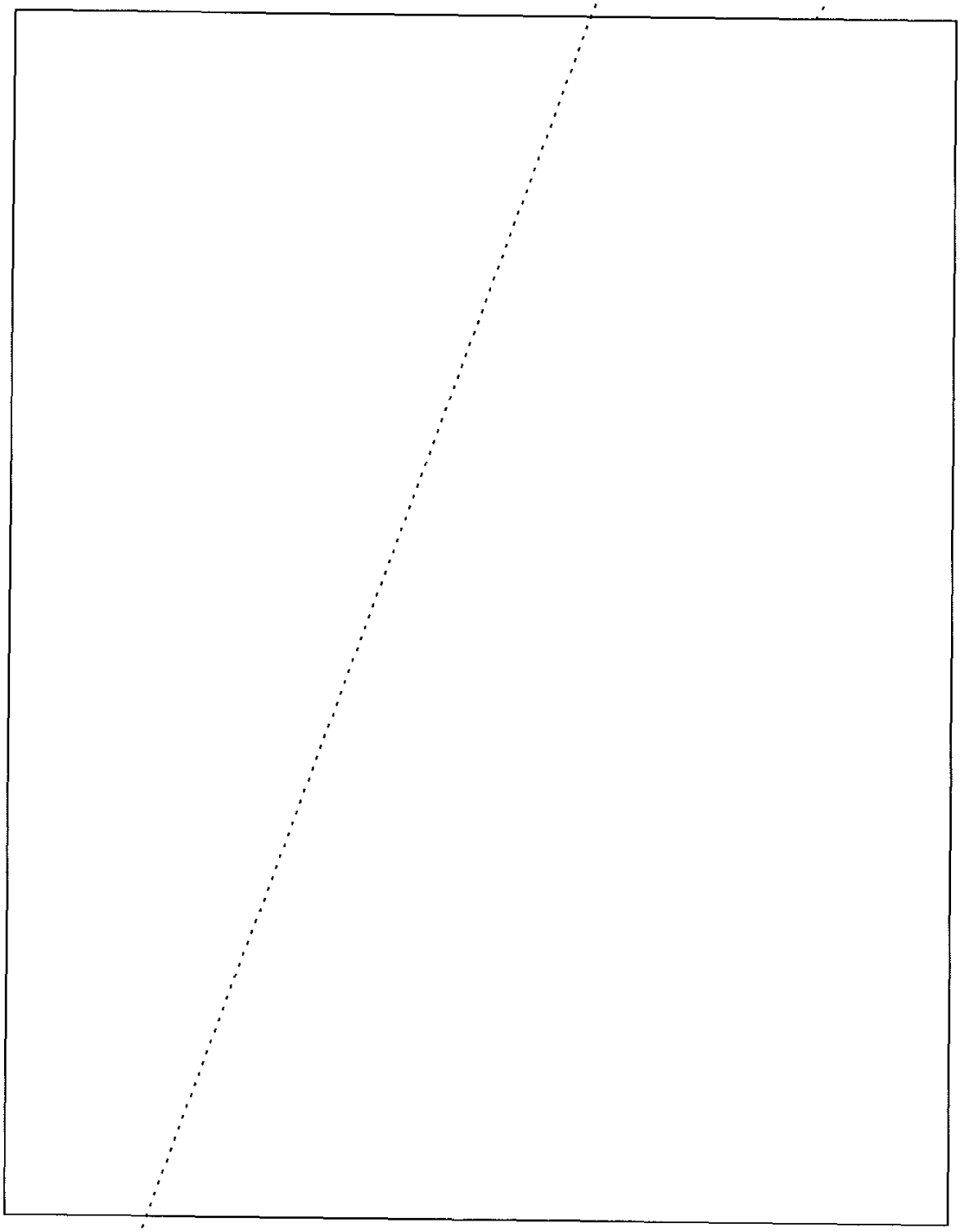
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NSTS: 966-1255, 30 September 2008

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ORIGINATOR: (U//~~FOUO~~) [redacted] 966-0245, 30 September 2008.

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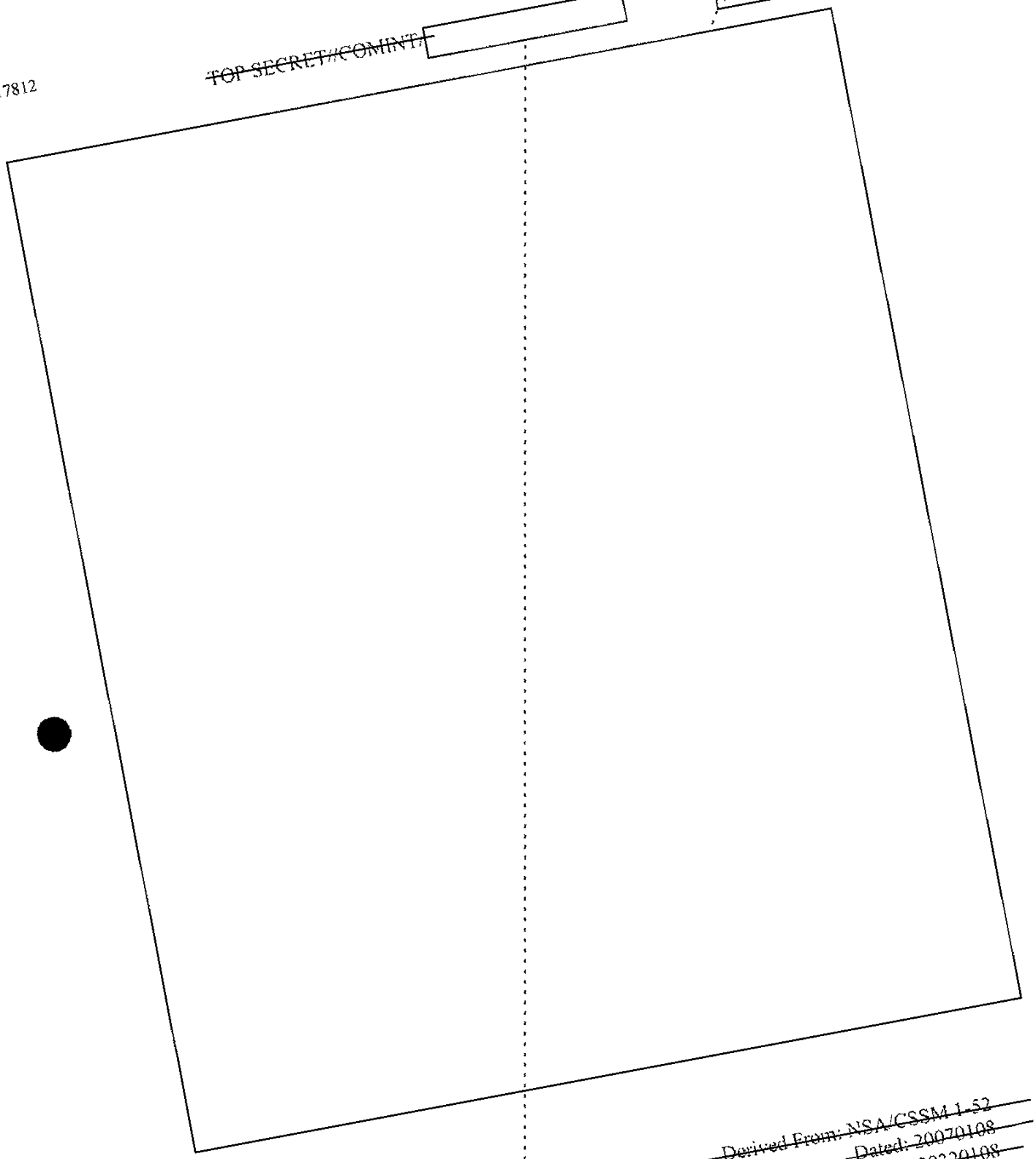
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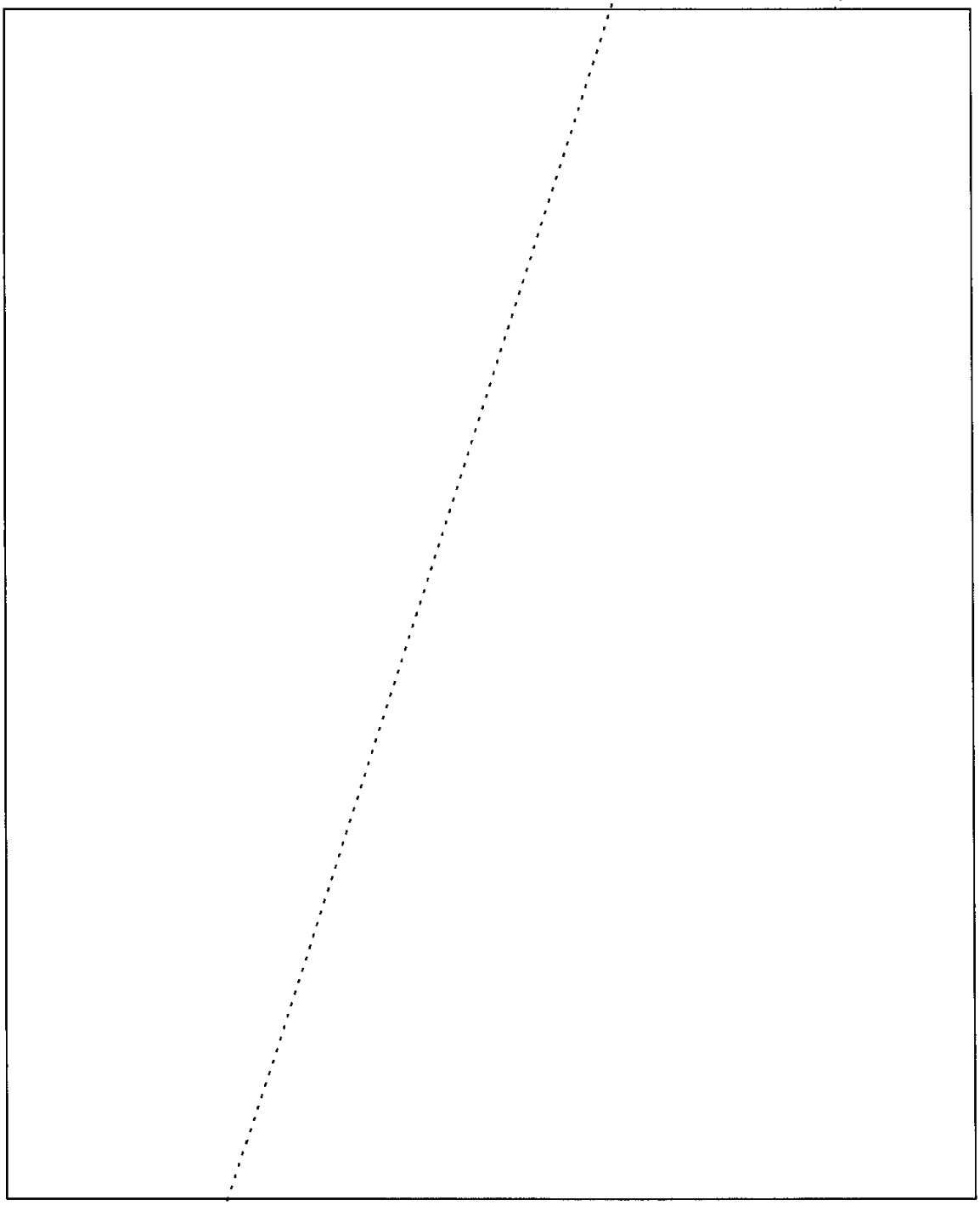
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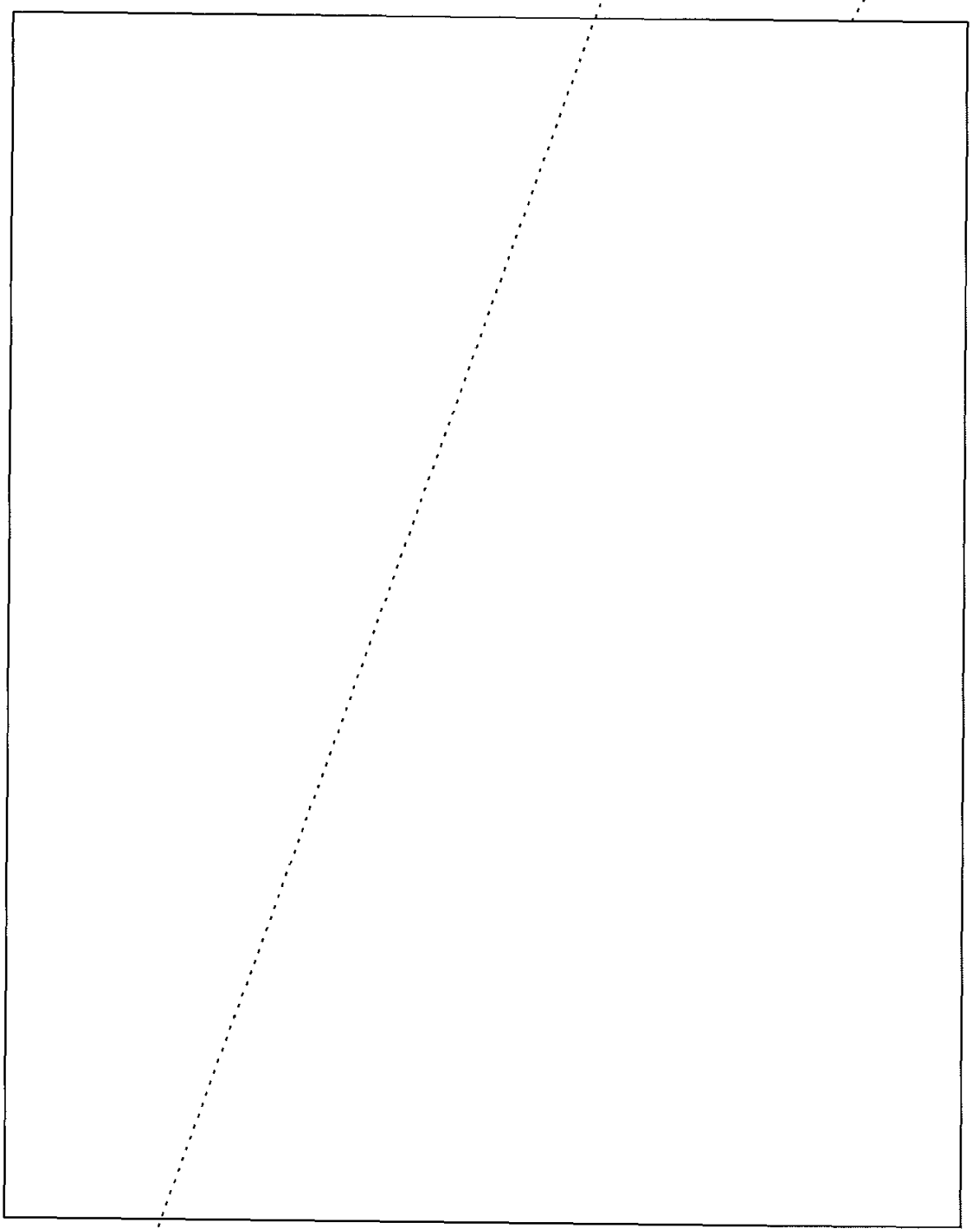
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963-0766, 30 September 2008

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TOPIC: Pers/Admin Topics in Preparation of the DIRNSA's 17 October Town Meeting U//~~FOUO~~) [redacted] (b)(1) (b)(3)-P.L. 86-36

POTENTIAL ISSUES:

- [redacted]

[redacted]

- [redacted]
- [redacted]
- **Reassimilation:** Although ADHR is actively working this issue, many employees are still concerned about this issue. [redacted] (b)(1) (b)(3)-P.L. 86-36

BACKGROUND:
While most of these issues are currently being worked, it is possible that employees who are either unaware of the status or who are unsatisfied with the result, will raise these to the DIRNSA.

[redacted] D/ADHR and [redacted] Chief MA, Office of HR Strategies will be TDY to Cheltenham to attend the HR Five Eyes Conference, and plan to host an ADHR Town Meeting on 14 October. Many of these issues, particularly the ones directly related to ADHR, should be addressed at that time.

ORIGINATOR: (U//~~FOUO~~) [redacted] Chief, Corporate and Employee Services, 995-7100s

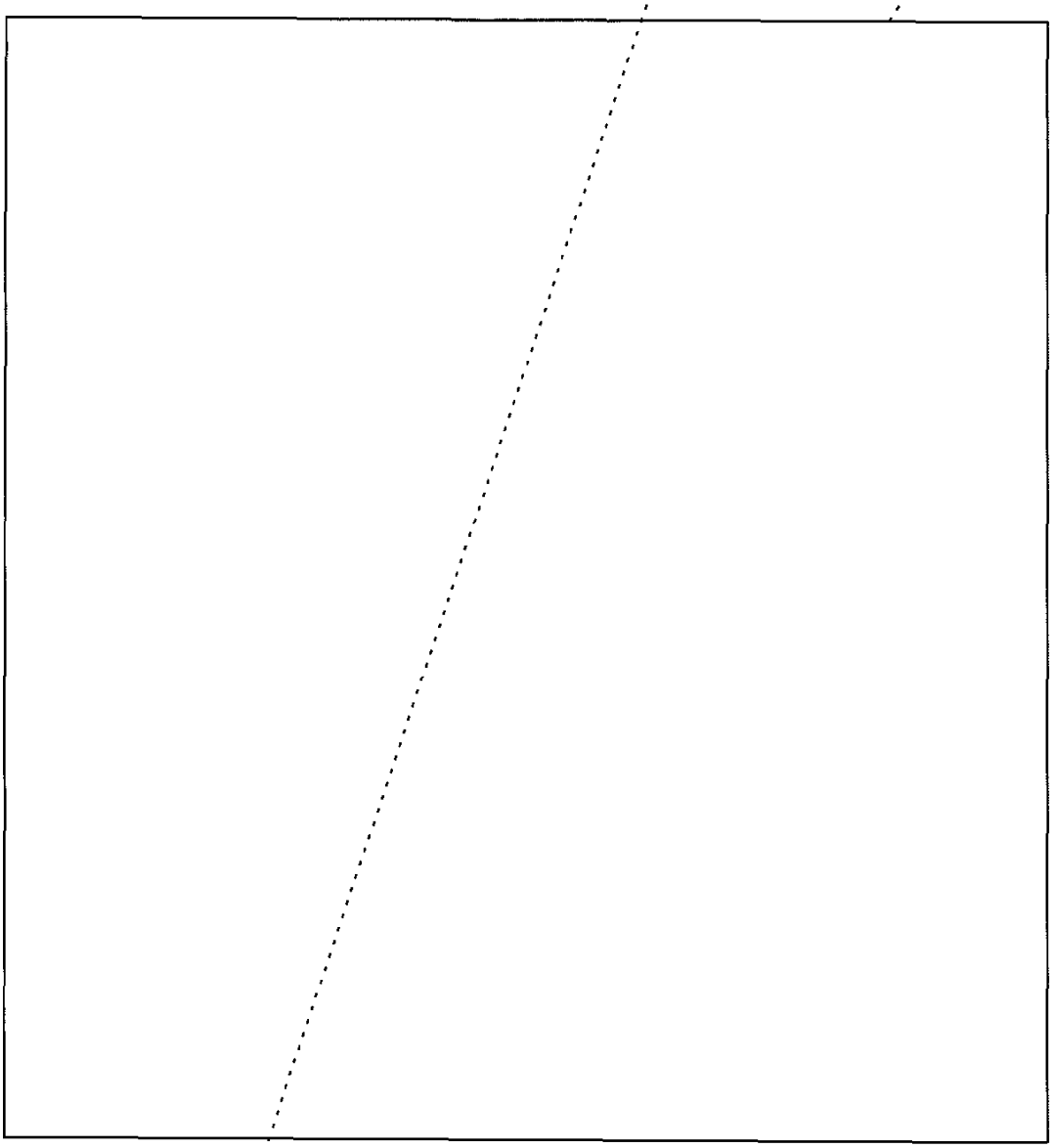
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995-7115s

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

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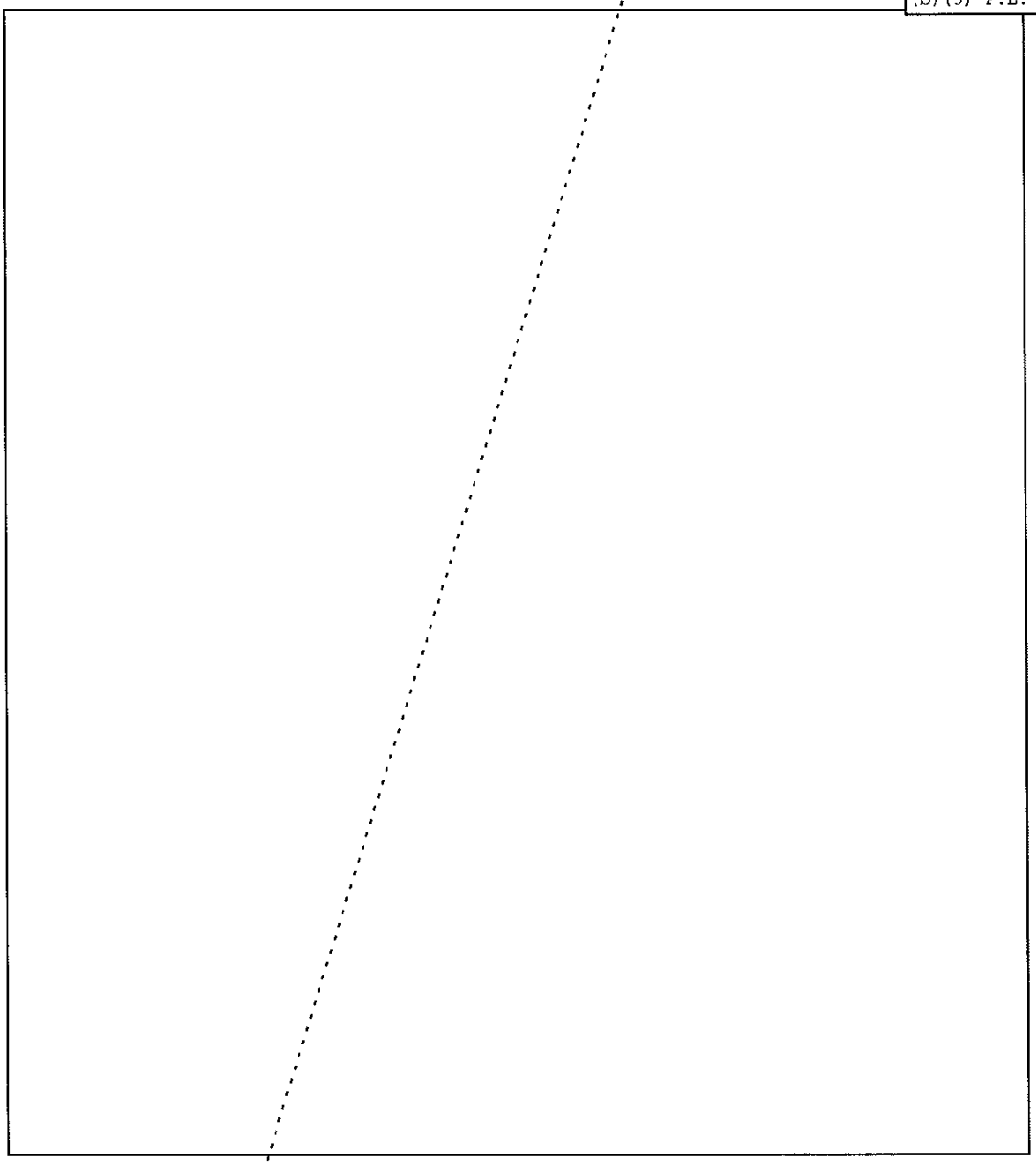
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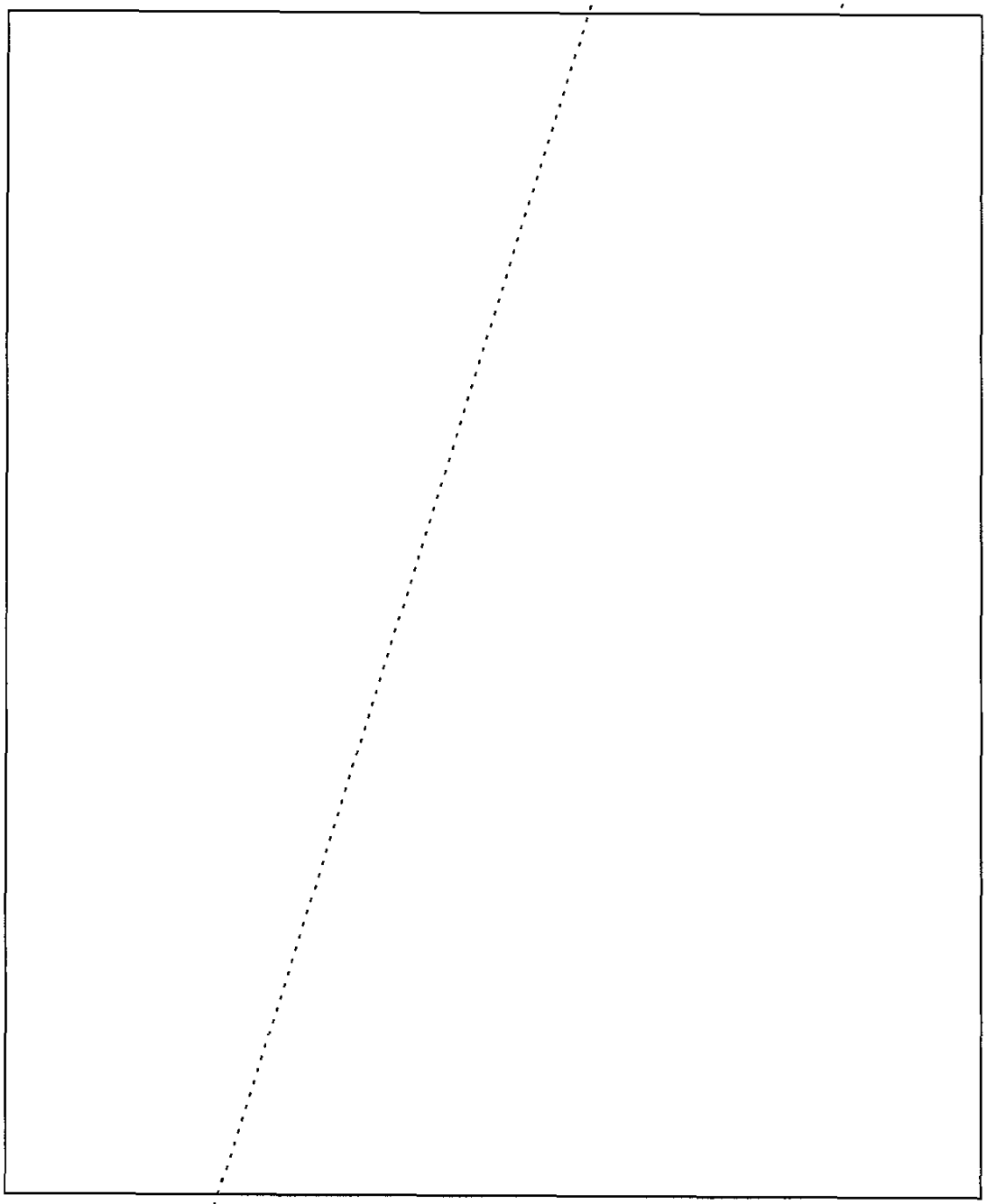
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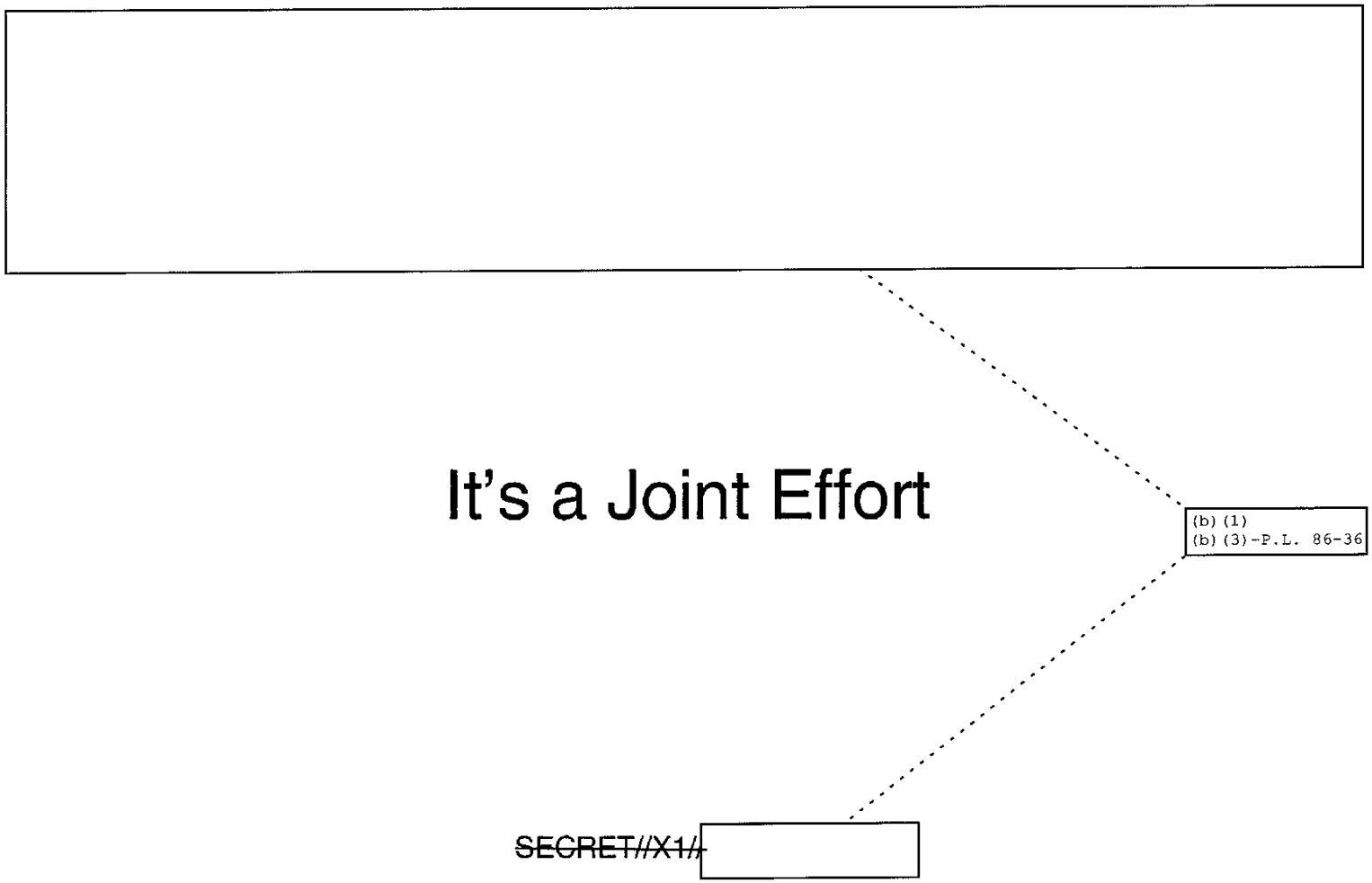
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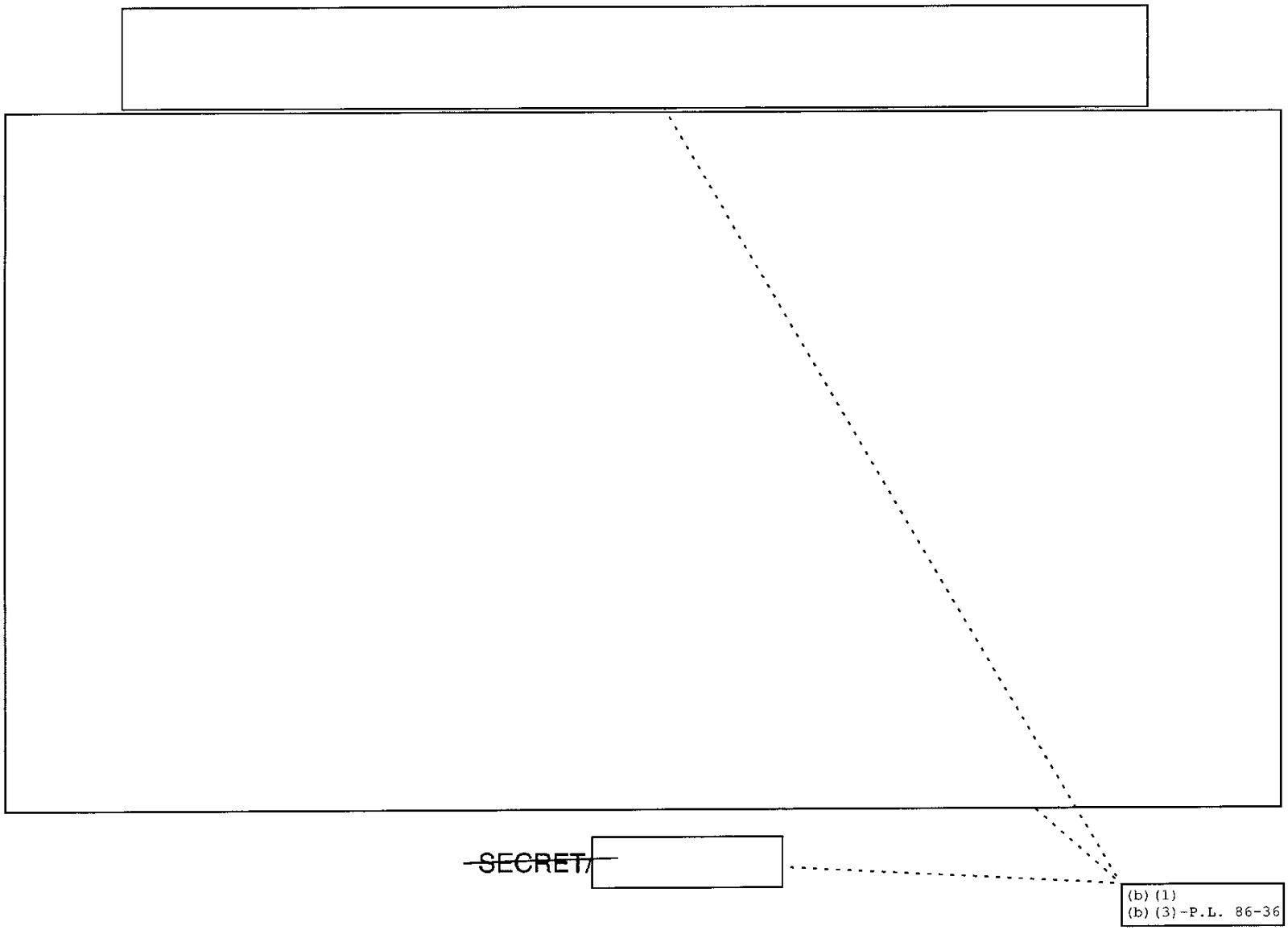
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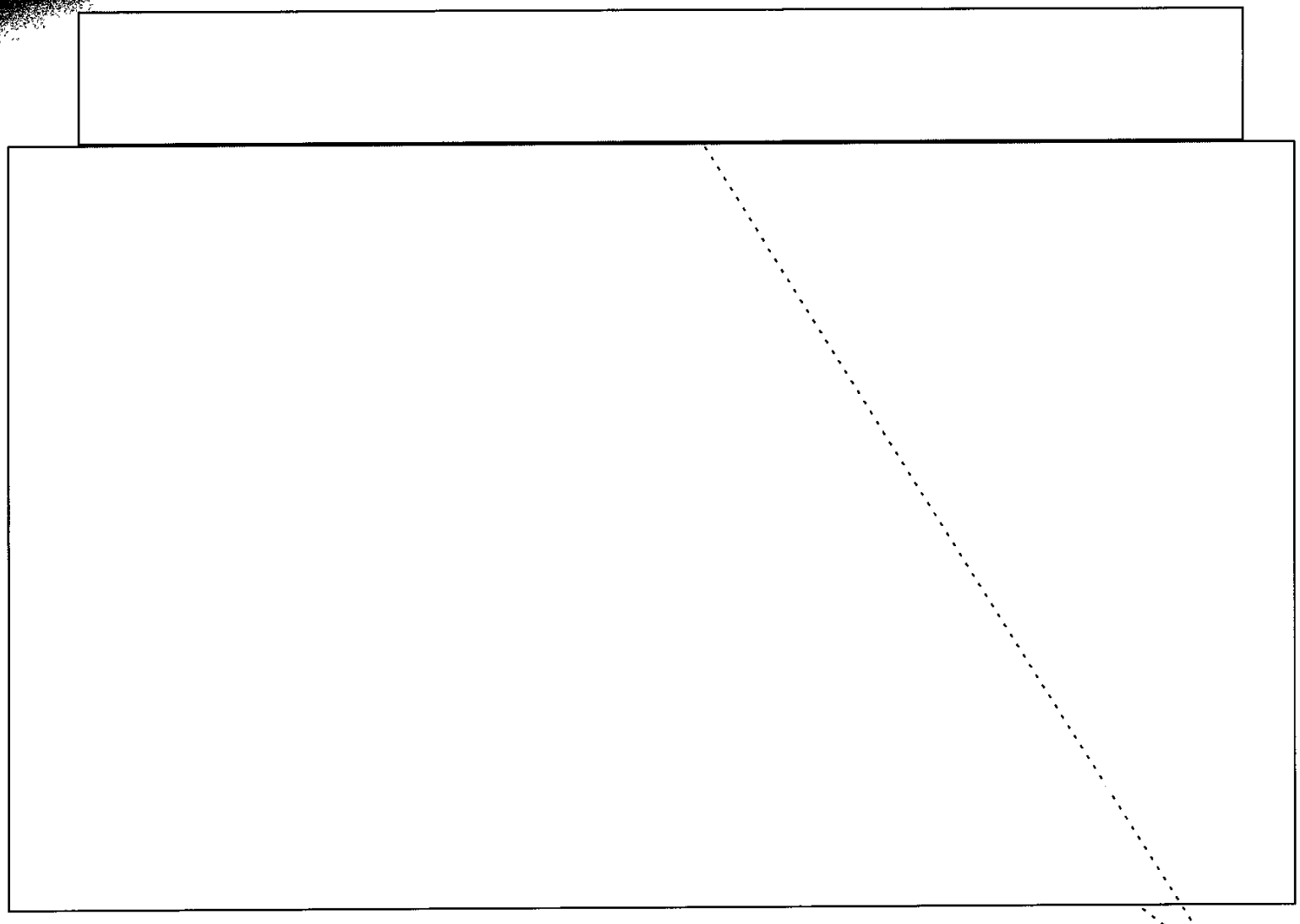
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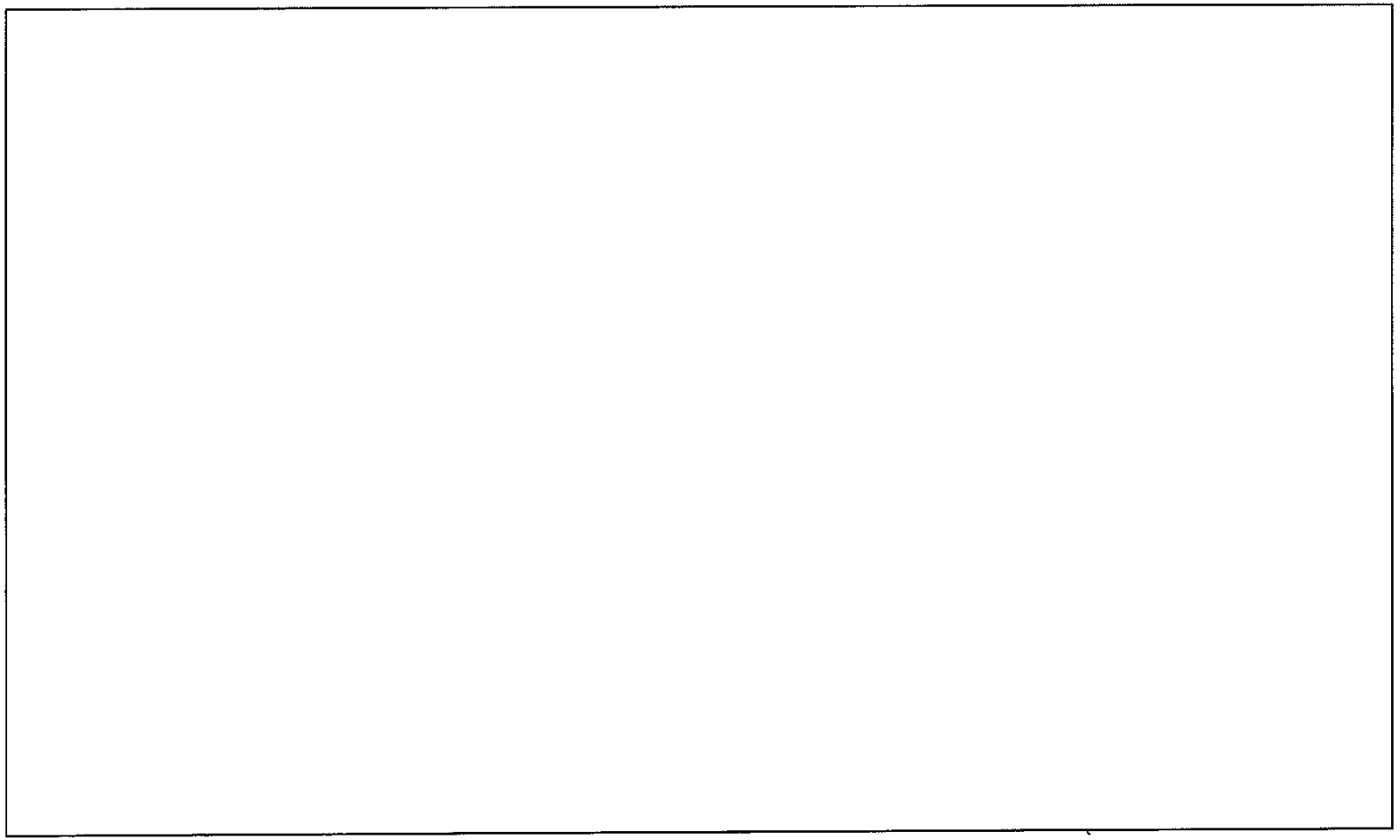

It's a Joint Effort
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(b)(3)-P.L. 86-36

Next Steps

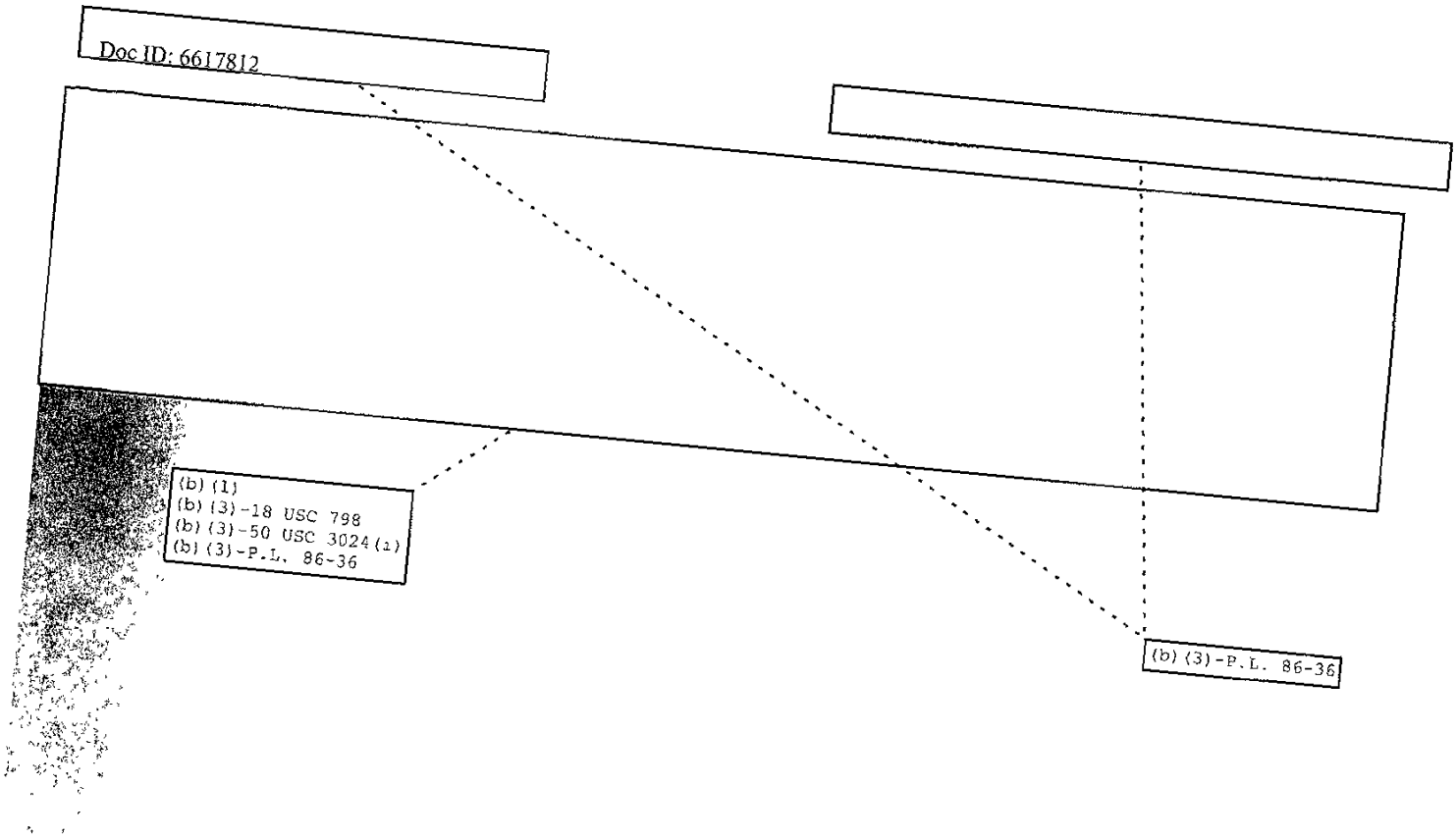


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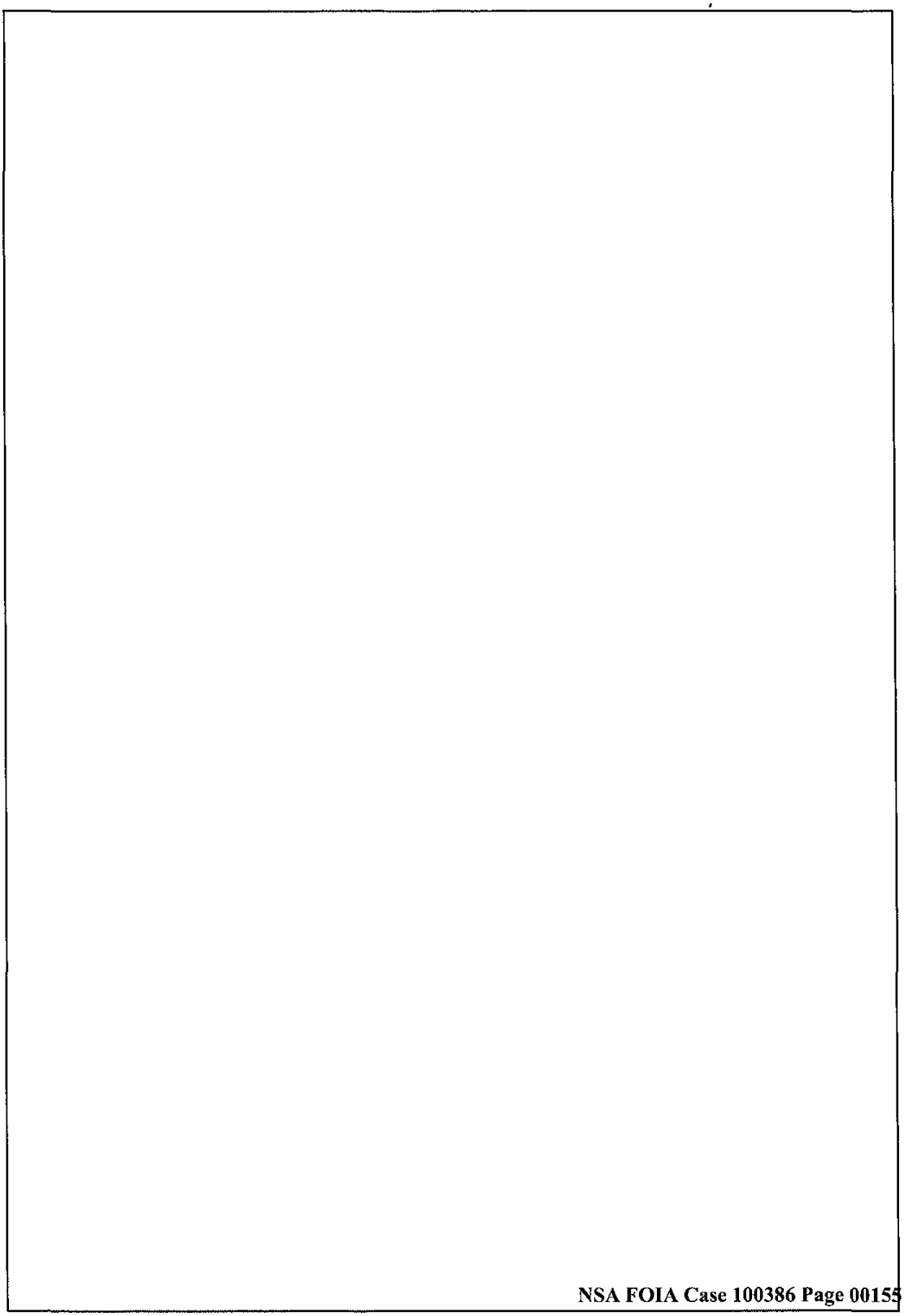
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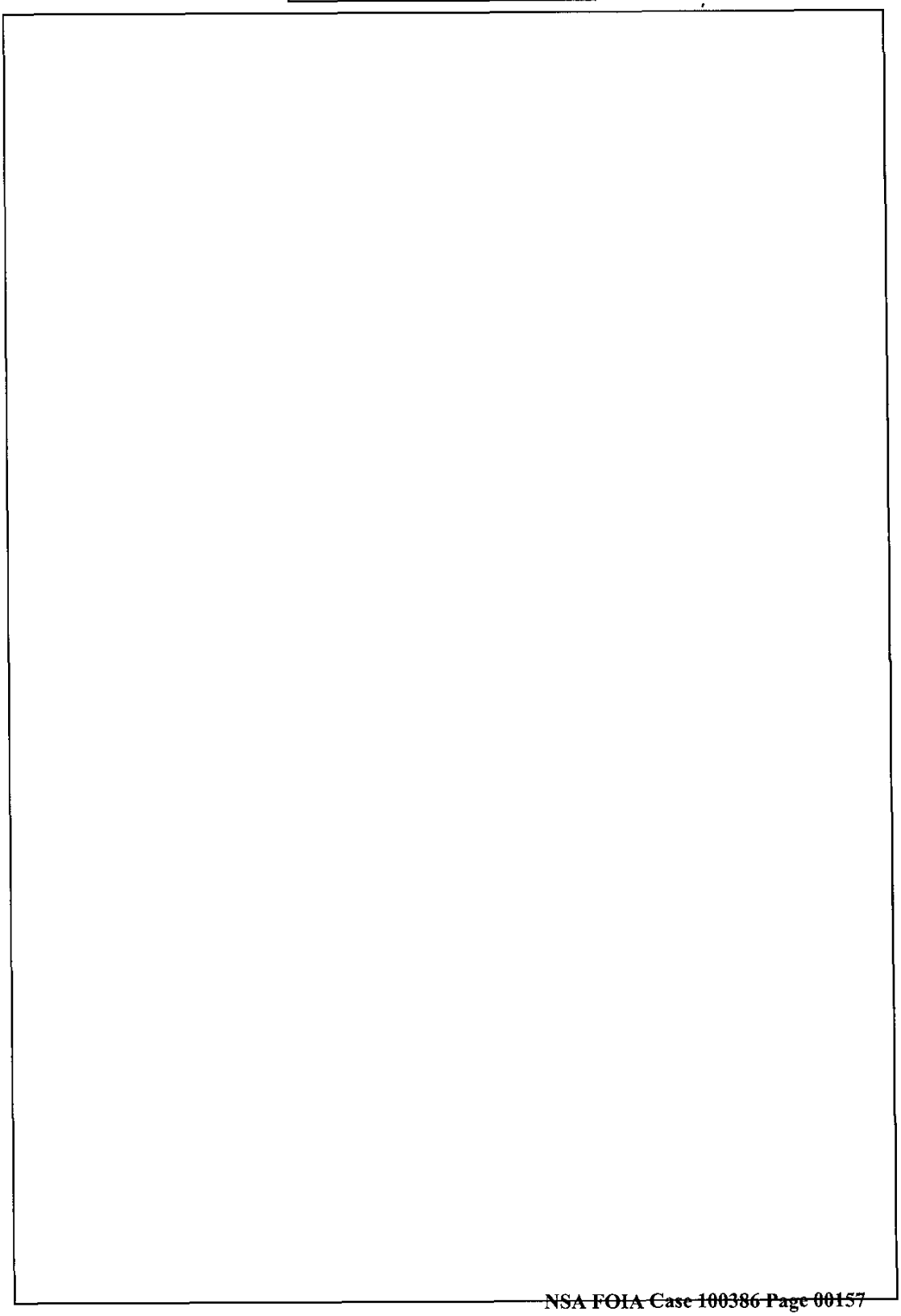


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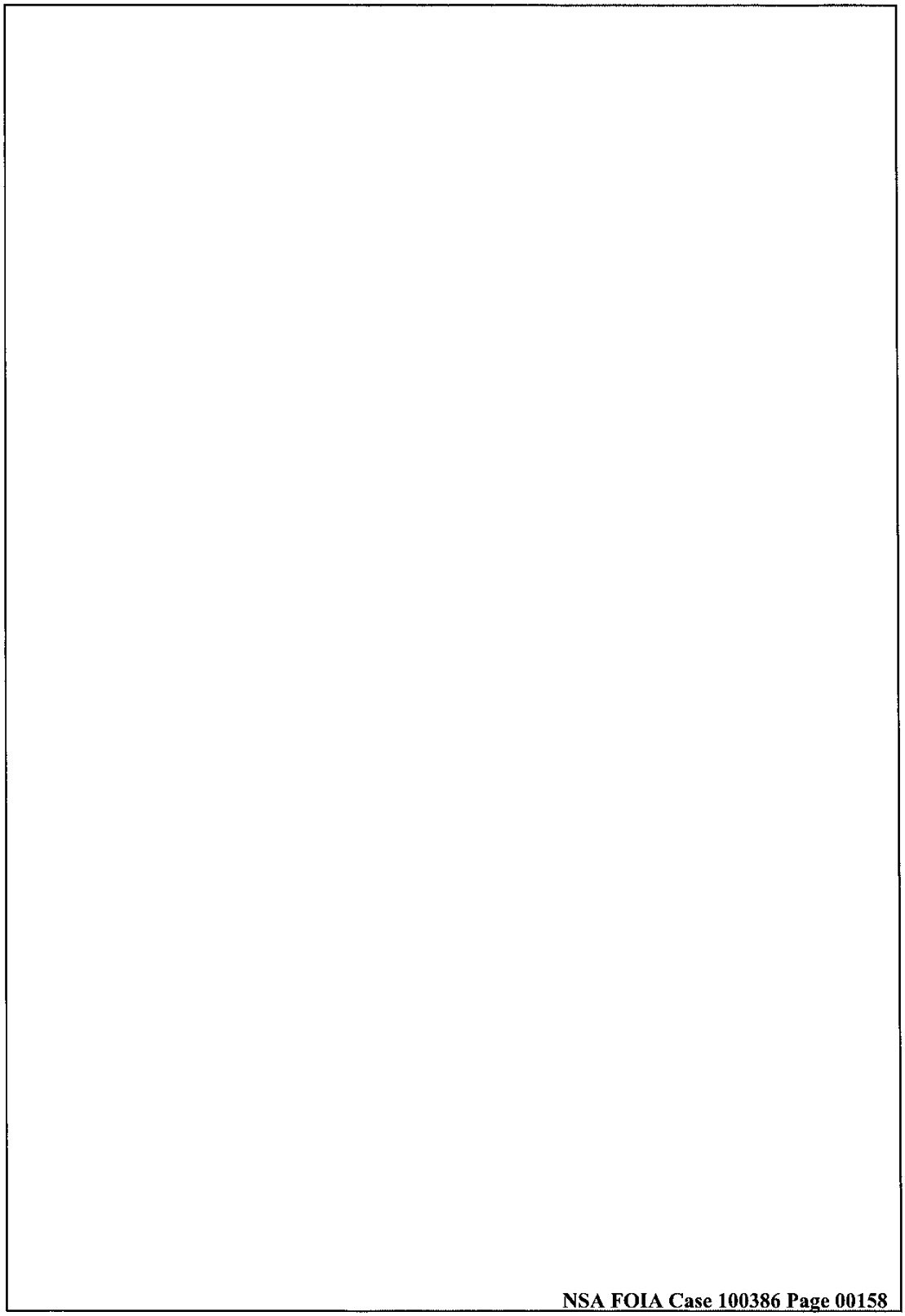
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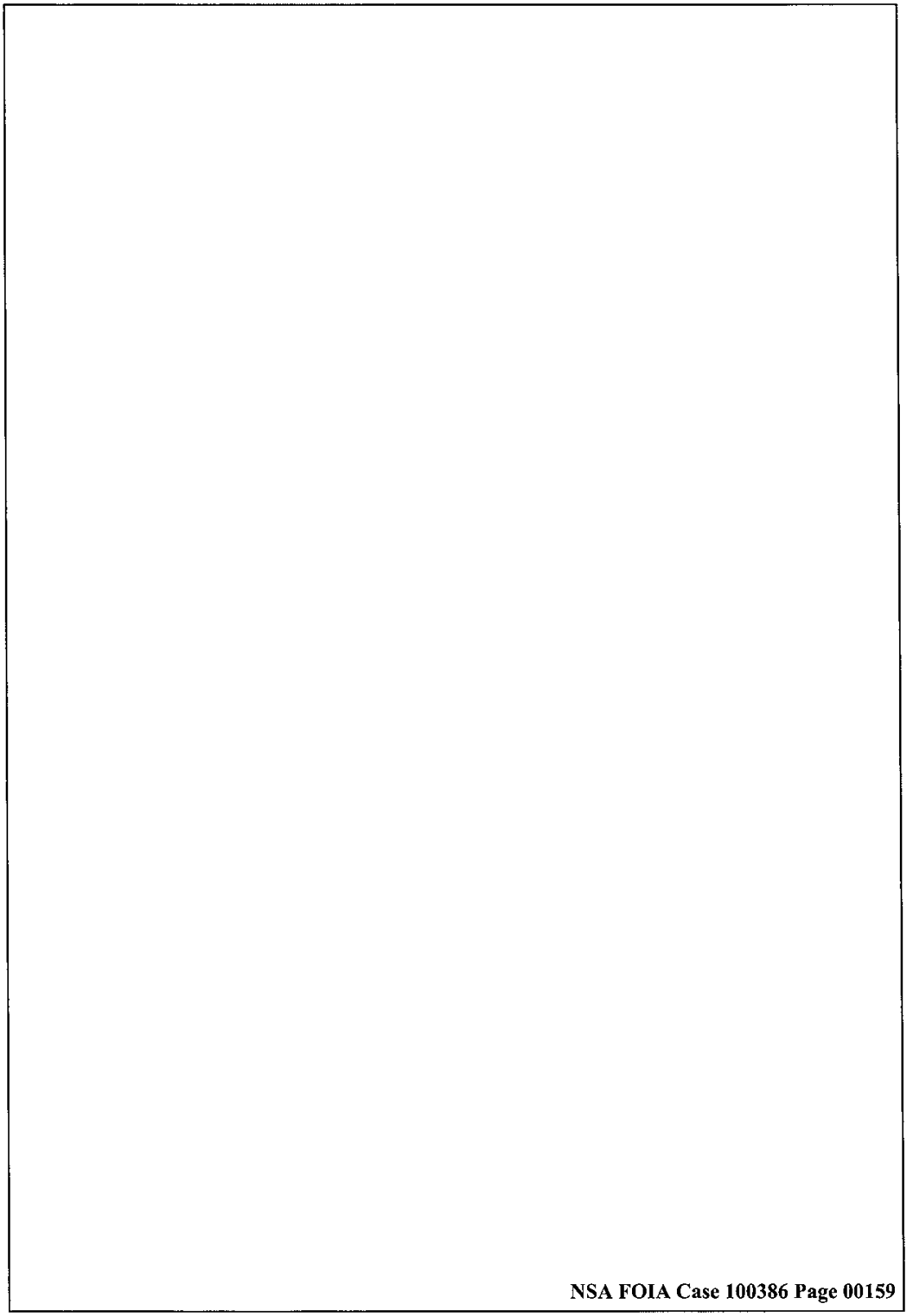
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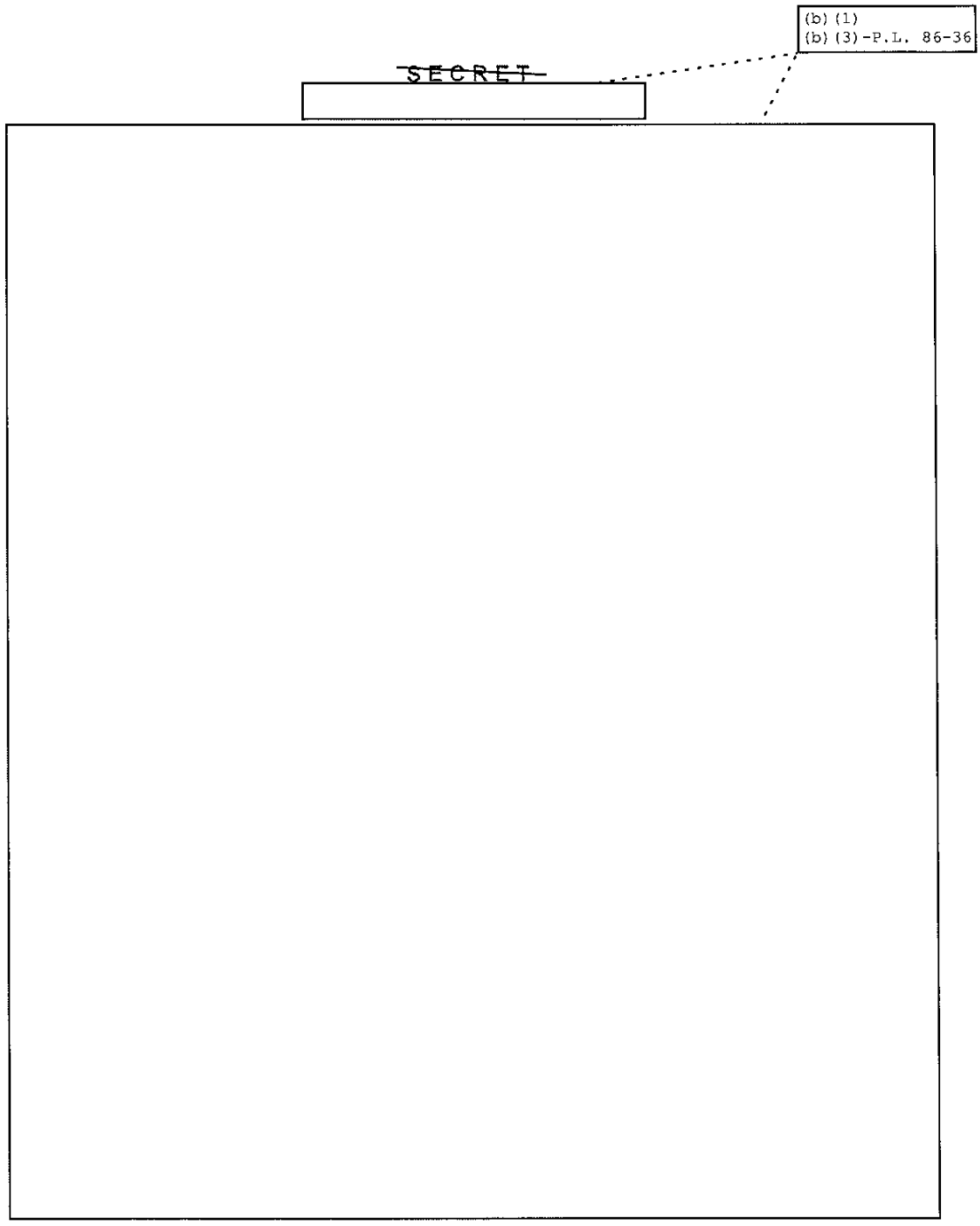
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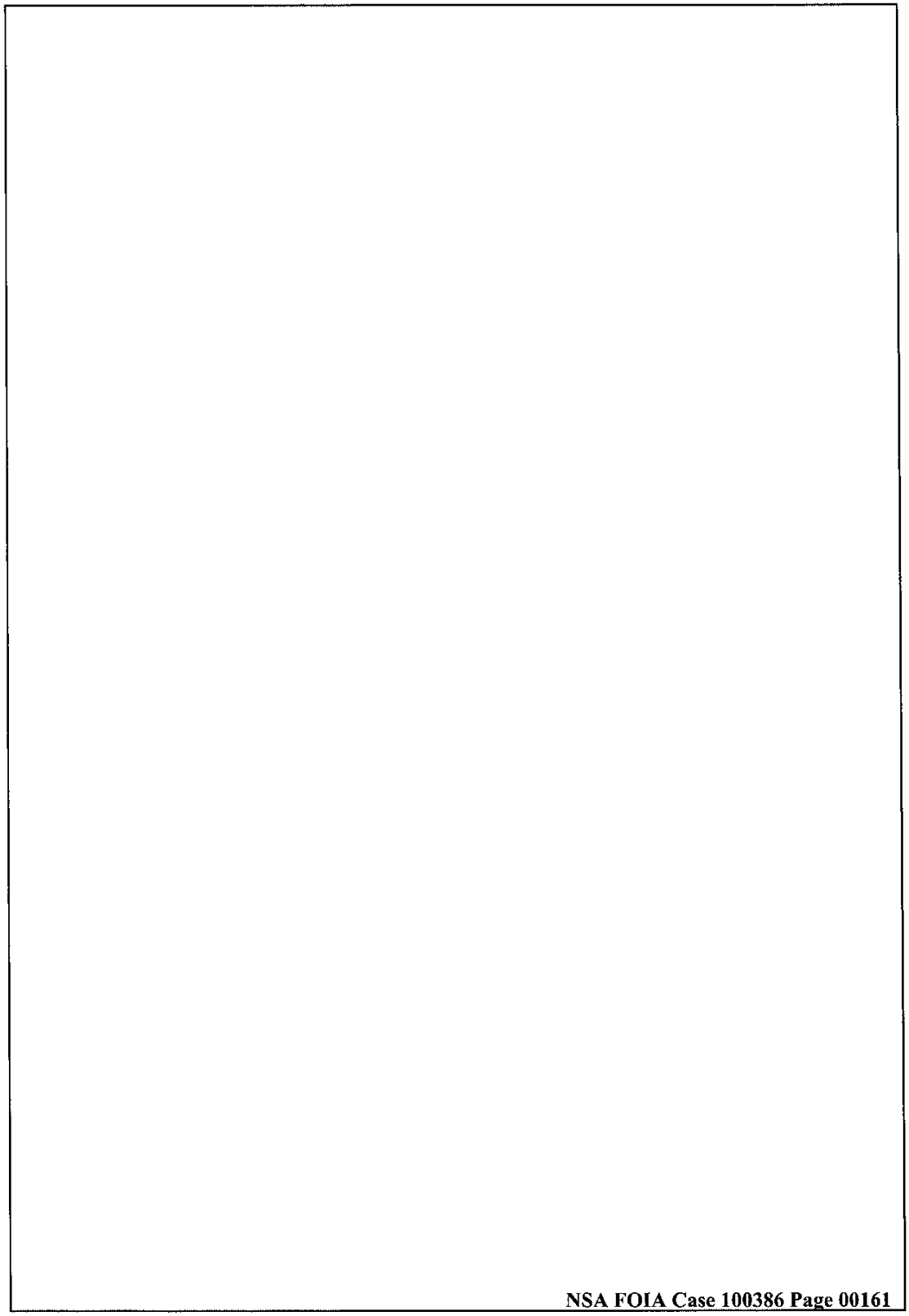
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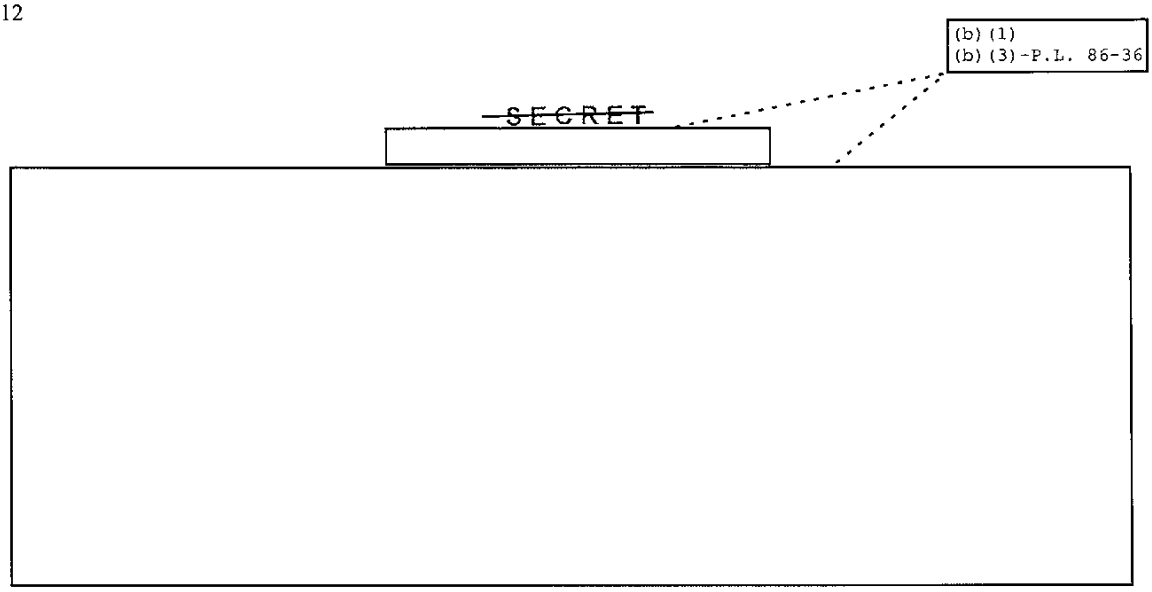



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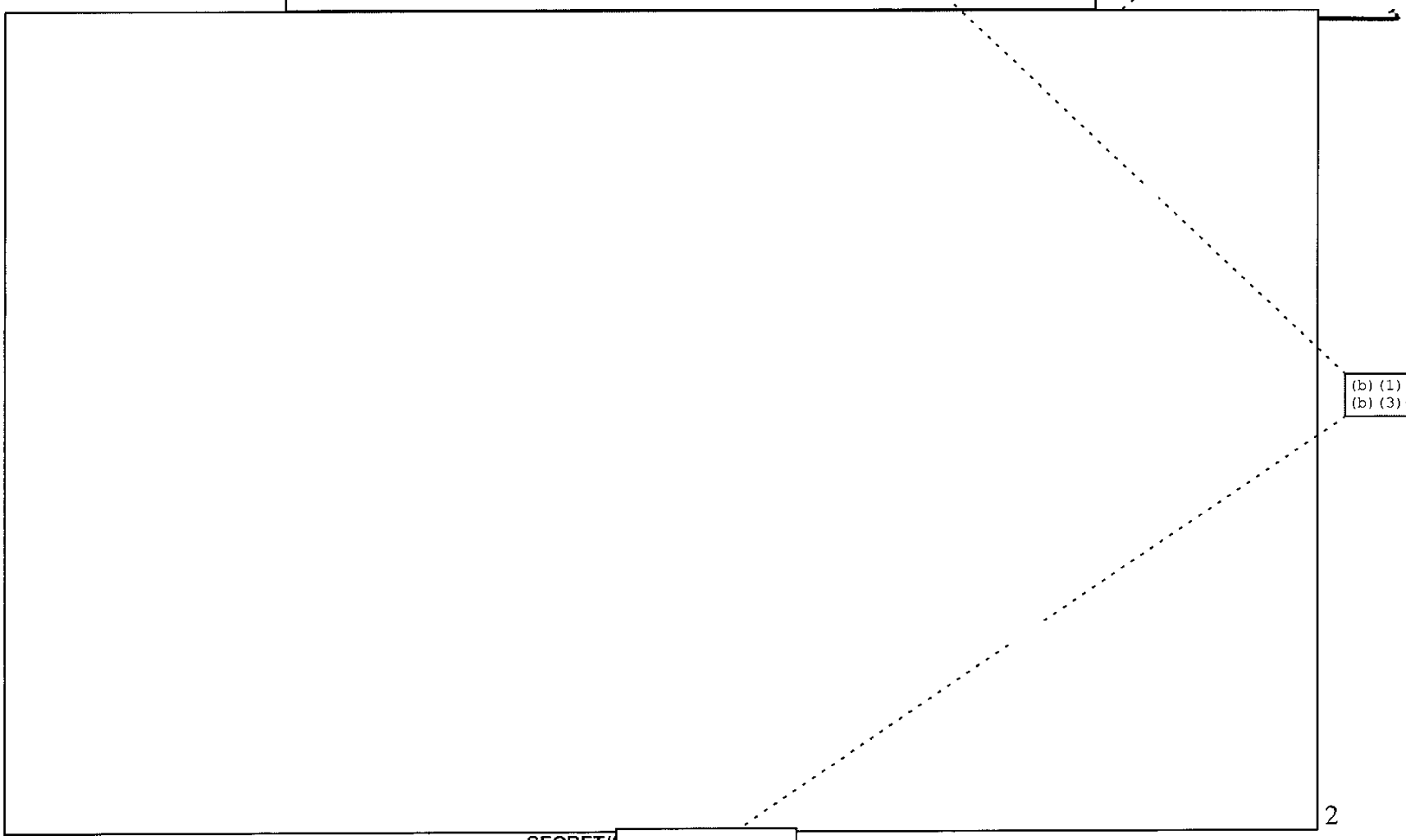
Mr. Richard C. (Dick) Schaeffer, Jr.
Information Assurance Director
15 October 2008

~~Derived From: NSA/CSSM 1-52~~
~~Dated: 20070108~~
~~Declassify On: 20320108~~

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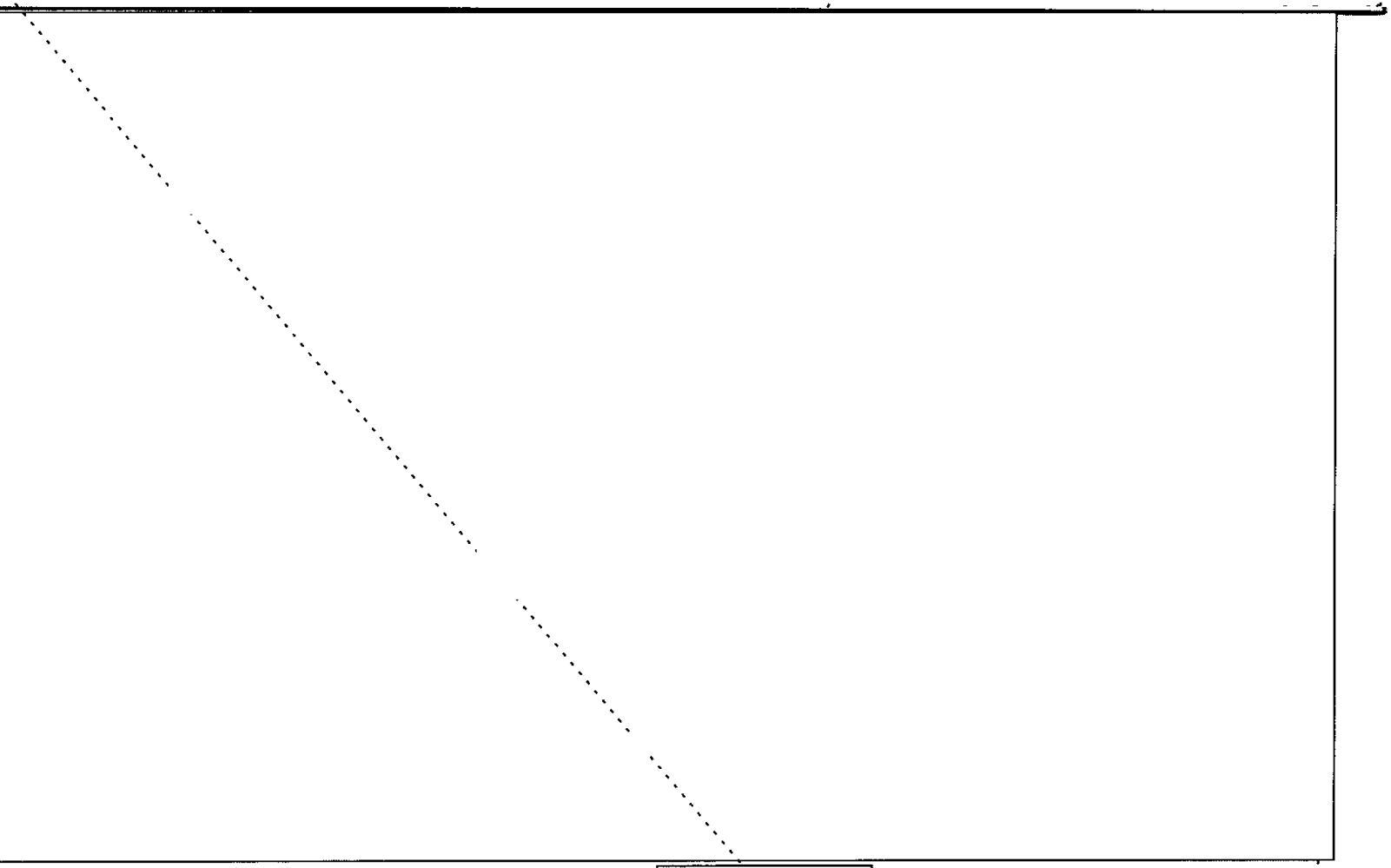
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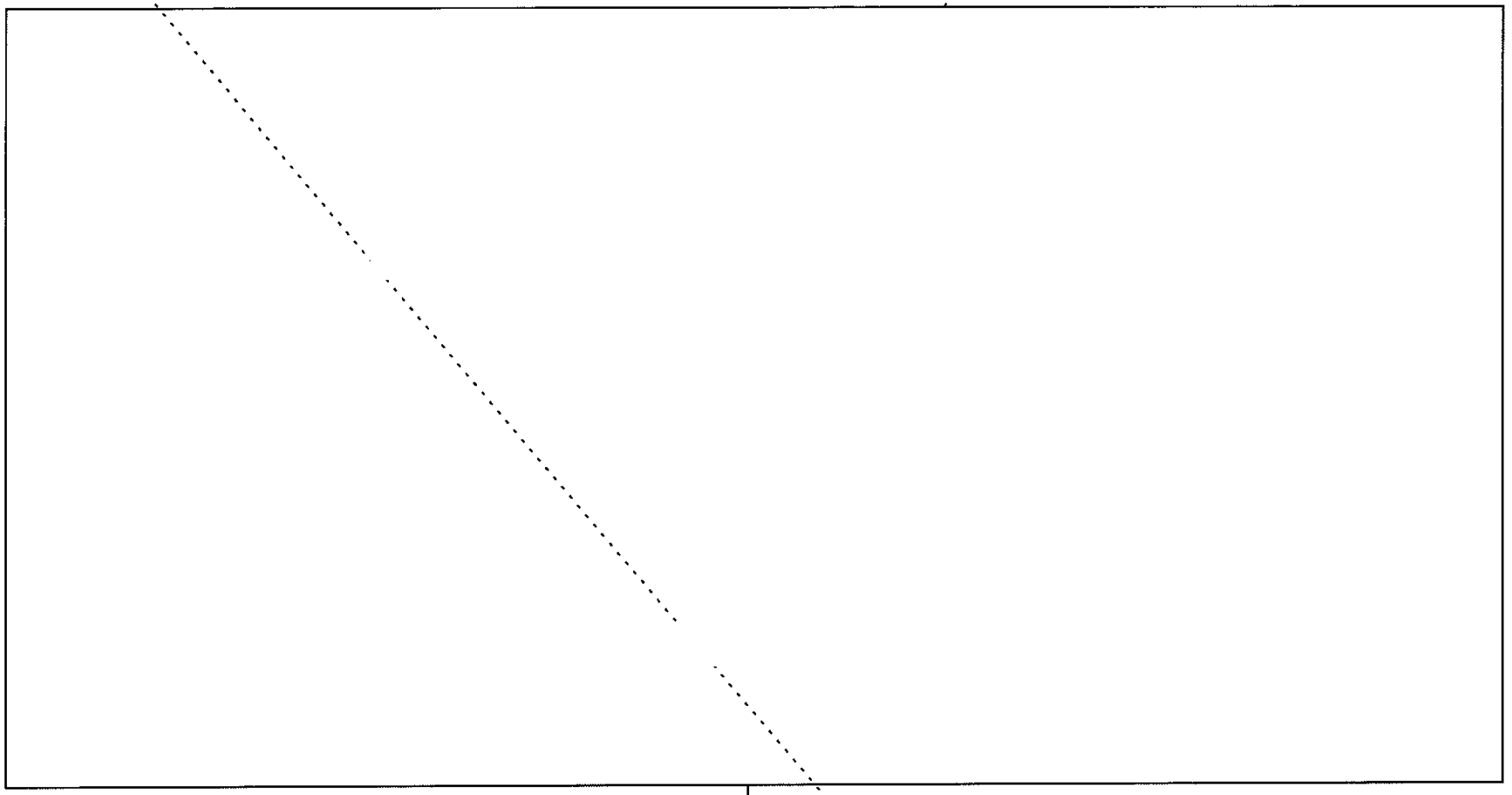
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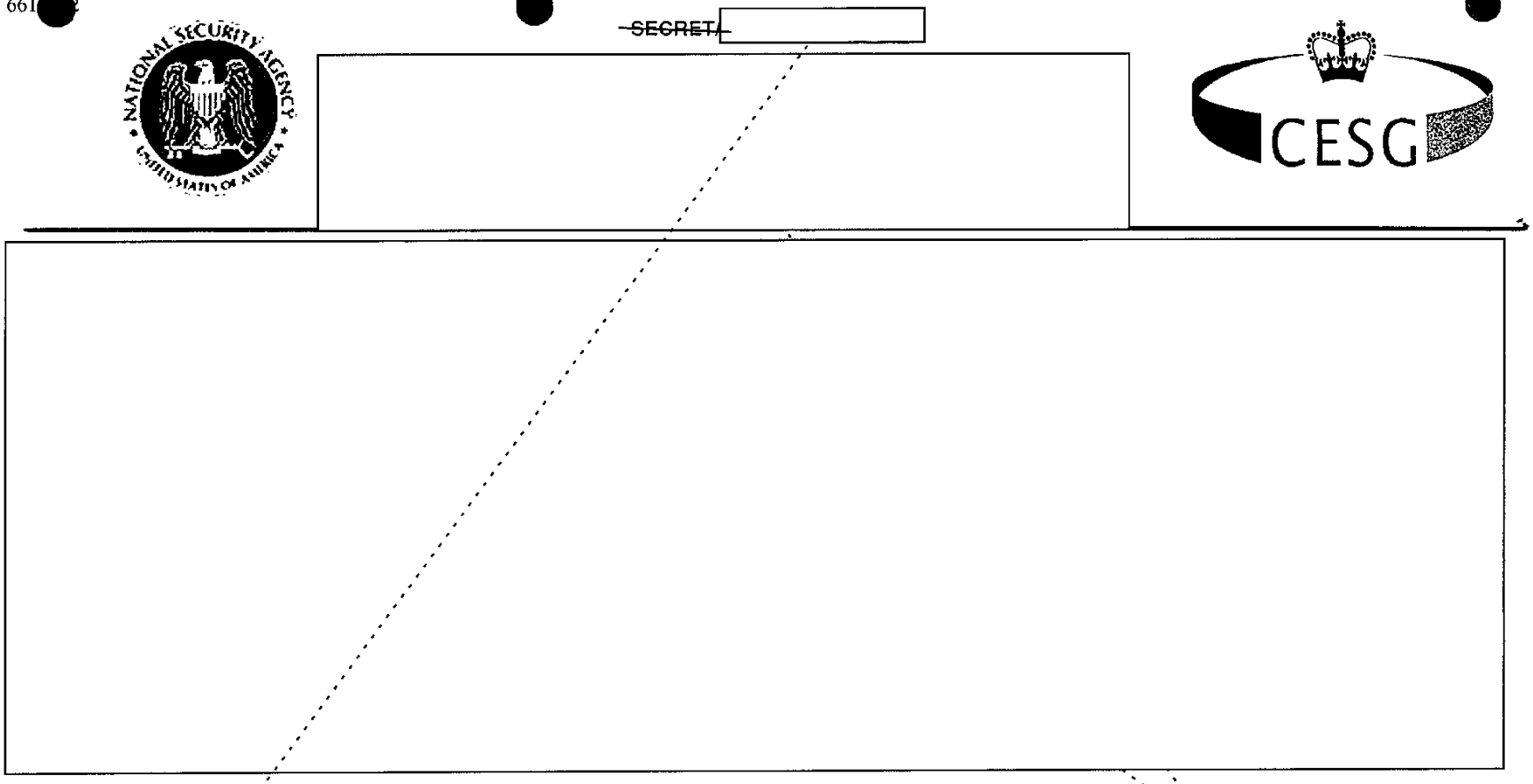
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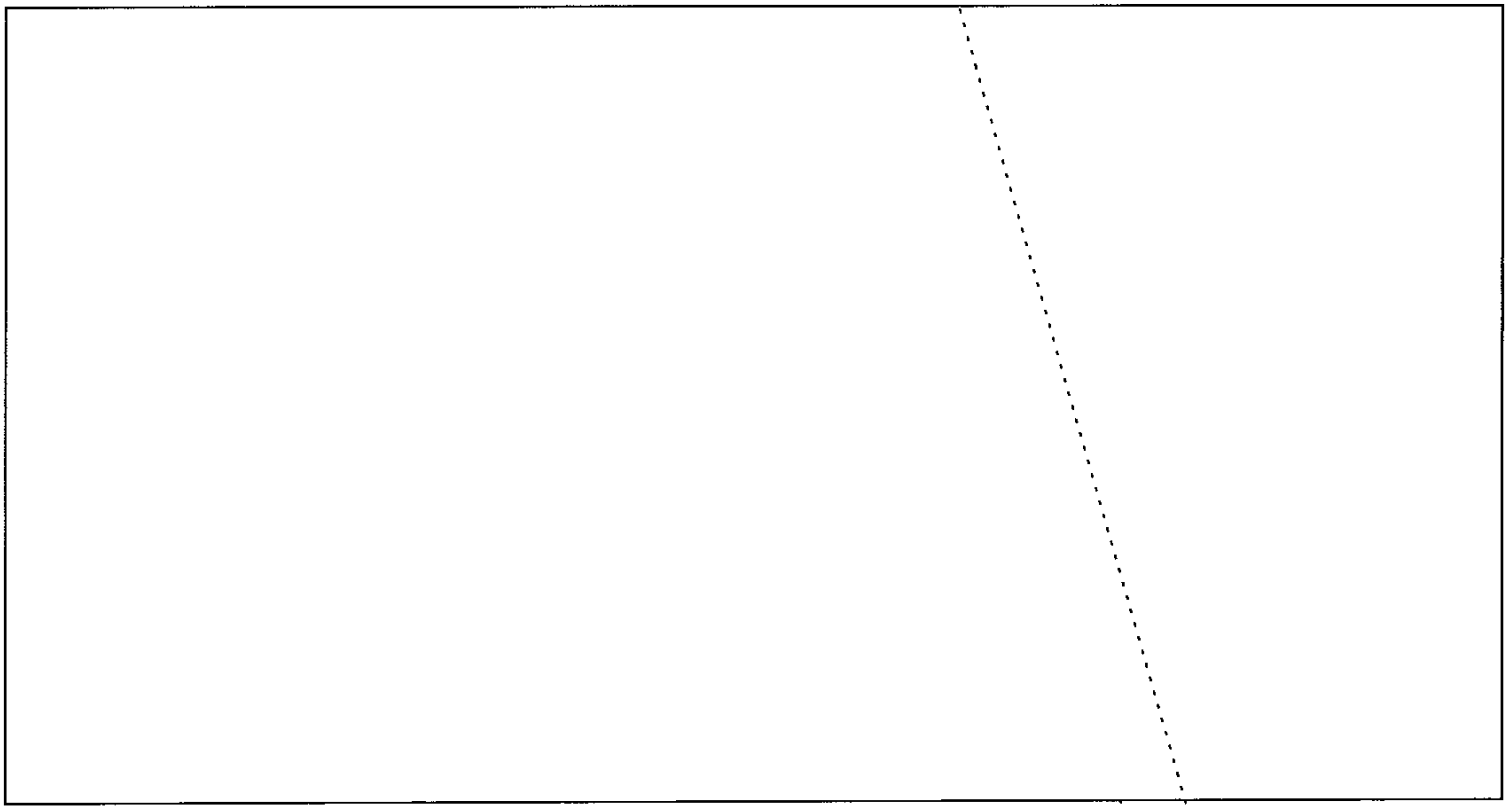
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NSA's [redacted] Interoperability Strategy

Mr. Richard C. (Dick) Schaeffer, Jr.
Information Assurance Director
15 October 2008

This Briefing is Unclassified~~//For Official Use Only~~

NSA's [redacted] Interoperability Strategy



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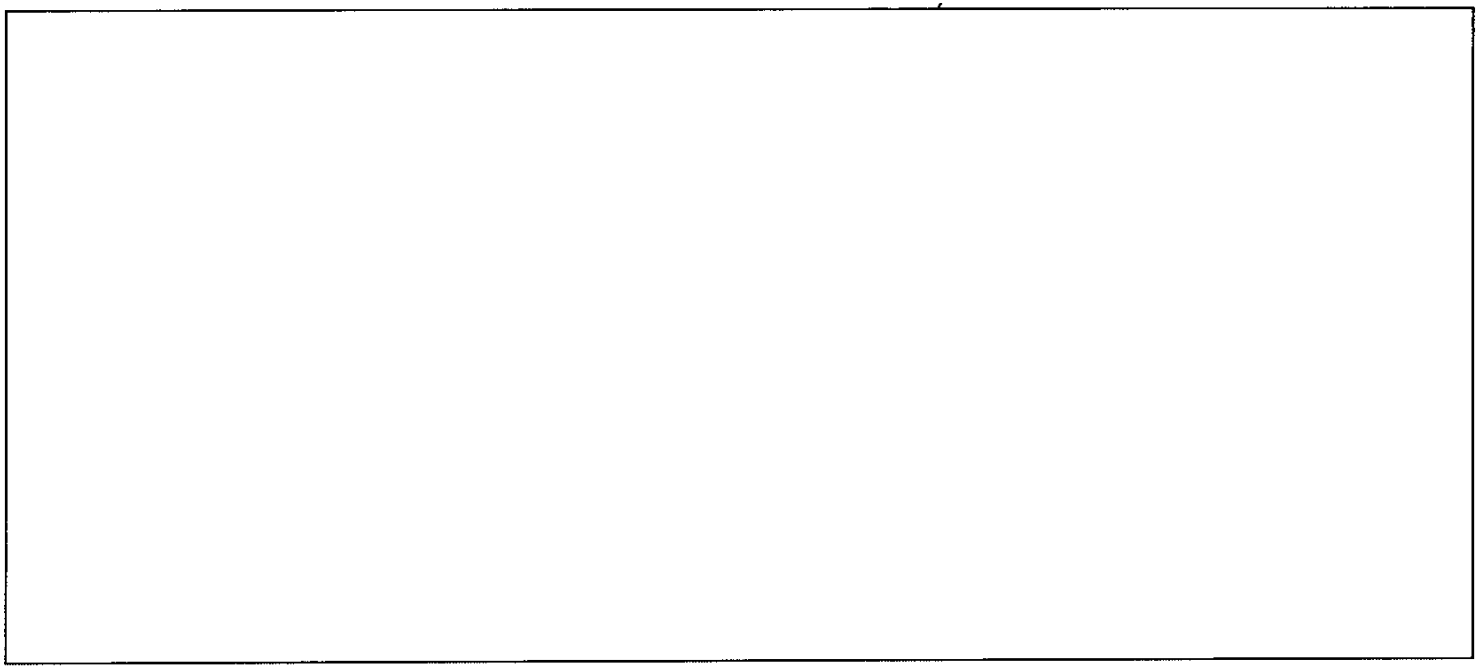
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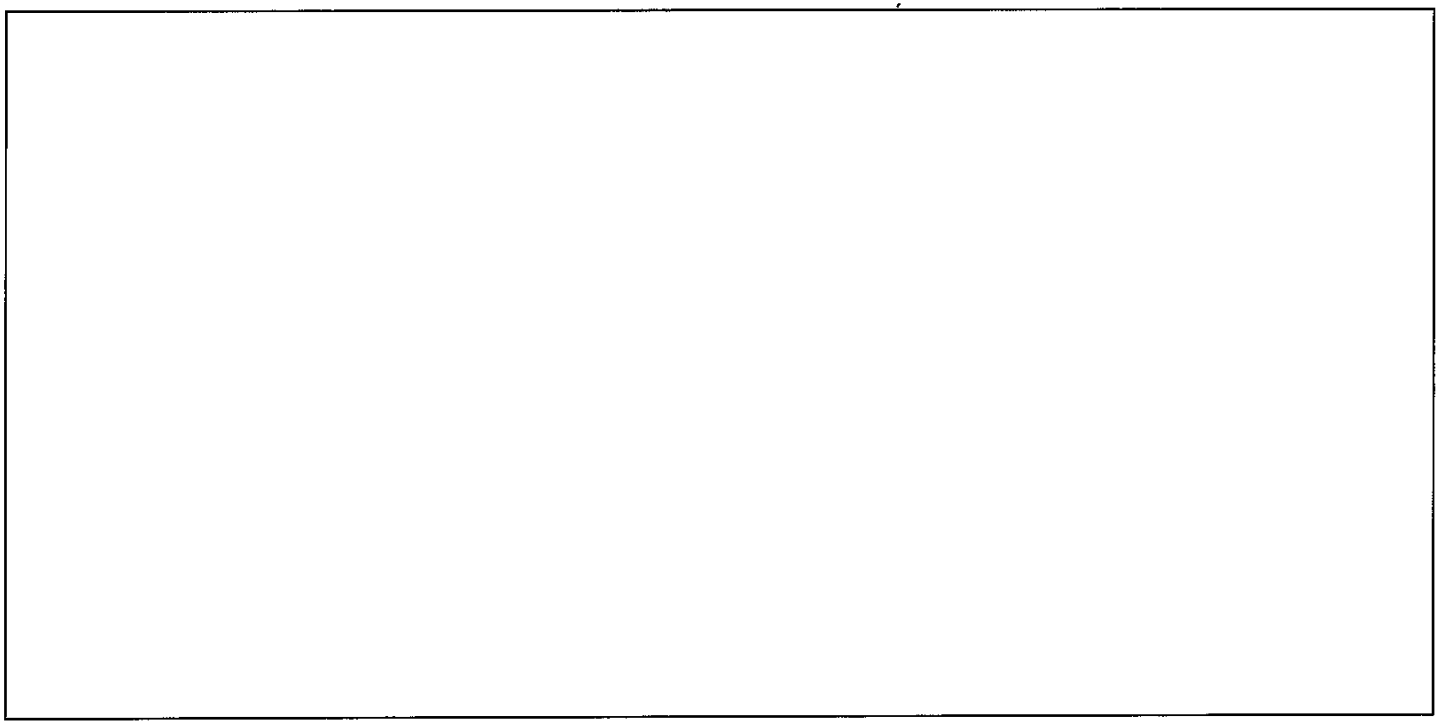
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The Commercial Solutions Partnership Program



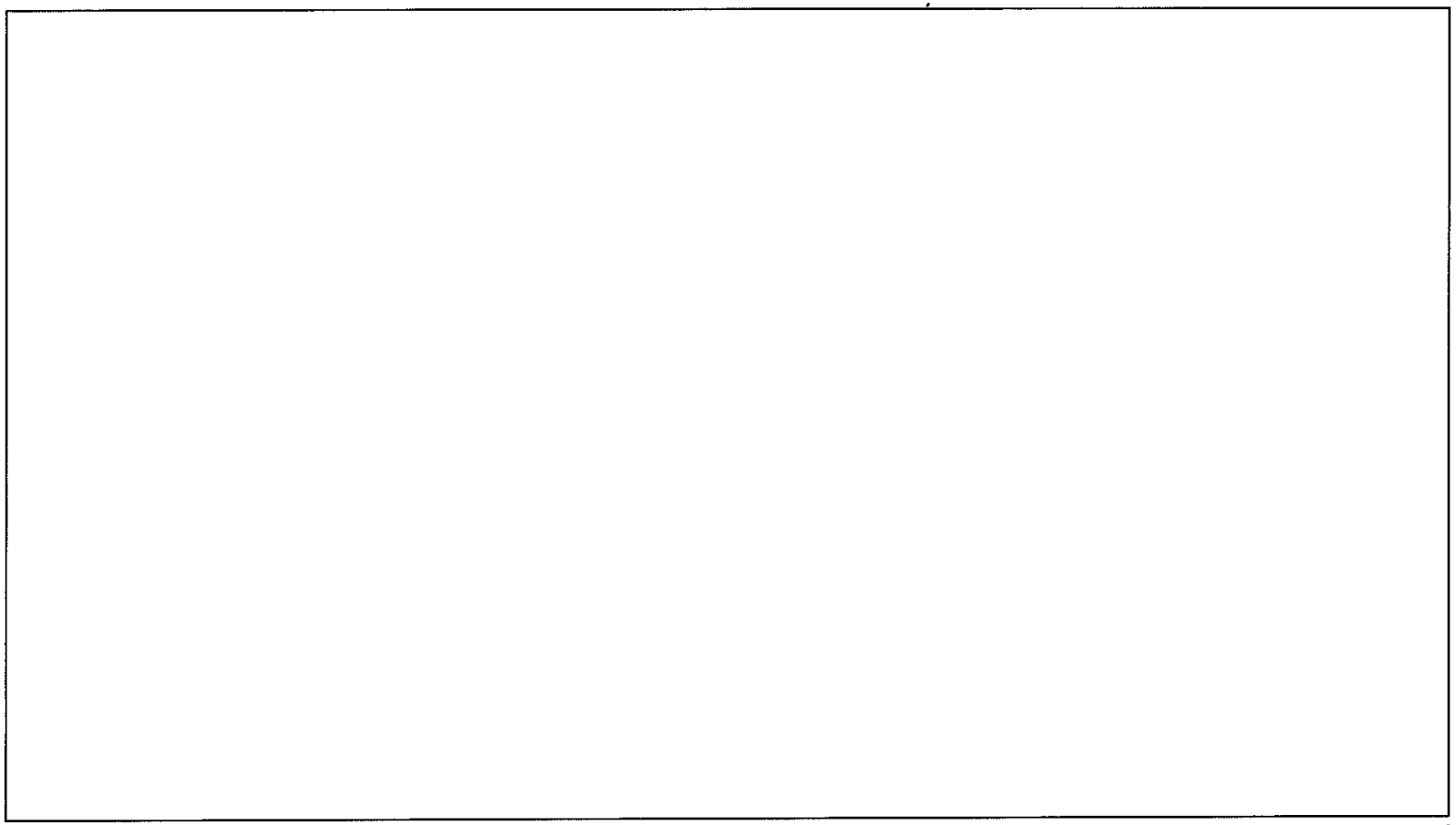
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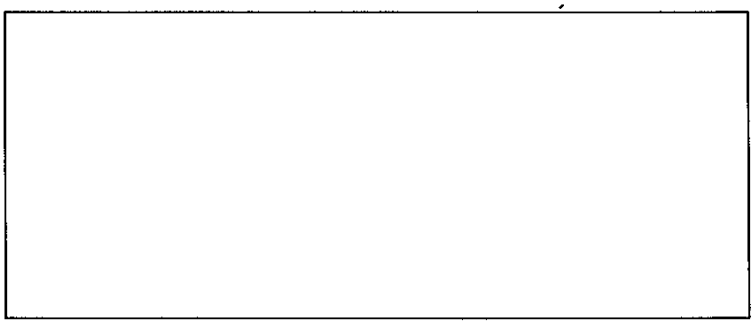
The CSPP Process



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Joint Management Review

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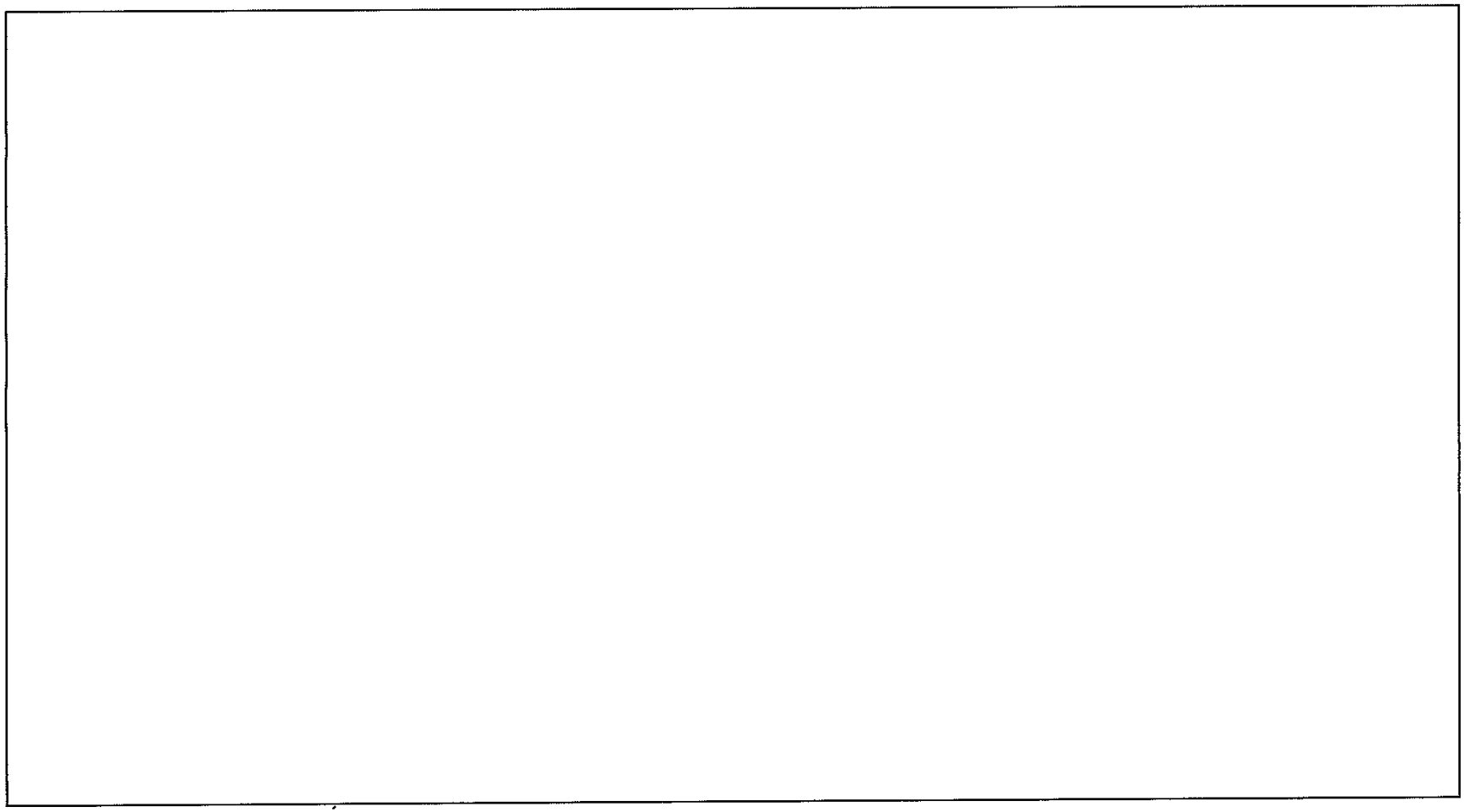
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Analytic Modernization

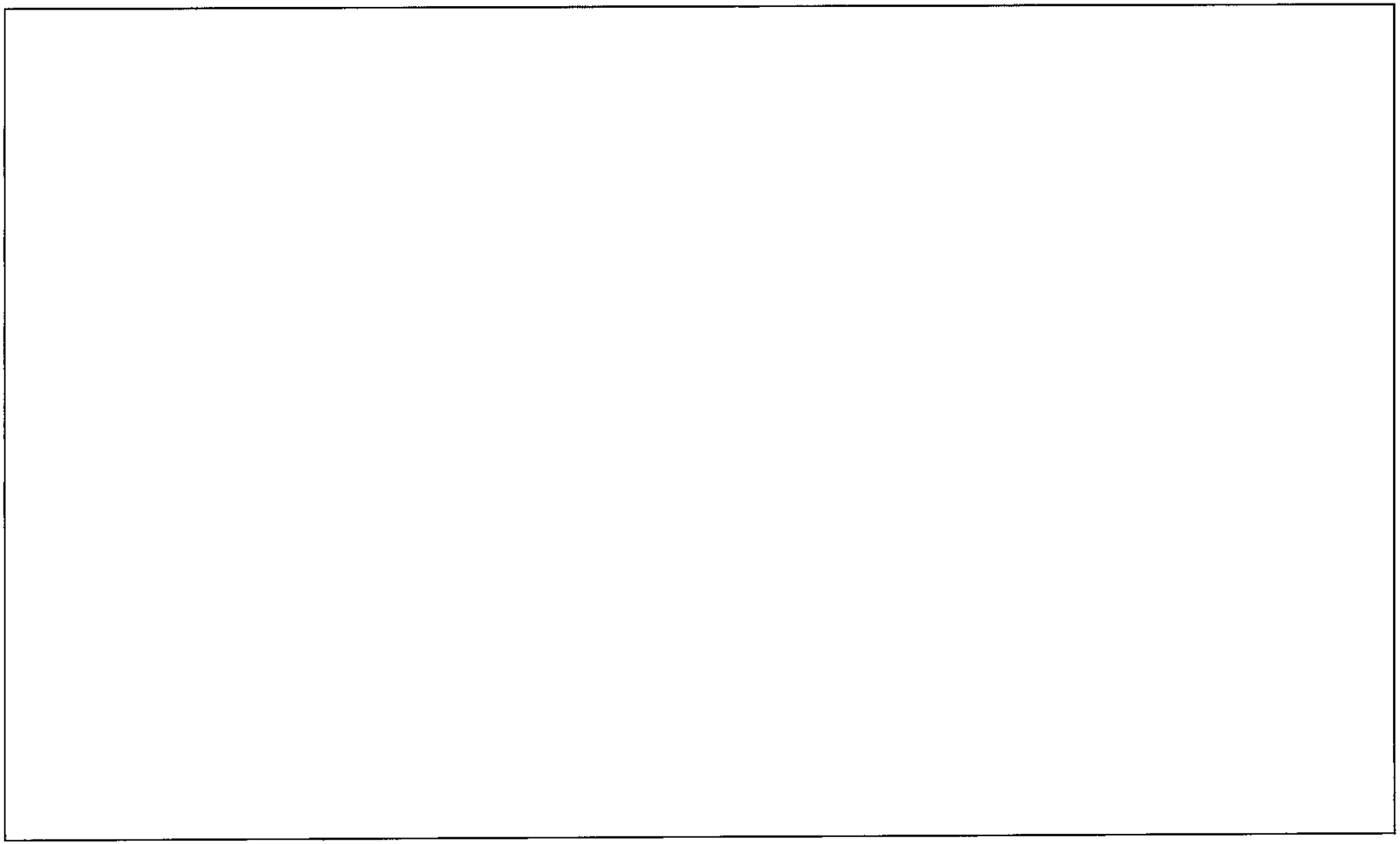
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Why we need Analytic Modernization

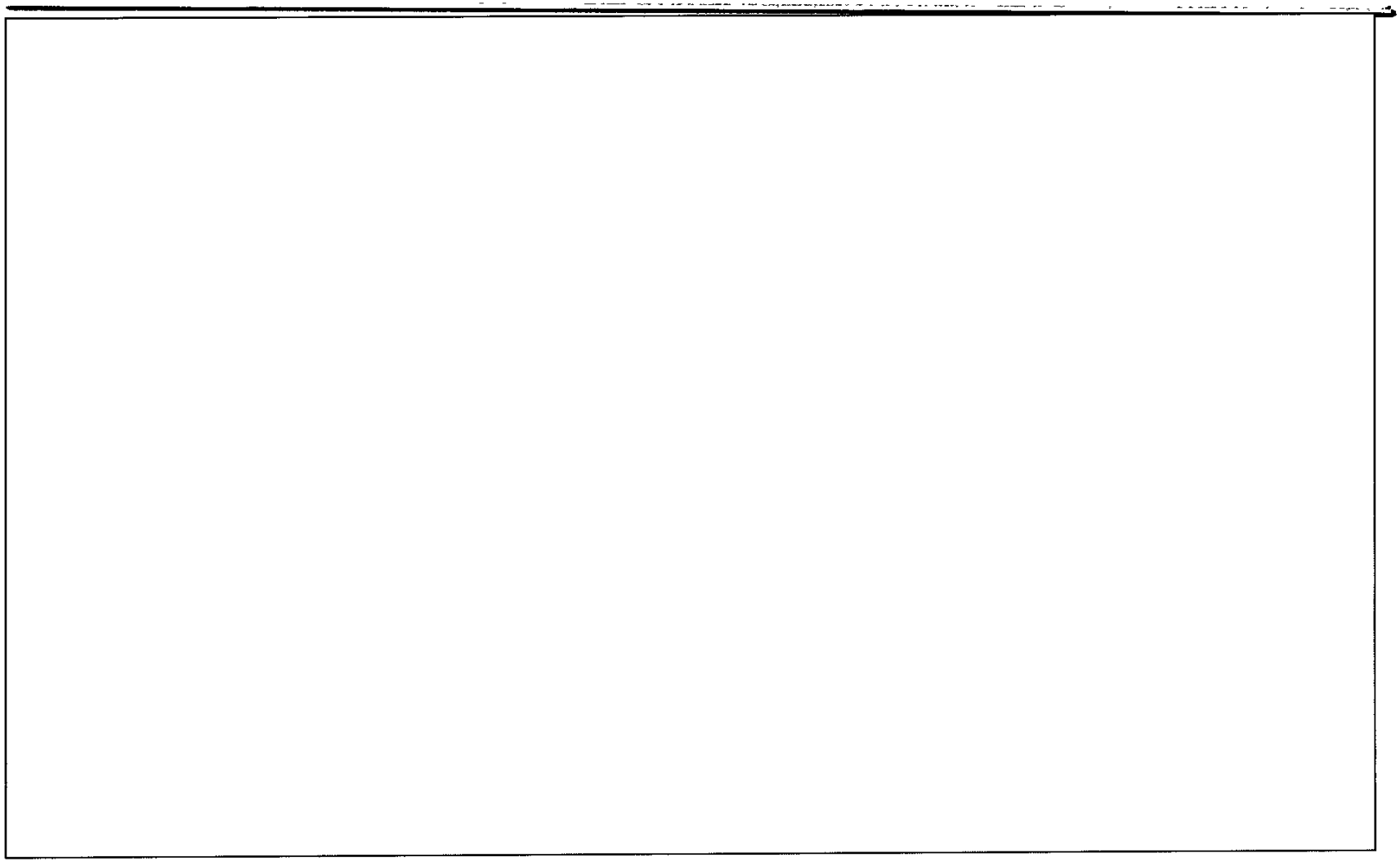


What is Analytic Modernization?

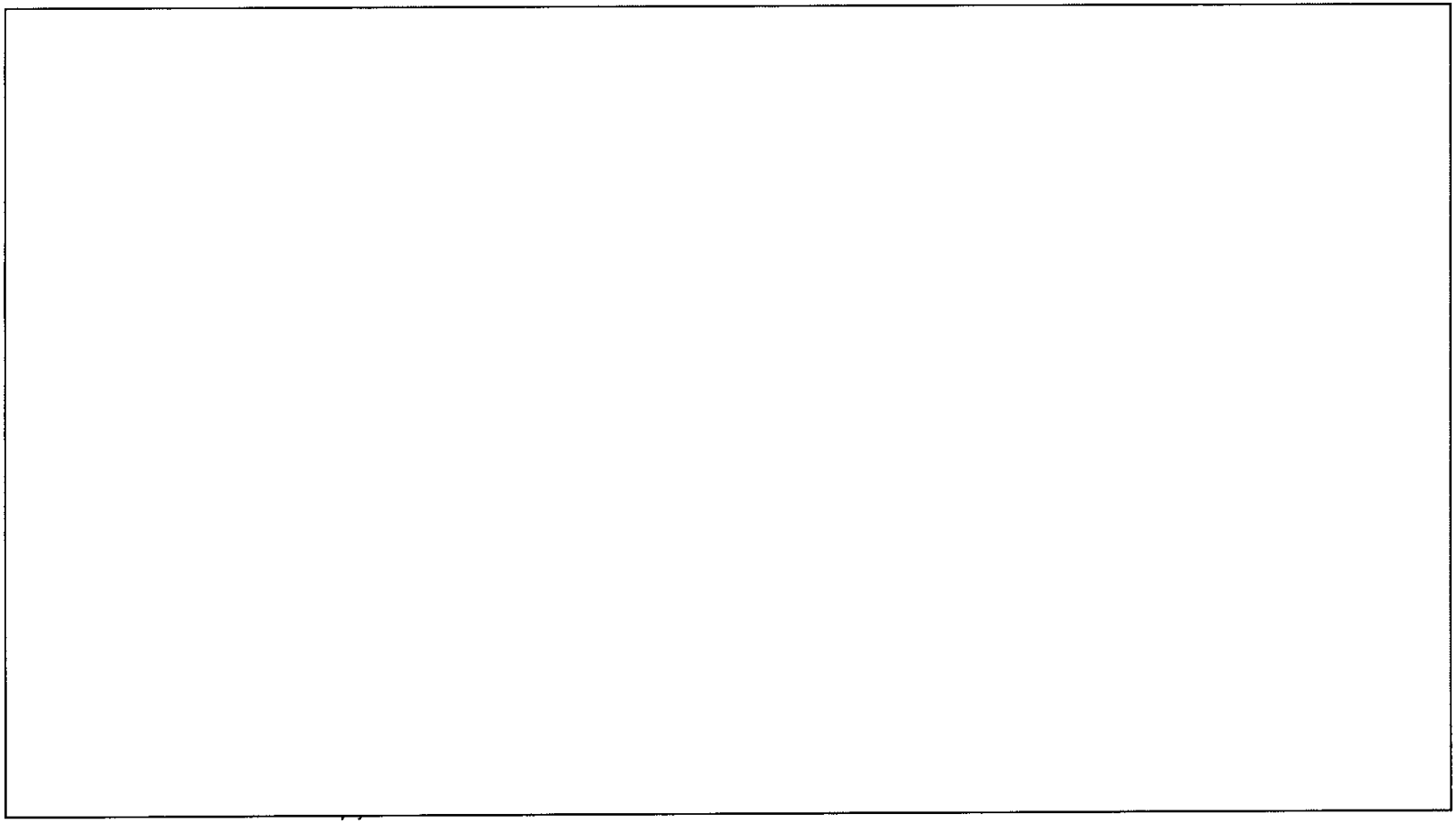


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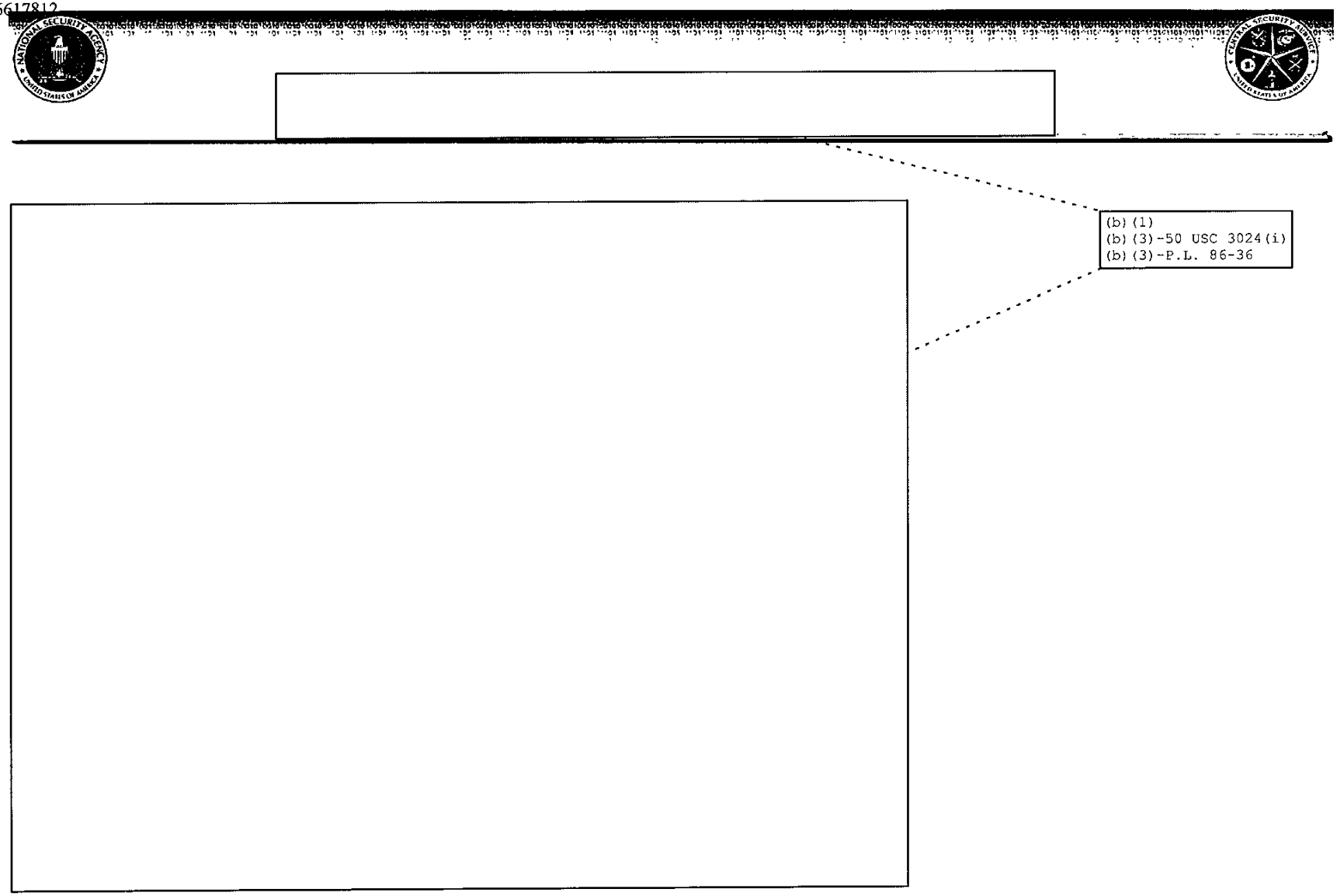
Analytic Modernization Model



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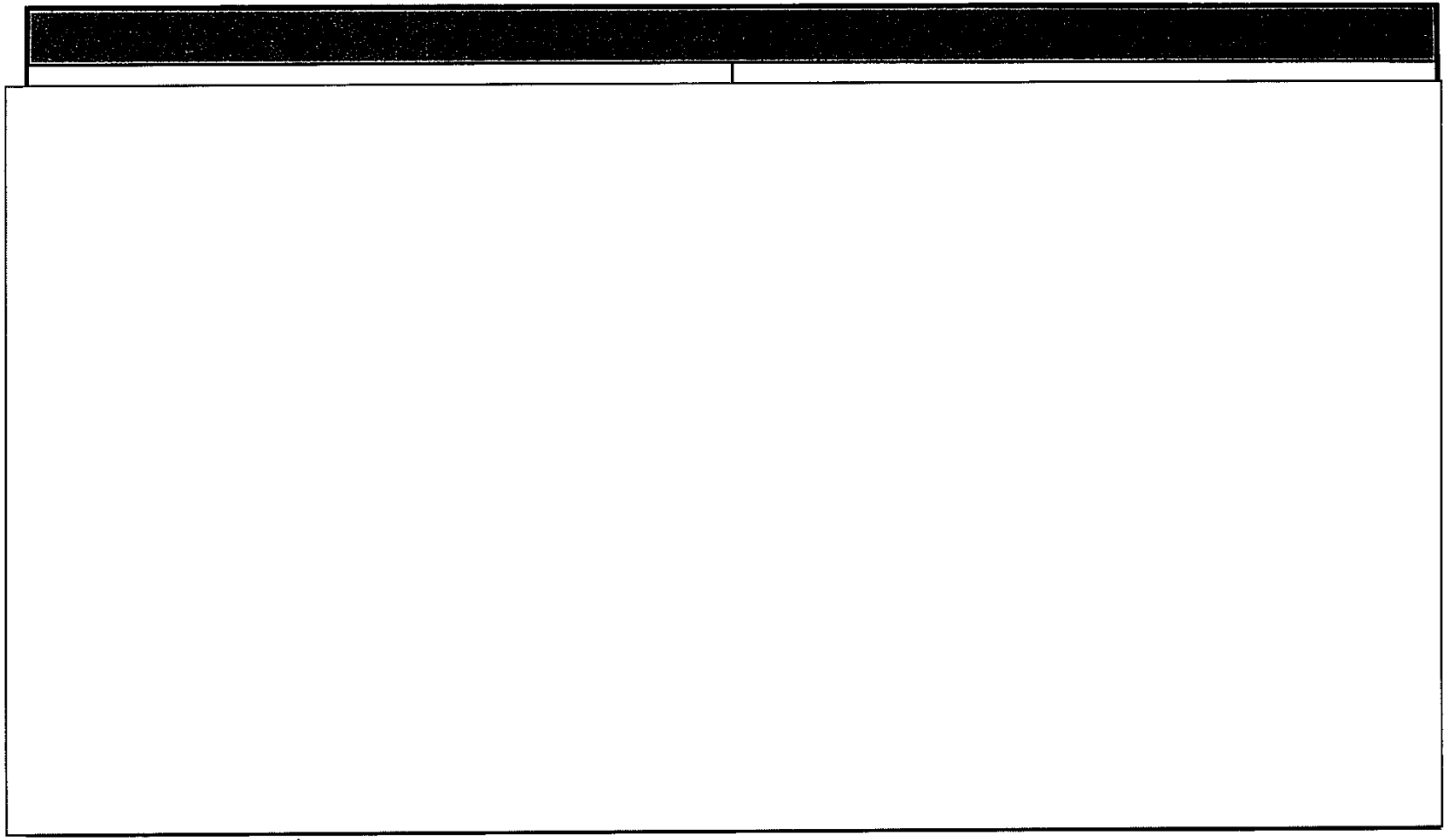
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Guiding Principles ....



Joint Management Review



Joint Management Review







Joint Management Review





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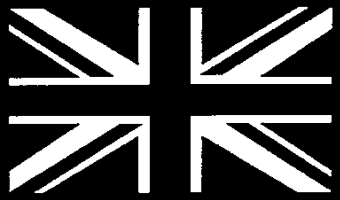


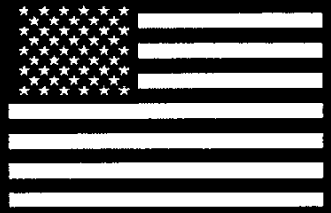


Planning Session

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Joint Management Review



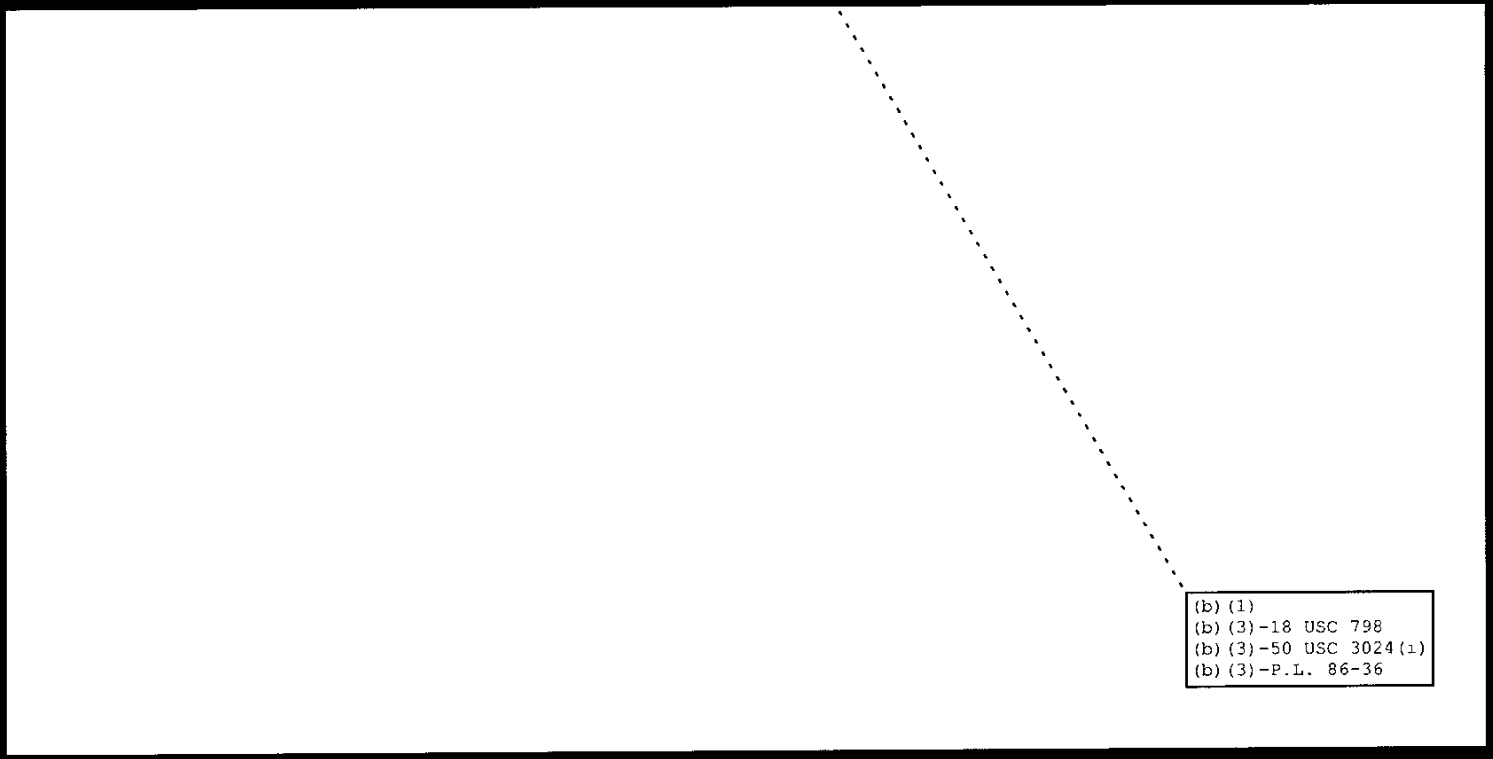


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Joint Management Review

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Joint Management Review

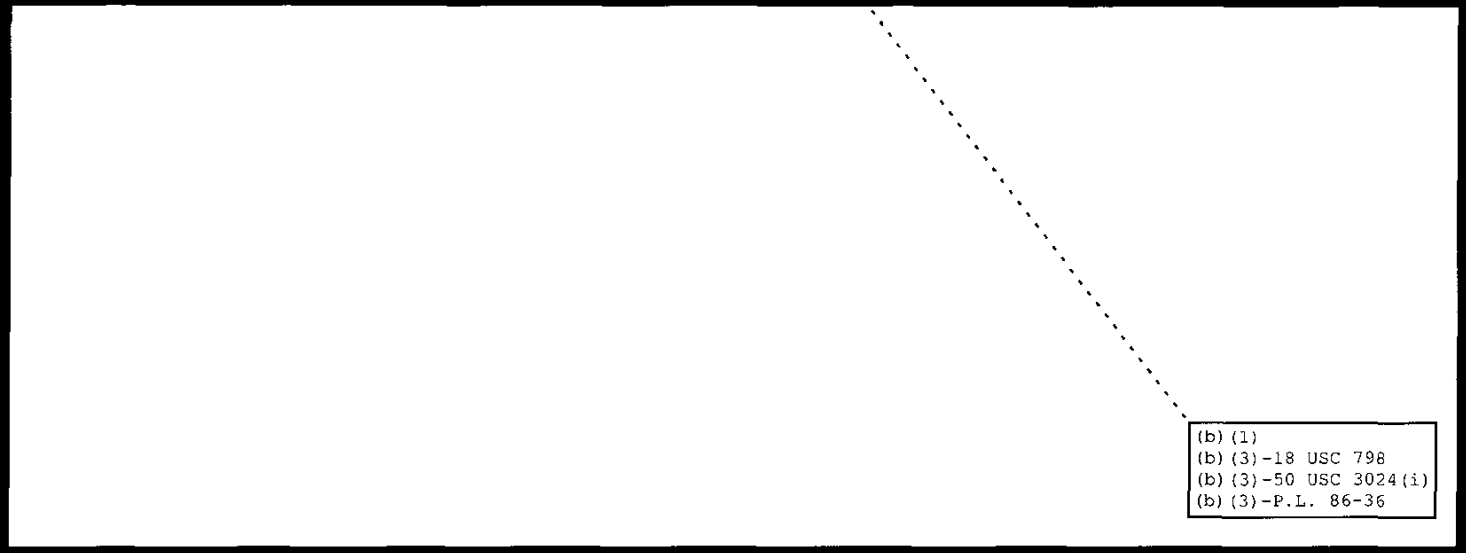
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Joint Management Review

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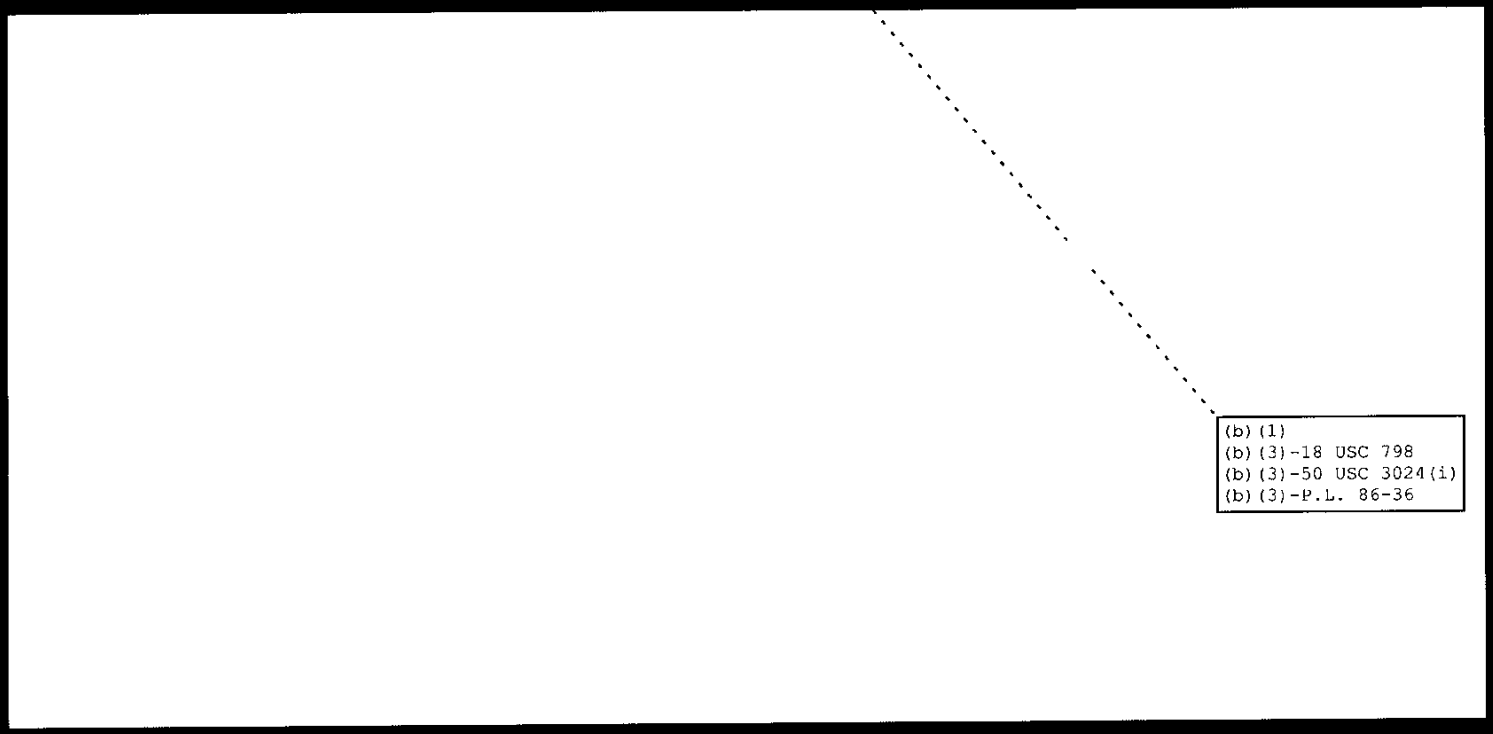


(b)(1)
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(b)(3)-50 USC 3024(i)
(b)(3)-P.L. 86-36

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Joint Management Review

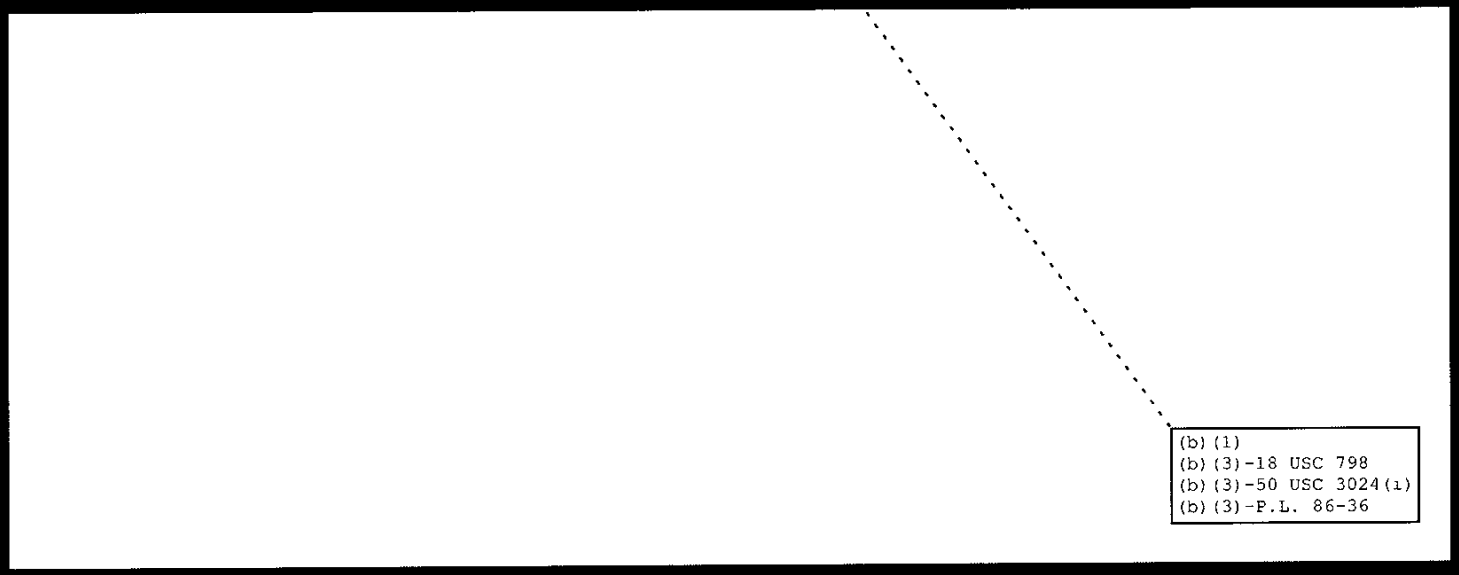
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Joint Management Review



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Analytic Resources Graph

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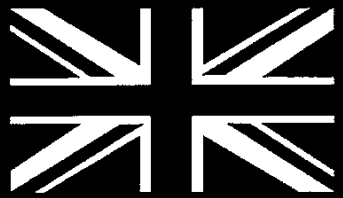
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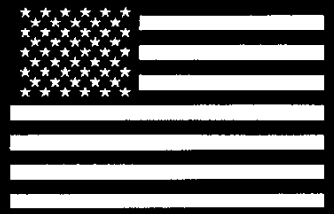
NSA and GCHQ Reports

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Joint Management Review Alignment





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