



**NATIONAL RECONNAISSANCE OFFICE**

14675 Lee Road  
Chantilly, VA 20151-1715

15 February 2011

Mr. John Greenewald, Jr.  
[REDACTED]  
[REDACTED]

Dear Mr. Greenewald:

This is in response to your e-mail dated 15 August 2009, received in the Information Management Services Center of the National Reconnaissance Office (NRO) on 18 August 2009. Pursuant to the Freedom of Information Act (FOIA), you are requesting *"all documents pertaining to the test/operation that the NRO was going to run on September 11, 2001, that simulated an aircraft accidentally hitting one of the agencies buildings..."*

Your request was processed in accordance with the Freedom of Information Act, 5 U.S.C. § 552, as amended. A thorough search of our files and databases located eleven records responsive to your request totaling fifty-eight (58) pages. These records are being released to you in part.

The material being withheld is denied pursuant to FOIA exemptions:

(b) (1), which applies to information currently and properly classified in accordance with Executive Order 13526, section 1.4(c);

(b) (2) which pertains solely to the internal rules and practices of an agency and allows the withholding of information which, if released, would allow circumvention of an organization rule, policy, or statute, thereby impeding the agency in the conduct of its mission;

(b) (3) which applies to information specifically exempt by statutes:

50 U.S.C. § 403-1, which protects intelligence sources and methods from unauthorized disclosure; and

10 U.S.C. § 424 which states: "Except as required by the President or as provided in subsection (c), no provision of law shall be construed to require the disclosure of (1) The organization or any function . . . (2) . . . number of persons employed by or assigned or detailed to any such organization or the name, official title, occupational series, grade, or salary of any such person . . . (b) Covered Organizations . . . the National Reconnaissance Office";

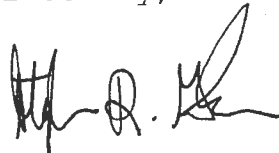
(b)(6), which applies to information, the release of which could reasonably be expected to constitute a clearly unwarranted invasion of the personal privacy of an individual.

The FOIA authorizes federal agencies to assess fees for record services. Based upon the information provided, you have been placed in the "educational/scientific/media" category of requesters, which means you are responsible for duplication fees (.15 per page) exceeding 100 pages. In this case, no assessable fees were incurred.

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

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F09-0134.

Sincerely,



Stephen R. Glenn  
Chief, Information Access  
and Release Team

Enclosures: 11 Responsive Documents (58 pgs)

This document is made available through the declassification efforts  
and research of John Greenewald, Jr., creator of:

# The Black Vault



The Black Vault is the largest online Freedom of Information Act (FOIA) document clearinghouse in the world. The research efforts here are responsible for the declassification of hundreds of thousands of pages released by the U.S. Government & Military.

**Discover the Truth** at: <http://www.theblackvault.com>

~~SECRET//X1~~

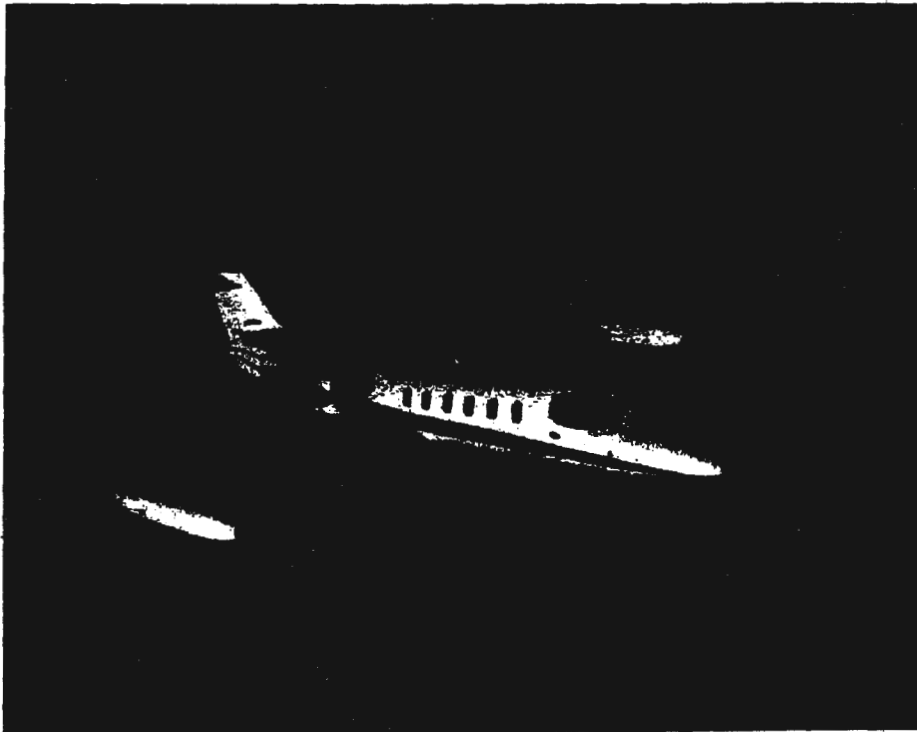
## Exercise Concept

### NRO Emergency Response to a Small Aircraft Crash

#### Exercise Goals

1. Observe FDO/FSO procedures for taking command of crisis situation.
2. Observe SCC communications.
3. Observe Vance Procedures for assisting NRO employees in evacuating the building.
4. Observe VUSO reactions to individuals requiring medical assistance.
5. Observe Nurse response.
6. Observe use of Emergence Broadcast System use.
7. Observe OSF relocation.
8. Observe CAT operations.
9. Observe actions to begin COOP.

#### Scenario



~~SECRET//X1~~

~~SECRET//X1~~

The flight started as most do.

John Lawrence was a pilot with Civil Air Inc, a fractional ownership company flying a fleet of 23 Lear 35As. Last night, John and his co-pilot Kelly Phillips repositioned the Lear, from their home base in Richmond, for an early morning departure from Dulles. Both pilots spent a somewhat restful night at a local hotel, and arrived at Hawthorne Flight service on the northwest ramp of Dulles International. The taxi dropped them off at Hawthorne's curbside entrance. A short walk later and they were checking with the fixed based operator to ensure that the breakfast trays as well as the coffee and beverage service had been loaded on the jet.

After catching a free cup of coffee from the counter, both pilots headed off for the flight planning room with a short stop at the maintenance office. While they weren't rushed, the passengers wouldn't be arriving for another 2 hours, they still had a number of tasks to accomplish prior to stepping out the door.

Just down the hall from the main counter was flight line maintenance. The jet had arrived basically code one, but John still wanted to have the number two engine checked prior to departure. While inflight from Richmond, the number two engine had been running a little high on the EGT. Usually that engine ran a little cooler than number one, but yesterday it was running at about 650 F. Still within tolerances, but about 100F higher than usual. After landing, Hawthorne was asked to check the engine out and make sure everything was up to speck. After a few minutes, the young lady behind the desk, informed them that the engine mechanic had performed and engine run and had found everything to be within normal operating limits. John accepted the report and headed down to flight planning.

Kelly was already there working the flight plan numbers and manifest to the flight. He informed John that they would have 4 passengers and that the weight and balance was complete. Weather was going to be a problem today as the cold front that should have already moved through the area was stalled. The current observation was for a 500 ceiling, layered up to flight level 210 with three quarters of a mile takeoff visibility. After passing flight level 210 they should be in the clear. The weather to the west and their final destination was clear. John then called Leesburg and filed their IFR flight plan for a 1000 departure.

At 0900, the four passengers arrived and were met by John Lawrence. Kelly had already stepped to the jet, completed the pre-flight inspection and was making sure everything was ready for their guests. After the trip briefing, and baggage loading was completed the five left the terminal and proceeded to the Lear. While John completed his preflight duties, Kelly ensured the four passengers were seated and provided a safety briefing on the Learjet 35A.

The following is a cockpit and tower voice recording transcript of the final minutes of the flight

TWR = Dulles Tower  
CAM1 = Pilot  
CAM2 = Co-Pilot  
RDO1= Pilot Radio Communication  
RDO2 = Co-Pilot Radio Communication

~~SECRET//X1~~

~~SECRET//X1~~

Time: Source: Content:

09.58:34 RDO2 Dulles Tower, Lear 3186 Charlie set to go 19 left.  
09.58:42 TWR American 354, winds 195 at 15 cleared for takeoff  
09.58:55 TWR Lear 86 Charlie, taxi position and hold awaiting radar release.  
09.59:02 RDO2 Position and hold, Lear 86 Charlie  
09.59:05 CAM2 Okay John, take off checklist is complete, recap V1 at 95 knots rotation at 105 and V2 at 135. Critical engine out speed is 120. (sound of engines spooling up is heard as aircraft moves onto the runway)  
09.59:20 CAM1 Roger, standard climb out, set and match the throttles after we start the takeoff roll.  
09.59:35 CAM2 Right. It sure looks cruddy out there, I think I can see about a mile but that ceiling is no [expletive deleted] there.  
10.00:12 TWR Lear 86 Charlie caution wake turbulence departing American triple 7, cleared for takeoff.  
10.00:18 RDO2 Lear 86 Charlie, cleared for take off. [sound of engines spooling up]  
10.00:24 CAM1 Airspeeds alive passing 35  
10.00:31 CAM2 Roger same ... there's 50 ... 65 ... 85 ... V1 ... rotation airspeed ... take off speed airborne.  
10.00:52 CAM2 Positive rate  
10.01:01 CAM1 Gear up.  
10.01:05 CAM2 Gear in transit... throttles matched ... there's V2  
10.01:23 TWR Lear 86 Charlie contact departure 118.75 good day.  
10.01:26 RDO2 86 Charlie, eighteen seventy five see ya.  
10.01:29 CAM7 Oh [Expletive deleted] what was that? (A muffled bang is heard, followed by a constant fire alarm)  
10.01:32 CAM1 All right, I've got a fire on two ... Fire on number two, throttle to idle  
10.01:54 CAM2 EGT is 700 and rising.  
10.01:57 CAM1 All right watch my altitude, shutting down number two, master off, left generator off, bus tie looks good, hit the bottle.  
10.02:01 CAM2 Bottle's fired, temps still rising, and we're losing hydraulic pressure on both sides  
10.02:06 RDO2 Dulles Tower, Mayday, Mayday, this is Lear 86 Charlie we've lost an engine, we're popeye and need an immediate return to the field.  
10.02:10 TWR Lear 86 Charlie, turn right heading three six zero say your altitude.  
10.02:18 CAM1 Kelly I'm losing it, I can't maintain attitude.... we're going down  
10.02:25 RDO2 Dulles roll the trucks we are going down, I say again we are going down, we're 4 south..... sound of impacts are heard until the tape stops 1.5 seconds later  
10.02:28 TWR Lear 86 Charlie ....  
10.02:32 TWR Lear 86 Charlie how do you hear?.....

The Learjet crashed 4.2 nautical miles south of Dulles within the NRO compound. The aircraft broke out of the clouds and clipped the western edge of tower number 4 before disintegrating as it fell to earth. Various parts of the aircraft struck the outside portions of the building, spraying jet fuel. The final portions of the wreckage were scattered around the entryway between tower 1 and 2. Jet fuel was burning uncontrollably in the vicinity of the flagpoles. There are a number of injured and dead NRO employees. One victim was seen stumbling towards the main gate, with most of his clothing and hair burned away.

~~SECRET//X1~~

~~SECRET//X1~~

## **Exercise inputs**

- 1005 Numerous phone calls begin to flood the SCC.
- 1005 The VUSO at the main gate provides a report of the crash of a small civilian jet.
- 1005 SCC should alert civilian authorities requesting assistance.
- 1006 Phone call from main gate, they have a badly burned man at the gate, and are requesting immediate assistance.
- 1008 Sprinkler systems in towers 2,3 and 4 are operating. Numerous windows are blown out. There is some wreckage in tower four, fourth floor and a fire (from the left external fuel tank). There are reports of small fires on the second and first floors of tower 2 and three. The barrier wall surrounding the three NRO flagpoles stopped most of the wreckage. There is no report of fire or damage in tower one. SCC should begin the process of evacuating the building. The SCC will not know the type of jet, fuel load or the possibility of other explosions. The aircraft has no other components that will cause an explosion. The aircraft was fully fueled, with approximately 950 gallons of fuel onboard. The fire should burn for approximately 20 minutes.
- 1010 There are 15 injured personnel in the vicinity of the crash. There are at least 4 dead.
- 1020 Fire Department responds with three trucks and EMT vehicles. The Incident Commander arrives and established his command post.
- 1050 All fires have been extinguished
- 1110 Fire Marshall declares building is uninhabitable until inspections can be accomplished. Estimating 5-7 days for complete inspection.

~~SECRET//X1~~

<b>Role Players: Injured NRO personnel TBD</b> Role Player Observer: TBD Observers Vance Posts: TBD SCC Observer: TBD FDO Observer: TBD		<b>Equipment Needed:</b> TBD	
<b>T</b>			
1	0900	ALL	In-brief for exercise observers Room 12B20
2	0910	Role Player Prep	Role players and observers move from 12B20 in order to be in position prior to startex
3	0915	Controller	Begin Closing main entrance, put up exercise signs, rope off crash area in front of building.
4	0930	Observer Locations Manned	Observers at Vance Posts Put on Arm Bands when exercise starts One observer in the SCC enters at 0930.
5	0935	Exercise Controller	Start Smoke generator outside front door, weather permitting.
6	0935	Exercise Controller	Call [redacted] and read Exercise input Card 1. Reports a crash of something near the flagpoles. Sees numerous injured and dead/dying in vicinity of wreckage. Numerous other phone calls begin to arrive at the SCC reporting fires and damage to the building.  Notify Fairfax Co FD that exercise is under way
7	0935	FDO Observer	Observe FDO response to the call.
8	0936	SCC Observer	Observe communication process between VUSOs, SCC and FDO. An EBS call should be placed throughout the building directing NRO personnel to leave the building. Alarm system should be activated.
9	0938	Vance Observers	Follow VUSO as they begin the process of aiding NRO personnel to exit the building.
10		FDO Observer	Follow FDO/FSO when they are notified
11	When required	SCC	Should make calls to outside agencies requesting aid/assistance. Monitor personnel evacuating the building.
12	When	Injured Personnel Role	When VUSO Officers find individuals requiring medical attention, observe

b2 High

NRO Approved for Release  
15 February 2011



	<b>required</b>	Players Observer/Nurse Observer	VUSO procedures as first responders, identify self as Exercise Observer/Controller. Nurse observer provides exercise inputs to VUSO officers on patient's condition to first responders.
13	<b>When required</b>	Incident Commander	Arrives and takes command of the situation. SCC should respond to RFIs from IC
14	<b>0940</b>	CAT Observers	Observe CAT formation in EOL.
15	<b>0945</b>	CAT Observers	Observe communication between FDO and CAT team members, who provides information
16	<b>When required</b>	OSF Observer	Observe OSF formation at EOL and process for obtaining courier van keys, Observe OSF Departure from compound, how did they get out?
17	<b>1000</b>	SCC	Once evacuation portion of exercise is complete, SCC should direct re-entry of NRO personnel. Exercise controllers remove barriers to main entrance NLT 0955. Terminate exercise for NRO population and VUSOs.
18	<b>When required</b>	SCC	VUSO and CSS personnel should maintain control of re-entry ensuring no unauthorized personnel enter the building.
19	<b>1000</b>	CAT Observers	Provide Exercise Card 2, Fire marshal Report that building is uninhabitable for 3-7 days. Additional exercise input cards to FSG on damage extent and damage control measures taken.
20	<b>When required</b>	CAT Observers	Once decision has been made to activate COOP provide exercise input that CAT has been evacuated to [REDACTED] to handle situation. Direct all CAT team members to report to Conf Room 12B20 to continue CAT exercise (Table Top)
21	<b>When required</b>	CAT Observers	Observe CAT actions after relocation to Conf Room 12B20,
22	<b>1200</b>	CAT Observers	Once initial actions have been determined Terminate exercise.
23			
17	<b>1330</b>	All Players	Conference Room XXXX for exercise outbrief.

b2 High

~~SECRET//X1~~

**EXERCISE EXERCISE EXERCISE**

**NCAP  
INPUT CARD 1  
Date: TBD  
Time TBD**

**Action: Call FDO at [REDACTED]**

Relay the following information: **EXERCISE INPUT EXERCISE INPUT** Hello this is \_\_\_\_\_, There has just been a crash of a small aircraft. It's resting against the flagpoles. There a injured people here, we need help. Repeat this is an **EXERCISE INPUT EXERCISE INPUT**

Relay any information that is requested with the following amplifications:

Answer any other questions that are asked to the best of your ability.  
Stay on line until directed to hang up or move away from area.

**EXERCISE EXERCISE EXERCISE**

~~SECRET//X1~~

NR0 Approved for Release  
15 February 2011

o2High

**ACTIONS to Complete**

**Exercise Observers, need to determine number and get volunteers.**

**Main Entrance**

**Vance Posts**

**CAT EOL**

**OSF Observer**

**Exercise Signs**

**2 EXIT BLOCKED DO NOT ENTER**

**Yellow tape for crash scene**

**SMOKE GENERATOR**

**Determine level of Fairfax Fire Department participation**



~~SECRET//TK//X1~~



**MS&O/HSSG**

**Sept 2001**

**NCAP EXERCISE**

**Planning**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~

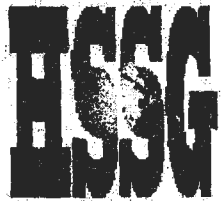


## MS&O NCAP Overview

- **MS&O Exercise Goals**
- **Exercise Outline**
- **Sept NCAP Scenarios**
- **Issues**
- **Planning Items**
- **Way Ahead**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## **MS&O Exercise Goals**

- **Observe Vance Uniformed Security Officer Response**
- **Observe Security Control Console Response**
- **Observe Facility Duty Officer Response**
- **Provide Real World Training for All Participants**
- **Fulfill Defense Threat Reduction Agency (DTRA) Recommendation to Exercise with Outside Agencies**
- **Exercise MS&O Crisis Action Team (CAT) Response**
- **Generate Lessons Learned**
- **Report on Weaknesses/Strengths of Protective Force and Response Procedures**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## **Exercise Outline**

- **5 Sept NCAP Exercise Start**
- **6 Sept Violence in Workplace and Medical Emergency at NRO Headquarters**
- **11 Sept Aircraft Crash at NRO Headquarters**
- **14 Sept END NCAP EXERCISE For NRO**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## **VIW Medical Emergency Phases (6 Sept)**

- **Phase 1 Shooting (1030)**
  - Role player will shoot supervisor and office mate
  - Role player will then attempt to exit building
    - Destination Garage II to get their car
- **Phase 2 Security Response (1030-1045)**
  - Internal Search Procedures
  - First Responder Actions
  - Catch and release if caught in building
  - Establish security cordon around Garage II
    - VUSO [REDACTED] (b)(7)(F)
- **Fairfax County Police Department Participation**
  - Agreed to Observe the Exercise, Provide Feedback

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011





~~SECRET//TK//X1~~



## Fairfax Police Department Details

- **Observers**
  - [REDACTED] <sup>(S//TK)</sup> plus one TAC Team Member
  - Provide feedback on support that they would need during the crisis
- **Positions**
  - One in SCC, One with Role Player, One with Vance Trainer
- **Goal to learn how we conduct exercises here at WF**
  - Future participation in WF exercises
  - Determine Spring NCAP participation Rules of Engagement

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



# Aircraft Crash Phases

## (11 Sept)

- **Phase 1 Crash Preparation (0900-0920)**
  - Close Main Entrance, Tape off accident site, Post exercise signs
  - Start Smoke Generator
  - Start Fire Alarm
- **Phase 2 Evacuation (0930-0945)**
  - VUSO [REDACTED] (S)(X)(2)
  - EBS Announcements [REDACTED] (S)(X)(2)
  - CAT Members Report to EOL
  - OSF Personnel to [REDACTED] (S)(X)(2) EOL
- **Phase 3 Fairfax Fire Department Response (0935-1000)**
  - Arrival, Minimum 1 Engine, Maximum 2 Engines and 1 Ambulance
  - Entry on to compound
  - “Drive by” fire suppression
- **Phase 4 Building reentry (1000-1030)**

~~SECRET//TK//X1~~



~~SECRET//TK//X1~~



## Fairfax Fire Department Details

- **Phase 3 Fairfax Fire Department Response**
  - **Minimum 1 Engine**
    - Engine will be provided by Station 15
    - Entry on to compound through traffic observed
    - “Drive by” fire suppression
    - Exit Compound
  - **Maximum**
    - **1 Engine Pre-positioned in NRO Compound (Station 15 Asset)**
      - In position no latter than 0915 Hrs
    - **1 Ambulance Arrival 5 minutes after alarm sounds**
    - **2<sup>nd</sup> Engine arrival 8 minutes after alarm sounds (Station 38)**
      - Drive by fire suppression
      - Exit Compound

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## Issues

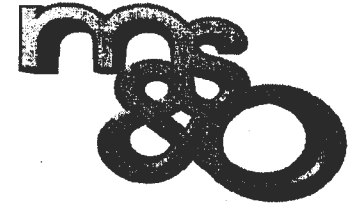
- **Violence in Workplace/Medical Emergency**
  - **Close Garage II for half hour to establish Cordon**
- **Aircraft Crash**
  - **Smoke Generator**
  - **Need to Notify DNRO of intention to evacuate building from 0930-1030 on 11 Sept 2001**
    - **No Distinguished Visitors**
    - **No Conferences**
  - **CAT Formation**
    - **Full CAT Operating in EOL until decision is made to activate COOP**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## Planning Items

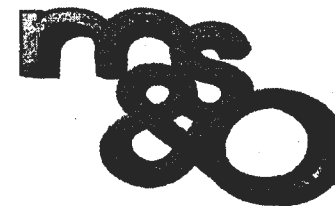
- **VIW**
  - **Role Player**
  - **Observers**
  - **Fairfax PD Observers**
    - **Compound entry**
    - **Escorts**
- **Airplane Crash**
  - **Signs, Yellow Tape**
  - **EBS Alerts**
  - **Smoke Generator**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## Way Ahead

- **Continue to coordinate exercise with Fairfax**
- **Complete Exercise Planning**
  - **Observers**
  - **Signs**
  - **Detailed Exercise Procedures**

~~SECRET//TK//X1~~

NRO Approved for Release  
15 Feb 2011

b3, b4

From: [redacted]  
Sent: Thursday, August 23, 2001 12:33 PM  
To: [redacted]  
Cc: [redacted]  
Subject: NCAP Exercise Planning

classification: CONFIDENTIAL//X1  
OK here is the brief we gave to [redacted] today.



SEPT NCAP Planning  
Brief.ppt

b3, b4

Planning direction to you folks for the exercise.

1. We have permission to shut down Garage 2 for 30 minutes in support of the VIW scenario, long enough for VUSOs to establish their security perimeter.

This will involve redirecting traffic etc, may need to ensure that we get real or simulated nurses up to the shooting location ASAP to relieve the VANCE officers to help with the security cordon.

If they start to go long or get confused we will need to be on top of the exercise participants to terminate the play within 30 minutes.

2. Fairfax police will only be participating as observers during the VIW Scenario. One will be in the SCC, one following the role player observer, one following the VANCE supervisor.

If anyone has better places to put them let me know.

Please write in the simulation of PD arrival and their actions to take over the cordon as our exercise termination inputs.

3. During the plane crash, [redacted] has directed that we continue the CAT, aka simulate relocation to [redacted] and pick up where we left off.

This will involve additional inputs for the CAT to deal with, ie names of the dead NRO employee, etc.

Plan actions that should take no more that 2 hours to finish up.

We will also need to find a conference room to move to as our [redacted] location

Estimated Time line Follows

- 0900 Exercise Prebrief
- 0915 Fire Department set up complete (max 3 engines scenario)
- 0920 Exercise set up complete, signs, yellow tape etc
- 0930 Alarm sounds, smoke generator activated
- 0935 First responding EMS unit arrives
- 0938 CAT Starts
- 0940 EMS unit on compound
- 0945 Building evacuation complete, Smoke generator deactivated
- 0950 Removal of Exercise material ie yellow tape and signs completed
- 1000 Begin process of allowing building reentry
- 1030 CAT relocation to [redacted]
- 1230 CAT Exercise termination
- 1300 Hot wash (need a conf room)

b2 High

b2 High

Ok that should be enough to work with for now.

I will return on 4 Sept 2001 from my vacation. If you need guidance please work with [redacted] and [redacted] to finalize any details next week.

b3, b4

b3, b4

Plan to have a last minute planning meeting on 5 Sept 2001, room and time TBD.

Thanks for all the support.

[redacted] b3, b4  
MSO/HSSG [redacted] b3  
Red Phone [redacted] b2 High

Black Phone 703- [REDACTED] b2 High  
RM 12B18C

Warning: This document may not be used as a source of derivative classification.

CL By: [REDACTED] b1, b3

CL Reason: 1.5(c)

DECL ON: X1

Derived From: NCG 5.1 01 May 00

~~CONFIDENTIAL//X1~~



23 Aug

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//X1~~



## MS&O/HSSG

### Sept 2001 NCAP EXERCISE Planning

~~SECRET//TK//X1~~



~~SECRET//TK//X1~~



## MS&O NCAP Overview

- MS&O Exercise Goals
- Exercise Outline
- Sept NCAP Scenarios
- Issues
- Planning Items
- Way Ahead

~~SECRET//TK//X1~~



~~SECRET//TK//X1~~



## MS&O Exercise Goals

- Observe Vance Uniformed Security Officer Response
- Observe Security Control Console Response
- Observe Facility Duty Officer Response
- Provide Real World Training for All Participants
- Fulfill Defense Threat Reduction Agency (DTRA) Recommendation to Exercise with Outside Agencies
- Exercise MS&O Crisis Action Team (CAT) Response
- Generate Lessons Learned
- Report on Weaknesses/Strengths of Protective Force and Response Procedures

~~SECRET//TK//X1~~



~~SECRET//TK//X1~~



## Exercise Outline

- 5 Sept NCAP Exercise Start
- 6 Sept Violence in Workplace and Medical Emergency at NRO Headquarters
- 11 Sept Aircraft Crash at NRO Headquarters T4
- 14 Sept END NCAP EXERCISE For NRO

~~SECRET//TK//X1~~



-SECRET//TK//XI-



## VIW Medical Emergency Phases (6 Aug)

- **Phase 1 Shooting (1030)**
  - Role player will shoot supervisor and office mate
  - Role player will then attempt to exit building
    - Destination Garage II to get their car
- **Phase 2 Security Response (1030-1045)**
  - Internal Search Procedures
  - First Responder Actions
  - Catch and release if caught in building
  - Establish security cordon around Garage II
    - VUSO (b)(2)High
- **Fairfax County Police Department Participation**
  - Agreed to Observe the Exercise, Provide Feedback

send out w/ all  
@ 1030 re closing  
of garage

play real &  
cordon off  
garage 2

-SECRET//TK//XI-



-SECRET//TK//XI-



## Fairfax Police Department Details

- **Observers**
  - (b)(6) plus one TAC Team Member
  - Provide feedback on support that they would need during the crisis
- **Positions**
  - One in SCC, One with Role Player, One with Vance Trainer
- **Goal to learn how we conduct exercises here at WF**
  - Future participation in WF exercises
  - Determine Spring NCAP participation Rules of Engagement

-SECRET//TK//XI-

consider use plan 4 the day to put out lessons learned

NRO Approved for Release  
15 Feb 2011



~~SECRET//TK//XT~~



## Aircraft Crash Phases (11 Aug)

- **Phase 1 Crash Preparation (0900-0920)**
  - Close Main Entrance, Tape off accident site, Post exercise signs
  - Start Smoke Generator
  - Start Fire Alarm
- **Phase 2 Evacuation (0930-0945)**
  - VUSO Close Vehicle Gates
  - EBS Announcements (████████████████████)
  - CAT Members Report to EOL
  - OSF Personnel to (████████████████████) EOL
- **Phase 3 Fairfax Fire Department Response (0935-1000)**
  - Arrival, Minimum 1 Engine, Maximum 2 Engines and 1 Ambulance
  - Entry on to compound
  - "Drive by" fire suppression
- **Phase 4 Building reentry (1000-1030)**

~~SECRET//TK//XT~~



~~SECRET//TK//XT~~



## Fairfax Fire Department Details

- **Phase 3 Fairfax Fire Department Response**
  - **Minimum 1 Engine**
    - Engine will be provided by Station 15
    - Entry on to compound through traffic observed
    - "Drive by" fire suppression
    - Exit Compound
  - **Maximum**
    - 1 Engine Pre-positioned in NRO Compound (Station 15 Asset)
      - In position no latter than 0915 Hrs
    - 1 Ambulance Arrival 5 minutes after alarm sounds
    - 2<sup>nd</sup> Engine arrival 8 minutes after alarm sounds (Station 38)
      - Drive by fire suppression
      - Exit Compound

~~SECRET//TK//XT~~

(b)(3), (b)(6) *pk-upoau*

NRO Approved for Release  
15 Feb 2011

1 (b)(3), (b)(6)  
2  
3

**HCSG** **ms**  
**80**

—SECRET//TK//X1—

### Issues

- **Violence in Workplace/Medical Emergency**
  - Close Garage II for half hour to establish Cordon
- **Aircraft Crash**
  - Smoke Generator
  - Need to Notify DNRO of intention to evacuate building from 0930-1030 on 11 Sept 2001
    - No Distinguished Visitors
    - No Conferences
  - CAT Formation
    - Full CAT Operating in EOL until decision is made to activate COOP

—SECRET//TK//X1—

*simulate relocate  
to (b)(2)High (come  
pk intialdy to  
conf im to  
continue coop)*

*reconven CAT  
immed after  
exercise*

**HCSG** **ms**  
**80**

—SECRET//TK//X1—

### Planning Items

- **VIW**
  - Role Player
  - Observers
  - Fairfax PD Observers
    - Compound entry
    - Escorts
- **Airplane Crash**
  - Signs, Yellow Tape
  - EBS Alerts
  - Smoke Generator

—SECRET//TK//X1—



~~SECRET//TK//SI~~



## Way Ahead

- **Continue to coordinate exercise with Fairfax**
- **Complete Exercise Planning**
  - Observers
  - Signs
  - Detailed Exercise Procedures

~~SECRET//TK//SI~~

[Redacted] b3, b6

**Subject:** NCAP Exercise planning meeting  
**Location:** 3BB00C

**Start:** Thu 7/19/01 10:00 AM  
**End:** Thu 7/19/01 10:30 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Required Attendees:** [Redacted] b3, b6  
**Optional Attendees:** [Redacted] b3

**Time:** 1000 hours, 19 Jul 2001  
**Location:** Rm 3BB00C, WF  
**Net Number:** [Redacted] b2 High

I am scheduled to be in training at this time. If anyone can cover for me please let me know.  
We do not have any major changes for the plan at this time, and if I can break from training I will come down.  
I will be in first thing in the morning to check e-mail etc.



TG-X MSEL DRAFT  
VER 1.doc

Thanks  
[Redacted] b3, b6

**Pages 1-11 of this document are not responsive to the FOIA request.**



Not Responsive



**131330Z Sept 2001 Crisis Action Team (CAT) Activation**

**All encompassing event for NRO Headquarters Personnel**

**~~TOP SECRET//BYE//TK//X1~~**

**Handle via  
~~BYEMANTALENT KEYHOLE~~  
Channels Jointly**

~~TOP SECRET//BYE//TK//X1~~

**Ground Truth:**

NRO Headquarters will practice a fire drill using the below exercise scenario. All Westfields personnel will practice fire drill procedures. NRO CAT will be activated per the exercise scenario. OSF Watch and exercise personnel will practice evacuating Westfields and establishing the Backup Operating Location (BOL) at the (b)(2)High facility. OSF will not evacuate Tower 3 Basement Suite until given the order by the CAT/MS&O cell, once it has been established. (b)(2)High

(b)(2)High OSF personnel and the van will have to negotiate getting out of the compound and over to (b)(2)High through the "panicked" crowds attempting to leave WF during the simulated fire drill. The evacuees will arrive in (b)(2)High ensure all necessary comms paths have been established and continue their operations in the EOL until told to cease.

**Exercise Objectives:**

- Familiarize NRO personnel with the NRO Contingency Plan/Reports Control Manual (NROCP/RCM).
- Exercise and validate NRO nodes' in-house operational and contingency procedures.
- Exercise and validate NRO's Continuity of Operations (COOP) plans and procedures.
- Exercise medical staff.
- Exercise Vance response to an emergency.
- Exercise an evacuation.
- Activate CAT in EOL.
- Activate BOL for OSF.
- Activate COOP.

**Exercise Scenario:**

A Learjet airplane loses power immediately after take off from Dulles Airport and smashes into Towers 3 & 4 on the Highway 28 side of the compound. Westfields compound sustains fire and structural damage to Towers 3, 4, and the Spline with some exterior damage to Towers 1 & 2. Crash includes Hazardous Materials (Jet Fuel) causing fires and explosions around compound. (Scenario will be flushed out by MS&O/OSF/COO?)

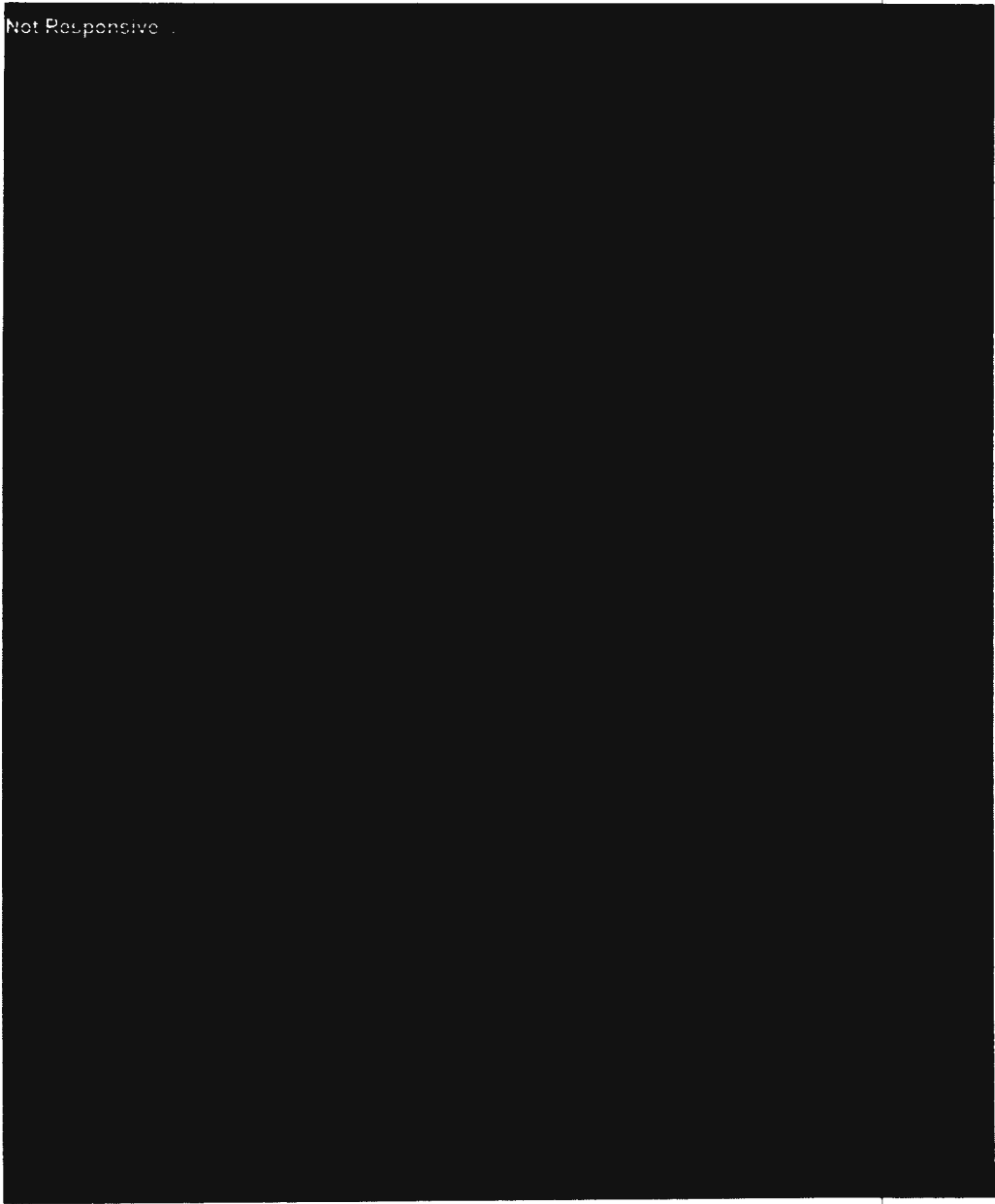
**Measures of Success:**

~~TOP SECRET//BYE//TK//X1~~

Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly

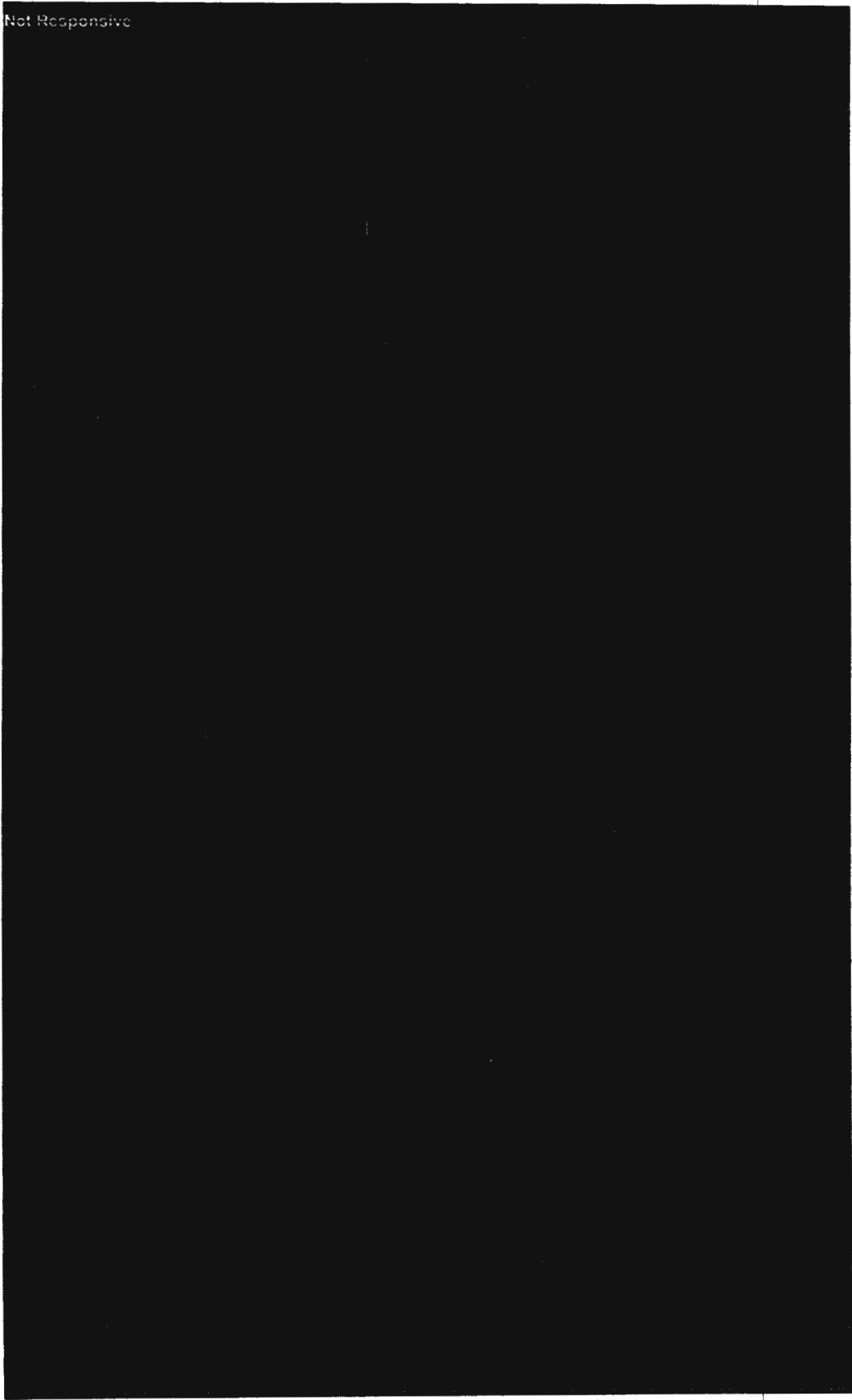
~~TOP SECRET//BYE//TK//X1~~

1. Timely Evacuation of NRO Facility, with employees moving to proper rally points.
2. Timely CAT Activation and exercise initiation in EOL
3. Timely OSF activation with problem free exit of WF Compound.
4. Transition of NRO Employees back into WF Compound
5. CAT determination to recommend COOP activation and maintain communication with OSF.



~~TOP SECRET//BYE//TK//X1~~

Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly



Not Responsive

b)(3), (b)(6)

**From:** (b)(3), (b)(6)  
**Sent:** Monday, June 11, 2001 11:33 AM  
**To:** (b)(3), (b)(6)  
**Subject:** FW: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT-KEYHOLE//X1~~

Please do not distribute the following information beyond exercise trusted agents.  
Let me know if these scenarios are acceptable for the fall NCAP exercise.

If there are no objections these are the ones I will push at the NCAP planning meeting on Thursday. I will leave the GOM after I brief my slides to (b)(3), (b)(6)

Thanks.  
V/R

(b)(3), (b)(6)  
MSO/HSSG (b)(3)  
Red Phone (b)(3)  
Black Phone 703-(b)(2)High  
RM 12B18C

-----Original Message-----

**From:** (b)(3), (b)(6)  
**Sent:** Monday, June 11, 2001 11:29 AM  
**To:** (b)(3), (b)(6) (WF); ncap  
**Cc:** (b)(3), (b)(6)  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT-KEYHOLE//X1~~

OK I am behind the power curve here due to prior commitments.

Here are our initial plans for the fall exercise. *Chris Allison*

Day one of exercise. In brief CAT on current exercise conditions, ie War in Korea Global Guardian Status. Let CAT change exercise threatcon for WF as required.

Day two of exercise.  
MS&O NCAP exercise scenario 1.

NRO employee enters building with a gun and shoots their supervisor, wounds one other office mate, then puts down gun and leaves. Realizing what they have done they try to exit the building and go for the fence line.

Sub scenarios and additional agencies I would like involved.  
Fairfax Police, EMT, WF Nurses, Vance Officers, FDO, Workplace Violence Assessment Team (WVAT), CAT, etc.

This exercise should take one day and should not change the threatcon.

Day three no inputs at this time.

Day four of exercise.

MS&O NCAP Exercise Scenario 2

Plane loses power on take off and smashes into towers 3 & 4, make this a Lear jet, lots of fire, and structural damage to tower 3.

May or may not activate COOP. That is a decision for the planning group as a whole. How bad do you want it to be?

Sub scenarios and additional agencies.  
Fairfax fire department, respond to crash, WF Fire evacuation drill, CAT activation, lets run this one real time, the CAT will go to the EOL and work from there, after the fire drill is over we will simulate transferring the CAT to [redacted] and go to a conference room here, unless we get our act together enough to do an actual transfer to [redacted]. Any other sub scenarios relating to this one would be helpful. Let me know.

Day 5 Exercise Termination. I think we get nuked that day anyway.

Let me know what you think and if you need additional MSEL inputs before the meeting on Thursday.

Thanks

b)(3), (b)(6)  
MSO/HSSG [redacted] b3  
Red Phone [redacted] b)(2)High  
Black Phone 703 [redacted]  
RM 12B18C

-----Original Message-----

From: [redacted] (WF)  
Sent: Wednesday, May 30, 2001 5:50 AM  
To: ncap  
Cc: [redacted]  
Subject: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: SECRET//TALENT-KEYHOLE//X1  
NCAPers:

The OSF has scheduled the date for the TG-X initial MSEL meeting for **Thursday, 14 June 2001 @ 1000 EDT (1400 Zulu)** in the OSF Admin Conference Room (3BB00C). If you are local to Westfields you are welcome to join us in the Conference Room, or participants may join the meeting via the following net number: [redacted]

The meeting will last approximately two hours and will review all NCAP MSEL inputs for TG-X submitted by the 6 June 2001 due date (see action item 017-2001 below). Also, [redacted] will have returned from a trip to STRATCOM, where he will have received briefings on STRATCOM's plans and participation in Exercises ULCHI FOCUS LENS and GLOBAL GUARDIAN. We will initiate TG-X during the GLOBAL GUARDIAN exercise window of 5-14 Sep 2001. If you are unable to attend the 14 June 2001 meeting, please pass your meeting inputs to [redacted].

Since we have not heard from any NCAP members who feel strongly for or against another "X" word, we have chosen "Xebec" (a three-masted Mediterranean sailing ship, usually used by pirates). OSF requires your attention and input for the following NCAP Action Items, which were discussed during the 10 May 01 NCAP Meeting:

**NCAP Action Item - 016-2001** - NCAP reps were tasked to provide input on the range of dates for TG-X (full range: 5-14 Sep 01; partial range: a subset of dates).

- Status: OPEN
- POC: NCAP Reps and [redacted]
- ASSIGNED: 05/2001 ECD: 5/30/2001

**NCAP Action Item - 017-2001** - All NCAP reps were tasked to:

- o Review Threat Assessment Matrix and TG-X suggested scenario events
- o Review in-house contingency procedures for currency/effectiveness
- o Develop specific exercise objectives
- o Draft initial scenario events and obtain management approval
- o Draft measures of success
- o Provide exercise objectives and initial MSEL inputs by 6 June 2001
- o If unable to participate in TG-X due to operational requirements, NCAP reps should so respond by 6 June 2001.

•Status: OPEN

•POC: NCAP Reps and (b)(3) (b)(6) (b)(2)High (b)(3) (b)(6) (b)(2)High  
•ASSIGNED: 05/2001 ECD: 6/6/2001

**NCAP Action Item - 018-2001** - NCAP reps were tasked to review and provide comments on the proposed timeline for TG-X.

•Status: OPEN  
•POC: NCAP Reps and (b)(3) (b)(6) (b)(2)High (b)(3) (b)(6) (b)(2)High  
•ASSIGNED: 05/2001 ECD: 5/30/2001

- o TAPESTRY GOLD X: Schedule/Timeline
  - 10 May 01 NCAP and TG-X IPC
  - 06 June 01 Draft objectives & MSEL items due
  - 14 June 01 Initial MSEL Mtg, review 1<sup>st</sup> draft
  - 10-12 July 01 Interim MSEL Mtg, review 2<sup>nd</sup> draft (1 day to be selected)
  - 07-09 Aug 01 Final MSEL Mtg, review 3<sup>rd</sup> draft & Trusted Agent (TA) training (1 day to be selected)
  - 10 Aug 01 Publish and distribute Final MSEL
  - 05-14 Sep 01 Exercise Range
  - 11 Oct 01 After Action Reports due
  - 16-18 Oct 01 Full NCAP meeting (1 to 2 days to be selected)

**NCAP Action Item - 019-2001** - NCAP reps were asked to provide suggested names for TG-X.

•Status: CLOSED  
•POC: NCAP Reps and (b)(3) (b)(6) (b)(2)High (b)(3) (b)(6) (b)(2)High  
•ASSIGNED: 05/2001 ECD: 5/30/2001

Please pass your MSEL inputs/objectives and responses to above action items to (b)(3), (b)(6) by the expected completion dates.

Thanks,

(b)(3), (b)(6)  
**Operations Support Facility**  
E-Mail: (b)(3), (b)(6) (WF)  
Phone: (b)(2)High

and

(b)(3), (b)(6)  
**DDMS/OSO** b3  
**Operations and Exercise Support**  
b(2)High (703) b(2)High  
**Beeper:** b(2)High **PIN** b(2)High

Warning: This document may not be used as a source of derivative classification.  
CL By: (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.  
CL By: (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1

Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: ██████████  
CL Reason: 1.5(c)  
DECL ON: X1

Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~



~~TOP SECRET//BYE//TK//X1~~

~~(S//TK)~~ SUBJECT: NRO MSEL TG-Xebec '01/NCAP Exercise (MS&O Inputs) 5 Feb 2001.

**STARTEX**

**Day 1**

~~(S//TK)~~ OSF TG-XEBEC STARTEX / BOL Activations

**DAY 1 NOT GLOBAL GUARDIAN / NO NRO EXTERNAL REPORTING**

~~(S//B)~~ **Ground Truth**

In brief CAT on current exercise conditions, ie War in Korea Global Guardian Status. Let CAT change exercise threatcon for WF as required.

**Day two of exercise.**

**MS&O NCAP exercise scenario 1.**

**Exercise objectives**

1. Exercise Security Officers Responses to Work Place Violence Incident
2. Exercise Security Officers, Security Control Consol (SCC) and Facility Duty Officers ability to find violent individual on WF compound.
3. Exercise WF Medical Staff Response to incident
4. Exercise Security Officers ability to detain and control violent individual, within safety constraints.

Exercise Scenario 1. Work Place Violence

*- only the office becomes a crime scene via NRO compound  
- goal is to inc Vance officers tracking skills*

**Ground Truth:**

His supervisor for being late and not completing a project on time severely reprimanded NRO employee "Jack". Jack has been under extreme pressure due to a divorce and financial problems.

Jack goes out to his vehicle and obtains a gun that he has under his front seat; he places the gun in a gym bag and returns to his office.

In his office "Jack" enters his supervisor's office and shoots them twice, he also wounds one other office mate who walked in the office, Jack then puts down the gun and leaves.

Realizing what he has done he tries to exit the building and breach the fence line near the construction site.

Day 1, 1030 hrs Local

FDO/SCC Notified on Emergency Line by office secretary of shooting incident, identifies NRO Employee Jack as the shooter.

Sub scenarios and additional agencies I would like involved.

Fairfax Police, EMT, WF Nurses, Vance Officers, FDO, Workplace Violence Assessment Team (WVAT), CAT, etc.

CAT Activation, Death of an NRO employee notification process, evaluate situation.

This exercise should take one day and should not change the threatcon.

**Measures of success**

1. Proper response to WVAT incident by Security officers
2. Apprehend violent individual before they are able to escape compound.
3. Provide medical assistance to wounded employees.
4. Coordinate medical responder entry to WF compound (will need to coordinate this with Fairfax EMT)
5. CAT activation.

~~TOP SECRET//BYE//TK//X1~~

1

Handle via

~~BYEMAN/TALENT KEYHOLE~~  
Channels Only

~~TOP SECRET//BYE//TK//X1~~

**Day three no inputs at this time.**

**Day four of exercise.**

**MS&O NCAP Exercise Scenario 2**

Exercise objectives

1. Fire Evacuation Drill of WF Compound
2. Timely CAT Activation at EOL
3. Timely OSF activation of their EOL, smooth transition off Compound
- 4.

Ground Truth:

Plane loses power on take off and smashes into towers 3 & 4 on HWY 28 side of buildings, make this a Lear jet, lots of fire, and structural damage to tower 3, 4, Spline and exterior damage to towers 1 & 2. Crash includes Hazardous Materials (Jet Fuel) causing fires and explosions around compound.

**Day 4 0930**

Real World Fire Evacuation Exercise.

Activate CAT in EOL.

Activate EOL for OSF.

Activate COOP.

Sub scenarios and additional agencies.

Fairfax fire department, respond to crash, WF Fire evacuation drill, CAT activation, lets run this one real time, the CAT will go to the EOL and work from there, after the fire drill is over we will simulate transferring the CAT to ~~(b)(2)High~~ and go to a conference room here, unless we get our act together enough to do an actual transfer to ~~(b)(2)High~~. Any other sub scenarios relating to this one would be helpful. Let me know.

Measures of success

1. Timely Evacuation of NRO Facility, Employees moving to proper rally points
2. Timely CAT Activation and exercise initiation in EOL
3. Timely OSF activation with problem free exit of WF Compound.
4. Transition of NRO Employees back into WF Compound
5. CAT determination to recommend COOP activation and maintain communication with OSF.

GG / TG-X ENDEX and HotWash

~~TOP SECRET//BYE//TK//X1~~

(b)(2)-(b)(6)

**From:** (b)(2)-(b)(6)  
**Sent:** Tuesday, June 12, 2001 12:39 PM  
**To:** (b)(2)-(b)(6)  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: SECRET//TALENT KEYHOLE//X1

Not-Responsive

-----Original Message-----

**From:** (b)(2)-(b)(6)  
**Sent:** Monday, June 11, 2001 11:33 AM  
**To:** (b)(2)-(b)(6)  
**Subject:** FW: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: SECRET//TALENT KEYHOLE//X1

Please do not distribute the following information beyond exercise trusted agents.  
Let me know if these scenarios are acceptable for the fall NCAP exercise.

If there are no objections these are the ones I will push at the NCAP planning meeting on Thursday. I will leave the GOM after I brief my slides to (b)(2)-(b)(6).

Thanks.  
V/R

(b)(2)-(b)(6)  
MSO/HSSG (b)(2)-(b)(6)  
Red Phone (b)(2)-(b)(6)  
Black Phone 703 (b)(2)-(b)(6)  
RM 12B18C

-----Original Message-----

**From:** (b)(2)-(b)(6)  
**Sent:** Monday, June 11, 2001 11:29 AM  
**To:** (b)(2)-(b)(6) (WF); ncap  
**CC:** (b)(2)-(b)(6)  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: SECRET//TALENT KEYHOLE//X1

OK I am behind the power curve here due to prior commitments.

Here are our initial plans for the fall exercise.

Day one of exercise. In brief CAT on current exercise conditions, ie War in Korea Global Guardian Status. Let CAT change exercise threatcon for WF as required.

Day two of exercise.  
MS&O NCAP exercise scenario 1.

NRO employee enters building with a gun and shoots their supervisor, wounds one other office mate, then puts down gun and leaves. Realizing what they have done they try to exit the building and go for the fence line.

Sub scenarios and additional agencies I would like involved.  
Fairfax Police, EMT, WF Nurses, Vance Officers, FDO, Workplace Violence Assessment Team (WVAT), CAT, etc.

This exercise should take one day and should not change the threatcon.

Day three no inputs at this time.

Day four of exercise.

MS&O NCAP Exercise Scenario 2

Plane loses power on take off and smashes into towers 3 & 4, make this a Lear jet, lots of fire, and structural damage to tower 3.

May or may not activate COOP. That is a decision for the planning group as a whole. How bad do you want it to be?

Sub scenarios and additional agencies.

Fairfax fire department, respond to crash, WF Fire evacuation drill, CAT activation, lets run this one real time, the CAT will go to the EOL and work from there, after the fire drill is over we will simulate transferring the CAT to (b)(2) High and go to a conference room here, unless we get our act together enough to do an actual transfer to (b)(2) High. Any other sub scenarios relating to this one would be helpful. Let me know.

Day 5 Exercise Termination. I think we get nuked that day anyway.

Let me know what you think and if you need additional MSEL inputs before the meeting on Thursday.

Thanks

(b)(3)-(b)(6)  
MSO/RSSG  
Red Phone (b)(2) High  
Black Phone 703 (b)(2) High  
RM 12B18C

-----Original Message-----

From: (b)(2) High (WF)  
Sent: Wednesday, May 30, 2001 5:50 AM  
To: ncap  
Cc: (b)(2) High  
Subject: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~  
NCAPers:

The OSF has scheduled the date for the TG-X Initial MSEL meeting for **Thursday, 14 June 2001 @ 1000 EDT (1400 Zulu)** in the OSF Admin Conference Room (3BB00C). If you are local to Westfields you are welcome to join us in the Conference Room, or participants may join the meeting via the following net number: (b)(2) High

The meeting will last approximately two hours and will review all NCAP MSEL inputs for TG-X submitted by the 6 June 2001 due date (see action item 017-2001 below). Also, (b)(2), (b)(6) will have returned from a trip to STRATCOM, where he will have received briefings on STRATCOM's plans and participation in Exercises ULCHI FOCUS LENS and GLOBAL GUARDIAN. We will initiate TG-X during the GLOBAL GUARDIAN exercise window of 5-14 Sep 2001. If you are unable to attend the 14 June 2001 meeting, please pass your meeting inputs to

(b)(2), (b)(6)

Since we have not heard from any NCAP members who feel strongly for or against another "X" word, we have chosen "Xebec" (a three-masted Mediterranean sailing ship, usually used by pirates). OSF requires your attention and input for the following NCAP Action items, which were discussed during the 10 May 01 NCAP Meeting:

**NCAP Action Item - 016-2001** - NCAP reps were tasked to provide input on the range of dates for TG-X (full range: 5-14 Sep 01; partial range: a subset of dates).

- Status: OPEN
- POC: NCAP Reps and (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6)
- ASSIGNED: 05/2001 ECD: 5/30/2001

**NCAP Action Item - 017-2001** - All NCAP reps were tasked to:

- o Review Threat Assessment Matrix and TG-X suggested scenario events
- o Review in-house contingency procedures for currency/effectiveness
- o Develop specific exercise objectives
- o Draft initial scenario events and obtain management approval
- o Draft measures of success
- o Provide exercise objectives and initial MSEL inputs by 6 June 2001
- o If unable to participate in TG-X due to operational requirements, NCAP reps should so respond by 6 June 2001.

- Status: OPEN
- POC: NCAP Reps and (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6)
- ASSIGNED: 05/2001 ECD: 6/6/2001

**NCAP Action Item - 018-2001** - NCAP reps were tasked to review and provide comments on the proposed timeline for TG-X.

- Status: OPEN
- POC: NCAP Reps and (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6)
- ASSIGNED: 05/2001 ECD: 5/30/2001

- o TAPESTRY GOLD X: Schedule/Timeline
  - 10 May 01 NCAP and TG-X IPC
  - 06 June 01 Draft objectives & MSEL items due
  - 14 June 01 Initial MSEL Mtg, review 1<sup>st</sup> draft
  - 10-12 July 01 Interim MSEL Mtg, review 2<sup>nd</sup> draft (1 day to be selected)
  - 07-09 Aug 01 Final MSEL Mtg, review 3<sup>rd</sup> draft & Trusted Agent (TA) training (1 day to be selected)
  - 10 Aug 01 Publish and distribute Final MSEL
  - 05-14 Sep 01 Exercise Range
  - 11 Oct 01 After Action Reports due
  - 16-18 Oct 01 Full NCAP meeting (1 to 2 days to be selected)

**NCAP Action Item - 019-2001** - NCAP reps were asked to provide suggested names for TG-X.

- Status: CLOSED
- POC: NCAP Reps and (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6) (b)(2), (b)(6)
- ASSIGNED: 05/2001 ECD: 5/30/2001

Please pass your MSEL inputs/objectives and responses to above action items to (b)(3), (b)(6) and (b)(3), (b)(6) by the expected completion dates.

.....  
Thanks,  
  
(b)(2), (b)(6)

**Operations Support Facility**  
**E-Mail:** (b)(2)-(b)(6) (WF)  
**Phone:** (b)(2)High

and

(b)(2)-(b)(6)  
**DDMS/OSO** (b)(2)High b3  
**Operations and Exercise Support**  
(b)(2)High (703) (b)(2)High  
**Beeper:** (b)(2)High **PIN** (b)(2)High

Warning: This document may not be used as a source of derivative classification.

CL By: (b)(2)High  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: (b)(2)High  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: (b)(2)High  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: (b)(2)High  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

(b)(3) - (b)(6)

**From:** (b)(3), (b)(6)  
**Sent:** Thursday, May 31, 2001 10:39 AM  
**To:** (b)(3), (b)(6)  
**Cc:**  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~  
Thanks

Here is the other half of my plan.  
We use the monthly exercise to sharpen up the troops on search procedures, medical response, etc.

Jun, I do not have much time to plan this one, I will gone most of the month, I will only be here on 1, 8 and 11-14 Jun.  
If we come up with a quick simple one we can run it. I am thinking the good old gate runner, no notice.

My guess is that if we do one it should be on 11-14 Jun.

So I am looking at Jun as an optional exercise month.

July, Violence in Workplace scenario, Two employees are fighting, one stabs another with a letter opener and then when the Vance Officers show up threatens further violence, I want this to be fully coordinated with Vance so that we can use the rubber guns etc.

Aug, Go with your insulin shock scenario, find the employee, Badging at random and working their way outside, like to see them go through an emergency exit and see what happens.

Sept, NCAP Exercise Game is on.

Let me know what you think

(b)(3), (b)(6)

-----Original Message-----

**From:** (b)(3), (b)(6)  
**Sent:** Thursday, May 31, 2001 9:26 AM  
**To:** (b)(3), (b)(6)  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~  
We'll start work on it.

Cheers

(b)(3), (b)(6)

(b)(3), (b)(6)

COO / A&I / Wargames

(b)(2)High (703) (b)(2)High

-----Original Message-----

**From:** (b)(3), (b)(6)  
**Sent:** Thursday, May 31, 2001 9:25 AM  
**To:** (b)(3), (b)(6)  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~

We will need an outline of the events ASAP so we can run them by HSSG staff prior to the 6 Jun input meeting.

(b)(3), (b)(6)

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, May 31, 2001 9:19 AM  
**To:** (b)(3), (b)(6)  
**Cc:** [REDACTED]  
**Subject:** RE: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~

These work for me. We've suggested both of these scenarios in the past, so the difficulty of crafting the supporting scenario, objectives and collection criteria will be easy.

Just say when

Cheers

(b)(3) (f)

(b)(3), (b)(6)

COO / A&I / Wargames

(b)(2)High (703) (b)(2)High

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, May 31, 2001 9:15 AM  
**To:** [REDACTED]  
**Subject:** FW: TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~

Here is the initial planning information for the exercise this fall.

Here is my plan at this time. Please let me know what you think and how your shop can support.

NCAP exercise scenario 1.

NRO employee enters building with a gun and shoots their supervisor, wounds one other office mate, then puts down gun and leaves. Realizing what they have done they try to exit the building and go for the fence line.

Sub scenarios and additional agencies I would like involved.  
Fairfax Police, EMT, WF Nurses, Vance Officers, FDO etc.

This exercise should take one day and should not change the threatcon.

NCAP Exercise Scenario 2

Plane loses power on take off and smashes into towers 3 & 4, make this a Lear jet, lots of fire, and structural damage to tower 3.  
May or may not activate COOP.

Sub scenarios and additional agencies.

Fairfax fire department, respond to crash, WF Fire evacuation drill, CAT activation, lets run this one real time, the CAT will go to the EOL and work from there, after the fire drill is over we will simulate transferring the CAT to (b)(2)High and go to a conference room here, unless we get our act together enough to do an actual transfer to (b)(2)High. Any other sub scenarios relating to this one would be helpful.

Let me know what you think.

(b)(3) (f)

-----Original Message-----

**From:** (b)(3), (b)(6) (WF)



**Sent:** Wednesday, May 30, 2001 5:50 AM  
**To:** ncap  
**Cc:** [REDACTED]  
**Subject:** TAPESTRY GOLD XEBEC (TG-X) ACTION ITEMS AND MSEL PLANNING MEETING

classification: ~~SECRET//TALENT KEYHOLE//X1~~  
NCAPers:

The OSF has scheduled the date for the TG-X Initial MSEL meeting for **Thursday, 14 June 2001 @ 1000 EDT (1400 Zulu)** in the OSF Admin Conference Room (3BB00C). If you are local to Westfields you are welcome to join us in the Conference Room, or participants may join the meeting via the following net number: [REDACTED] b)(2)High

The meeting will last approximately two hours and will review all NCAP MSEL inputs for TG-X submitted by the 6 June 2001 due date (see action item 017-2001 below). Also, [REDACTED] will have returned from a trip to STRATCOM, where he will have received briefings on STRATCOM's plans and participation in Exercises ULCHI FOCUS LENS and GLOBAL GUARDIAN. We will initiate TG-X during the GLOBAL GUARDIAN exercise window of 5-14 Sep 2001. If you are unable to attend the 14 June 2001 meeting, please pass your meeting inputs to [REDACTED] b)(3) (b)(6)

Since we have not heard from any NCAP members who feel strongly for or against another "X" word, we have chosen "Xebec" (a three-masted Mediterranean sailing ship, usually used by pirates). OSF requires your attention and input for the following NCAP Action items, which were discussed during the 10 May 01 NCAP Meeting:

**NCAP Action Item - 016-2001** - NCAP reps were tasked to provide input on the range of dates for TG-X (full range: 5-14 Sep 01; partial range: a subset of dates).

•Status: OPEN  
•POC: NCAP Reps and [REDACTED] b)(3) (b)(6) b)(2)High b)(3) (b)(6) b)(2)High  
•ASSIGNED: 05/2001 ECD: 5/30/2001

**NCAP Action Item - 017-2001** - All NCAP reps were tasked to:

- o Review Threat Assessment Matrix and TG-X suggested scenario events
- o Review in-house contingency procedures for currency/effectiveness
- o Develop specific exercise objectives
- o Draft initial scenario events and obtain management approval
- o Draft measures of success
- o Provide exercise objectives and initial MSEL inputs by 6 June 2001
- o If unable to participate in TG-X due to operational requirements, NCAP reps should so respond by 6 June 2001.

•Status: OPEN  
•POC: NCAP Reps and [REDACTED] b)(3) (b)(6) b)(2)High b)(3) (b)(6) b)(2)High  
•ASSIGNED: 05/2001 ECD: 6/6/2001

**NCAP Action Item - 018-2001** - NCAP reps were tasked to review and provide comments on the proposed timeline for TG-X.

•Status: OPEN  
•POC: NCAP Reps and [REDACTED] b)(3) (b)(6) b)(2)High b)(3) (b)(6) b)(2)High  
•ASSIGNED: 05/2001 ECD: 5/30/2001

- o TAPESTRY GOLD X: Schedule/Timeline
  - 10 May 01 NCAP and TG-X IPC
  - 06 June 01 Draft objectives & MSEL items due
  - 14 June 01 Initial MSEL Mtg, review 1<sup>st</sup> draft
  - 10-12 July 01 Interim MSEL Mtg, review 2<sup>nd</sup> draft (1 day to be selected)
  - 07-09 Aug 01 Final MSEL Mtg, review 3<sup>rd</sup> draft & Trusted Agent (TA) training (1 day to be selected)
  - 10 Aug 01 Publish and distribute Final MSEL
  - 05-14 Sep 01 Exercise Range
  - 11 Oct 01 After Action Reports due
  - 16-18 Oct 01 Full NCAP meeting (1 to 2 days to be selected)

**NCAP Action Item - 019-2001 - NCAP reps were asked to provide suggested names for TG-X.**

•Status: **CLOSED**

•POC: NCAP Reps and [redacted] (b)(3), (b)(6) (b)(2)High

•ASSIGNED: 05/2001 ECD: 5/30/2001

Please pass your MSEL inputs/objectives and responses to above action items to Chuck Kause and Lori Rivers by the expected completion dates.

\*\*\*\*\*  
Thanks,

[redacted] (b)(3), (b)(6)  
**Operations Support Facility**  
E-Mail: [redacted] (b)(3), (b)(6) (WF)  
Phone: [redacted] (b)(2)High

and

[redacted] (b)(3), (b)(6)  
**DDMS/OSO** [redacted] b3  
**Operations and Exercise Support**  
[redacted] (b)(2)High (703) [redacted] (b)(2)High  
**Beeper:** [redacted] (b)(2)High **PIN** [redacted] (b)(2)High

Warning: This document may not be used as a source of derivative classification.

CL By: [redacted] (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: [redacted] (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: [redacted] (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: [redacted] (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1  
Derived From: NCG 5.1 01 May 00  
~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: [redacted] (b)(3), (b)(6)  
CL Reason: 1.5(c)  
DECL ON: X1

Derived From: NCG 5.1 01 May 00

~~SECRET//TALENT KEYHOLE//X1~~

Warning: This document may not be used as a source of derivative classification.

CL By: ██████████

CL Reason: 1.5(c)

DECL ON: X1

Derived From: NCG 5.1 01 May 00

~~SECRET//TALENT KEYHOLE//X1~~

3/12/07 9:54 AM

**TAPESTRY GOLD-XEBEC '01 (TG-X '01)**

**MASTER SCENARIO EVENT LIST**

Handle via

~~BYEMAN/TALENT KEYHOLE~~

Channels Jointly

**Pages 2-26 of this document are not responsive to the FOIA request.**

11/1330Z Sep 2001      TG-X Crisis Action Team (CAT)  
Activation

MS&O Event #2, OSF Event #11, & OCMC Event #1  
All encompassing event for NRO Headquarters Personnel

Ground Truth:

NRO Headquarters will initiate a semi-annual required fire drill using the below exercise scenario. All Westfields personnel will practice fire drill procedures. NRO CAT will be activated per the exercise scenario. OSF Watch and exercise personnel will practice evacuating Westfields and establishing the Emergency Operating Location (EOL) at the [b)(2)High] [b)(2)High] OSF will evacuate Tower 3 Basement Suite when the fire alarms are set off. The OSF will notify the Backup Operating Center/Overhead Collection Management Center (OCMC) that operations have ceased at Westfields and the OSF is relocating to the EOL. The BOL/OCMC will assume OSF Watch responsibilities and send appropriate TAPESTRY messages.

[b)(2)High] [b)(2)High]  
[b)(2)High] OSF personnel and the van will have to negotiate getting out of the compound and over to [b)(2)High] through the "panicked" crowds attempting to leave WF during the simulated fire drill. The evacuees will arrive in [b)(2)High] ensure all necessary communication paths have been established. At this time, the BOL/OCMC will return operations to the OSF EOL. The OSF will continue operations in the EOL until told to cease (remain operational for five to six hours for training purposes). The OSF will notify the upcoming shift personnel at home to inform them of the relocation (Swing Shift Crew will report to [b)(2)High] and relieve Mid Shift Crew, who will return to Westfields).

During this period at the EOL, the Director of the NRO (DNRO) will make a determination on the activation and notification for a COOP event. The DNRO and his staff will have to evacuate Westfields

Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly

~~TOP SECRET//BYE//TK//X1~~

for a short time to allow for clean up of the aircraft incident. The simulated relocation of the DNRO and Staff is to the proposed BOL site.

**Exercise Objectives:**

- Familiarize NRO personnel with the NRO Contingency Plan/Reports Control Manual (NROCP/RCM).
- Exercise and validate NRO nodes' in-house operational and contingency procedures.
- Exercise and validate NRO's Continuity of Operations (COOP) plans and procedures.
- Exercise medical staff.
- Exercise Vance response to an emergency.
- Exercise an evacuation.
- Activate CAT in EOL (WF Garage #1).
- Activate OCMC as BOL during OSF transit to EOL.
- Activate EOL/ [REDACTED] for OSF.
- Activate COOP. b2 High
- Notify oncoming Watch Crews/DOs

**Exercise Scenario:**

A Learjet airplane loses power immediately after take off from Dulles Airport and smashes into Towers 3 & 4 on the Highway 28 side of the compound. Westfields compound sustains fire and structural damage to Towers 3, 4, and the Spline with some exterior damage to Towers 1 & 2. Crash includes Hazardous Materials (Jet Fuel) causing fires and explosions around compound.

DNRO and his staff will have to relocate temporarily to another facility. COOP activation and notification will be initiated at the recommendation of the CAT and at the direction of the DNRO. Notifications will be made to ALL listees in the appropriate OSF OD/OI checklist

**Measures of Success:**

Handle via

~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly

1. Timely Evacuation of NRO Facility, with employees moving to proper rally points.
2. Timely CAT Activation and exercise initiation in EOL.
3. Timely OCMC activation of BOL after OSF notification of Watch area evacuation.
4. Timely OSF activation with problem free exit of WF Compound.

Not Responsive



Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly



Pages 30-33 of this document are not responsive to the FOIA request.

~~TOP SECRET//BYE//TK//X1~~

3/12/07 10:13 AM

~~(S//TK)~~ **Master Scenario Event List (MSEL) Draft for the  
NRO's Contingency Advisory Panel's (NCAP) Exercise  
TAPESTRY GOLD – XEBEC (TG-X)  
5-14 September 2001**

**(U) Overall TAPESTRY GOLD – XEBEC Objectives:**

- **Improve the planning, preparation, and execution processes for exercise events.**
- **Familiarize NRO personnel with the NRO Contingency Plan/Reports Control Manual (NROCP/RCM).**
- **Exercise and validate NRO nodes' in-house operational and contingency procedures.**
- **Exercise and validate NRO's Continuity of Operations (COOP) plans and procedures.**
- **Act as the NRO Response Cell for United States Strategic Command's Exercise GLOBAL GUARDIAN 2001-2.**

~~TOP SECRET//BYE//TK//X1~~

Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly

**Pages 2-42 of this document are not responsive to the FOIA request.**

~~TOP SECRET//BYE//TK//X1~~

**111330Z Sept 2001 TG-X Crisis Action Team (CAT) Activation**

**All encompassing event for NRO Headquarters Personnel**

**Ground Truth:**

NRO Headquarters will practice a fire drill using the below exercise scenario. All Westfields personnel will practice fire drill procedures. NRO CAT will be activated per the exercise scenario. OSF Watch and exercise personnel will practice evacuating Westfields and establishing the Backup Operating Location (BOL) at the (b)(2)High facility. OSF will not evacuate Tower 3 Basement Suite until given the order by the CAT/MS&O cell, once it has been established. (b)(2)High

(b)(2)High OSF personnel and the van will have to negotiate getting out of the compound and over to (b)(2)High through the "panicked" crowds attempting to leave WF during the simulated fire drill. The evacuees will arrive in (b)(2)High ensure all necessary comms paths have been established and continue their operations in the EOL until told to cease.

**Exercise Objectives:**

- Familiarize NRO personnel with the NRO Contingency Plan/Reports Control Manual (NROCP/RCM).
- Exercise and validate NRO nodes' in-house operational and contingency procedures.
- Exercise and validate NRO's Continuity of Operations (COOP) plans and procedures.
- Exercise medical staff.
- Exercise Vance response to an emergency.
- Exercise an evacuation.
- Activate CAT in EOL.
- Activate BOL for OSF.
- Activate COOP.

**Exercise Scenario:**

A Learjet airplane loses power immediately after take off from Dulles Airport and smashes into Towers 3 & 4 on the Highway 28 side of the compound. Westfields compound sustains fire and structural damage to Towers 3, 4, and the Spline with some exterior damage to Towers 1 & 2. Crash includes Hazardous Materials (Jet Fuel) causing fires and explosions around compound. (Scenario will be flushed out by MS&O/OSF (b)(2)High)

b3

~~TOP SECRET//BYE//TK//X1~~

43

Handle via  
~~BYEMAN/TALENT KEYHOLE~~  
Channels Jointly

~~TOP SECRET//BYE//TK//X1~~

**Measures of Success:**

1. Timely Evacuation of NRO Facility, with employees moving to proper rally points.
2. Timely CAT Activation and exercise initiation in EOL
3. Timely OSF activation with problem free exit of WF Compound.
4. Transition of NRO Employees back into WF Compound
5. CAT determination to recommend COOP activation and maintain communication with OSF.

~~TOP SECRET//BYE//TK//X1~~

44

Handle via  
~~BYEMANTALENT KEYHOLE~~  
Channels Jointly

**Pages 45-59 of this document are not responsive to the FOIA request.**