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NSA
National Security Agency
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National Security Agency
9800 Savage Road STE 6881
Fort George G. Meade, MD 20755-6881

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



Serial: MDR-114596
7 July 2023

This responds to your request of 25 June 2022 to have the document OH-2007-09 reviewed for declassification. The material has been reviewed under the Mandatory Declassification Review (MDR) requirements of Executive Order (E.O.) 13526 and is enclosed. We have determined that some of the information in the material requires protection.

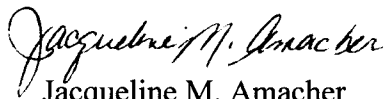
Some portions deleted from the document were found to be currently and properly classified in accordance with E.O. 13526. The information denied meets the criteria for classification as set forth in Section 1.4 subparagraphs (b) and (c), and remains classified SECRET and CONFIDENTIAL as provided in Section 1.2 of E.O. 13526.

Section 3.5 (c) of E.O. 13526, allows for the protection afforded to information under the provisions of law. Therefore, the names of NSA/CSS employees and information that would reveal NSA/CSS functions and activities have been protected in accordance with Section 6, Public Law 86-36 (50 U.S. Code 3605, formerly 50 U.S. Code 402 note).

Please be advised that the document includes other government agencies' information. Because we are unable to make a determination as to the releasability of other agencies' information, the subject document was referred to the appropriate agencies for review. At the time of this letter, the responses are outstanding. However, we were able to isolate the other agencies' equities, so we have protected them using the other government agency (OGA) redaction code.

Since your request for declassification has been denied you are hereby advised of this Agency's appeal procedures. Any person denied access to information may file an appeal to the NSA/CSS MDR Appeal Authority. **The appeal must be postmarked no later than 60 calendar days after the date of the denial letter.** The appeal shall be in writing addressed to the NSA/CSS MDR Appeal Authority (P133), National Security Agency, 9800 Savage Road, STE 6881, Fort George G. Meade, MD 20755-6881. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which the requester believes the release of information is required. The NSA/CSS MDR Appeal Authority will endeavor to respond to the appeal within 60 working days after receipt of the appeal.

Sincerely,



Jacqueline M. Amacher

Chief

Declassification Services

Encl:

a/s

OHNR: OH-2007-09 DOI: 26 July 2007
TRSID: [redacted] DTR: 15 August 2007
QCSID: [redacted] Text Review:
INAME: [redacted] Text w/Tape: 20 September 2007
IPLACE: NSA, (SAB 2), (Oral History Room)
VIEWER: MURDOCK, Linda L.

Murdock: The classification of this tape will be SECRET unless otherwise specified at the end of the recording. Today is Thursday, 26 July 2007. I am interviewing [redacted] in the Oral History Room in the National Security Agency's SAB-2 building. ((Faint tap.)) Mr. [redacted] was an NSA employee with 30 years of dedicated service, having retired in 1998. He also retired in 1999 as a Chief Petty Officer after serving 24 years with the Naval Reserve Security Group. He is presently serving as a senior technical specialist working as a contractor in support of the data acquisition organization. I am Linda Murdock from the Center for Cryptologic History. The initial topic for today's interview will be his experiences while in the U.S. Navy working the POPPY Program at Zeto Point, Adak, Alaska. Then we will discuss his many contributions to the National Security Agency during his career working in areas involving budget, operational and technical ELINT, support to military operations, and system program management. ((Pause.)) [redacted] would you be... please begin by telling me a little bit about yourself, where you grew up, where you went to school and how it is that you got yourself enlisted in the United States Navy.

[redacted] ((Smack.)) Yes, ah, I was, ah, born in [redacted] ((smack)) in, ah, [redacted]. And I, ah, lived there most of my life. Went to school in the small town called [redacted] New York, ah, [redacted] High School. Ah, we did do some traveling for a couple of years when my dad's brick job, ah, where I lived [redacted] for about a year, and [redacted] for about a year. ((Faint ticking.)) But we eventually went back to [redacted] and I did graduate from [redacted] High School. ((Shuffling.)) The, ah, ((smack)) reason I joined the Navy was mostly having been raised in a small town, ah, I wanted to see some of the world and go out and do different things. And... And, ah, I remember my mother was pretty upset about that ((swishing)) but, ah, you know, she... She didn't want me to join the Navy, but, ah, I was determined. So off I went. ((Sniff/smack.)) And I did my boot camp at, ah, Great Lakes, Illinois, ah, during the winter months ((ticking)), which was a big mistake. ((He chuckles.)) Ah, I, ah, ((smack)) after graduating from boot camp I... My first

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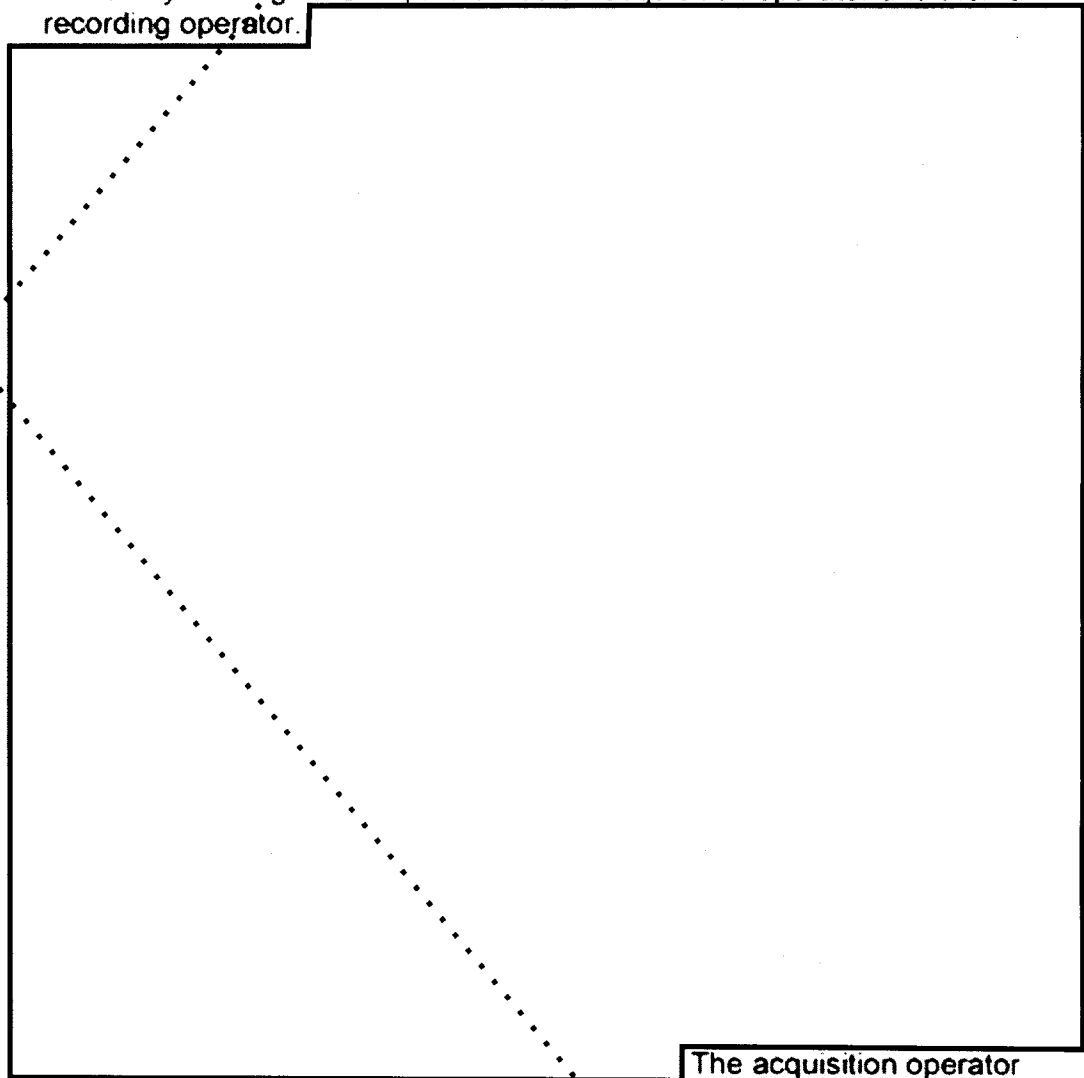
assignment was the, ah, Communications Technical Training Center at Corry Field, Pensacola, Florida. ((Smack.)) And, ah, that was about... I got there in January and graduated around September, so it was about a nine month school. Ah, I stayed an extra three weeks to take some ELINT training courses that they were offering for those that wanted to stay and take them. Ah, that ((slight pause)) part of communications interested me during the school, so I was anxious to see what it was all about. And, um, ((smack)) after some leave, when I graduated from school then I went to my first duty station, which was Adak, Alaska out in the Aleutian Islands. ((Clears throat.)) I remember wondering how did I get this? I didn't put it on my dream sheet. But, ah ((he laughs)), you know, it was... It ((ticking)) was a, ah, very rewarding tour as it turned out and, ah, I was glad I got... got to go there. Initially, when I arrived in Adak, ah, I was at the communications station, the, ah, where the guys did, ah, regular radio printer operations and, ah, the COMINT side of the house instead of ELINT. But within a ((ticking)) short period of time, about a month and a half, I was ((pause)), ah, asked to, well, told that I'd be going out to Zeto Point and I asked what they did out there. And they said, "We don't know." ((He laughs.)) That's... That intrigued me. ((Tick/shuffling.)) So, ah... Ah, I went out to... to Zeto Point and... and, ah, met up with the team of, ah, guys that were tasked to... to man the operations out there. ((Tick.)) And, ah, it was, ah, very interesting. It was, ah, of course it was the POPPY Program. ((Smack.)) And at that time, the... the program was really a, ah, ah, ((crackle)) prototype system capability run by NRL, ah, the Naval Research Lab. And we were ((sighs)), ah, the first guys to... to run it from Adak. And, ah, everything was, ah, it was a very, ah, antiquated system. Ah, I'll... I'll say that. Ah, the reason I say that is because later during the year, the 13 months I spent there, ah, it was upgraded with, ah, a, ah, a full, large, dish antenna mounted on a pedestal. Ah, and our... The NRL guys came out there to install it and so we... we helped with the installation and the testing of it and everything. But prior to that, the operations was something you had to see to believe. ((Hiss.))

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Murdock: Can you talk me through it? What a typical watch was like and what your responsibilities were?

[Redacted]: ((Smack.)) Yes, um, we had an operations building, ah, which... which is where we had most of our analytical equipment. And then, ah, a ways away from the operations building, probably about 30 yards, there were two huts, as we called them. They actually looked like large dipsty dumpsters with yagi antennas sticking out of the top of them. Ah, they were tied down with very heavy restraining cables and, ah, they had a combination lock on each of the doors. And there was a, ah, a large rope that was tethered from the farthest hut, up to the next hut, and then from there on to the, ah, the front deck of our ((door slam)) operations building. I remember asking our chief, [Redacted] what that rope was for? And he said, "This is the birthplace of the winds and you're going to need that

at times." ((He chuckles.)) And I thought, "Aw, come on!" You.. ((He laughs.)) But ((inhales)) [redacted] was, as he usually was, right on, and we used it many times. Ah, the... Each hut was identical to the other. Ah, there was, ah, the operat... There was two men in each hut at any given time, when we... when we had our skeds, and they varied during all hours of the day and night. Uhm, there was an acquisition operator and then a recording operator.



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The acquisition operator

would have a cha... by his chair, bolted to the floor, was a big, thick, leather strap. ((Tick.)) And that leather strap was to tie down the steering wheel when the wind was blowing, because you couldn't hold it ((door slam)) by yourself, ah, at times. And, ah, there'd be times where you'd think ((ticking)) the whole hut was going to blow right over and you'd go out into the Bering Sea. ((He chuckles.)) But... But we... We, ah, we survived and it was a... a lot of fun. It really was. It was, ah, you know, we were...

EO 1.4.(c)
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Murdock: So the POPPY ((he sniffs)), you said, like was a... What we would

traditionally call a store-and-dump?

[redacted]: Yes.

Murdock: You'd store the information and dump it at ((he sniffs)) Adak. Were you the only dumping spot for...

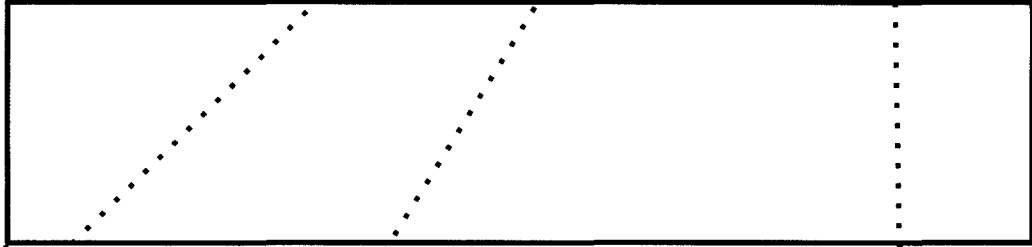
[redacted]: No.

Murdock: For POPPY?

[redacted]: No, there were other programs. Ah, Edzell, Scotland, I think Toendorf, Germany. Ah, ((short pause/smack)) I think there was one in the Azores. I'm not sure.

Murdock: Do you remember what types of signals, predominantly, were... were being collected on what you were acquiring?

[redacted]: Most of what we were intercepting was, ah, Soviet, ah, early warning radars along the coast; the coastal radars. Ah, and the method used by



Murdock: Were there any new signals? Were... Were you authorized to assign ELNOTs or...

[redacted]: They were, for the most part, they were ((swallows)), ah, a good number of them were new signals. Ah, as a matter of fact, my claim to fame was... I remember once we got this signal that sounded very unusual ((Faint tick.)) And, ah, I was then the, ah, recording operator and... And I did the initial analysis... measurements. And then I followed that up with analysis inside and it was an unknown signal. It turned out to be a HENHO... HEN HOUSE radar, which was a... That was the first intercept of that radar that we had. The others were, I remember TALL KINGs and you know, a lot of early warning, ah, type radars that the Soviets had along the coast. And, ah, I don't remember getting many, ah... ah, target acquisition or tracking radars because they... They, of course, didn't know we were there, so they usually only go to the fire ack... tracking and fire acquisition modes when... when they identified a target. ((Voices in background))

Murdock: I'm not familiar with ((laughter in background)) what a HEN HOUSE radar does?

[redacted]: It's... It's, ah, ((loud voices in background))...

Murdock: Hang on a second ((Recorder switched off and then back on.)) [redacted] I'm sorry. Ah, going back to my question. Ah, HEN HOUSE, ((rustling)) was that a... a land-based radar as well?

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[redacted]: It was a land-based radar. Ah, I believe it was a shorter, ah, shorter range radar than, like the TALL KINGS and some of the others we used to get. But I... I really can't remember now. It's been too long ((Papers shuffled:))

Murdock: Okay

[redacted]: But I do remember the name and the fact that it was the first detection of that radar ((Rustling)) And so, we... We kind of gave each other kudos when we got word that it was a first detect, you know.

Murdock: How did you report your information? ((Smack)) And wh... to whom did you report it?

[redacted]: We... We sent, ah, our report... Well, we would do the follow-up analysis in the operations building, ah, where we had sonographs and spectrum analyzers and... and other equipment that we would use to do a... a... a finer grain analysis of what we recorded. And then we would, ah, ((smack)) report our findings, ah, via electrical message back to, ah, NRL and, ah, I'm told that they were... They were very, ah, highly classified. It was a BYEMAN control system. I remember that. And that the, ah, the President was getting daily reports on... on those for some time. So it was fairly high import... of... of high importance so... And, ah, but we'd send in electrical messages from the Comm center back to NRL. And there were... It was, uhm, ((pause/click)) we used a form called Signals Analysis Reports, ((brushing sound)) and basically it gave the parametrics, the time of intercept, uh, all of the details we could identify from... from our ((crinkling)) analysis

Murdock: Okay. Anything else from your time working that mission that you want to share with me before we move on?

[redacted]: Ah, it was... It was a... It was a lot of fun. Not just because of the mission but because of the... the personnel working there. Ah, [redacted] was... was a wonderful supervisor. He was, you know, we were... He was ((pause)), ah, just a jo... you know, a ((smack)) serious, but pleasant individual. He... He was... always had stones to share with us. We were always... You know, most of us were, ah, seaman or third-class petty officers at the time. Hmm... It was our first assignment. And so, you know, we... We looked at him in awe of being a chief petty officer. And... And, you know, during the off-time, we... We'd... He'd share a lot of stories with us about what the... what the Navy was like and what his duty stations were like. So he had a very significant impact on all of us. Ah, a very positive (bang)) impact. But at times, you know, in between skeds, you know, we were out there... We worked 24 on, 24 off. And, ah, there wasn't an awful lot to do on the island of Adak. So I mean, once you've walked every inch of the island two or three times, and... and counted all the, ah, the seals and that. ((He chuckles)) You know, we... We did used to, ah, ((smack)), ah, you know, play a lot of basketball and stuff like that. But ((smack)) at times you'd get bored, so... And you'd find mischief to get into. And, ah... And,

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ah, and I remember several... several stories, usually involving

[redacted]

And, ah, we had a military vehicle, a, ah, International Scout with four-wheel drive that we could use to go back and forth between the barracks or the communications, ah, headquarters. But at times that was being repaired and we had to use [redacted] car. Ah, one particular ((smack)), ah, event that I remember was during, well at... At the completion of an operation, a sked, we did our analysis and we were taking the report back to the communications station to send it out via the Comm center, the message, and, ah, we had forgotten that... Well the guy driving the car had forgotten about the chain. I... I haven't explained the chain. During our operations there was... Along the road, the single road leading out to Zeto Point, at the bottom of a small hill, there was a chain that we used to put across the road, connected to two posts. And the reason we did that was because the Marine patrol was always coming by, ah, checking on us, to make we were still alive and that kind of thing. Ah, and the ignition noise from their transmission would interfere with our skeds. It... It would actually be picked up by the yagi antennas and... and really do a job on a recording. So we would put that chain and lock it with a padlock so that they couldn't get in there during a sked. Well, ((smack)) ah, this one guy named, ah, ((pause)) [redacted] forgot that the chain was up and he went over that hill and completely tore the hood off ((click)) [redacted] car.

So I remember... not being too happy about that ((Continues to laugh.)) But, ah, and another similar event, we were... We had the emergency generator out there as part of operations ((smack)) for when we lost power. And, ah, ah, the [redacted] was all... Whenever someone would get into some kind of trouble, [redacted] would always have us paint the generator, the emergency generator shack. It probably had 50 coats of paint on it by the time we ((squeak)) left. But one... One time, someone went into supply to get some paint and they got a couple of five-gallon buckets of, ah, cans of paint and as luck would have it, this was with his newer car, they hit a pot hole coming... coming back and, ah, the cans of paint flew up in the air, bff... they were in the back seat and one of them opened up and ((he laughs)) his... his new car wasn't so new any more. So, well that's... ((He laughs.))

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Murdock:

Was, ah, [redacted] instrumental in helping you pick your next duty assignment?

[redacted]:

((Smack.)) Um, yes. I know he had input, significant input, for it. And, ah, ((smack)) ah, for me it was... It was very instrumental because, um, I had about three months to go on the island when word came out they were looking for volunteers, ELINT guys, to, ah, to man the *USS Banner*, which was a... a sister ship... a sister ship to the *PUEBLO*. And one of our... One of my good friends named [redacted] ah, ((faint-smack)) he also worked at the Point with me, uhm [redacted] said, "Come on, [redacted] Let's

volunteer." And I said, "No, I..." At that time I had preliminary orders for Kami Seya, Japan. And I was happy with those. And I said, "No, [redacted] I'm, you know, I can stick it out for another three months. It's, you know, it's not going to be that long. And I really want to see Japan and who knows where you're going to end up... end up on the ship, you know." And [redacted] said, "No, I'm... I'm out of here. I... I can't take it any more. I'm tired of this rock. I like the job, but I... I want to get away from this island." ((He chuckles.)) So he volunteered and sure enough, he was selected. Ah, I... I stayed and a little later my... My orders got changed to Atsugi, a VQ-1 fleet, air Reconnaissance Squadron One out of Atsugi, which made me even more pleased. And, ah, ((smack)), but I remember, ah, after I'd been at VQ-1 for a few months, ah, I went over to Kami Seya, which was just a few miles away from Atsugi, to see some of my friends. And, ah, and [redacted] [redacted] was... was in the club. And he'd been having several beers, and, ah, as I approached him, someone said, "Nah, he's not in a very good mood. You don't want to go see him." So... but I did. You know, [redacted] and I were good friends. And as it turns out, [redacted] had, ah, finished his six-month tour on the ship and got orders again and the orders sent him right back to Adak. ((Laughter.)) Geez, so... So, ah, but [redacted] played... Uh, he was instrumental. I don't know exactly what he did, but he said he knew some people ((smack)) that would, ah, you know, he liked my ELINT experience. We... It was, ah, you know, I learned a lot while I was there. And, ah... ah, he... he made some... some calls and sent a couple of messages, which, ah, got me assigned to VQ-1, and, ah...

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Murdock: What did you do on VQ-1?

[redacted]: Well, most of what I did was analysis. Ah, you know, I... I... I flew, but not as a permanent crew member, ah, because I was working ((faint tick)) in the analysis shop, recording--I mean, ah, doing analysis on the tapes that were recorded during the flights. And I also worked in the intelligence office, um, and my job there, which is... I kind of split my duties really, back and forth, but my... My job in the Intel office was to brief the pilots, coming and going, as to the... the threat signals that they would see. And, you know, what... what to look for and... and, ah, what the parametrics were of them and everything. And, ah, and what we knew of their locations, ((clears throat)) which varied because a lot of the, ah, the SAM systems that they... the surface-to-air missile systems that they were using were... were hand-held, and or ah, mobile. And so, it's, ah, it was always a changing target, and, ah, always a changing threat.

Murdock: ((Rustling.)) What was VQ-1's primary flights against?

[redacted]: We flew the, ah, ((clears throat)) excuse me, flew the Sea of Japan mission, uhm, ((tick)) against North Korea. ((Smack.)) And we also flew TAD missions off the carriers, the *Kitty Hawk* or the *Ranger* in the Gulf of Tonkin against the, ah, Chinese, ah, Viet Nam. Uh, the Sea of Japan missions were flown... The... The aircraft that we flew there was the, ah, ((inhales)), it was actually an old, ah, converted DC-8 and we called them

the Willy Victor and it was a Constellation aircraft. Oh, they could... They could hold 27 men, I think, a full compliment. And, ah, that was, as it turned out, the... the aircraft that was shot down by the North Koreans in 1969. Ah, and, ah, I don't believe I knew anybody on board the aircraft, but that... That had a ((plink)) significant effect on me when I heard about it, and so... so. And the, ah, the aircraft we flew off the carriers was a Sky Warrior, A3B, and one of them is sitting right out here in the Agency's parking lot. And it brings back many memories every time I see it. ((Faint chuckle.)) So... and, ah, it was... It was great duty. I mean, the squadron was like a family. Everyone was... treated each other like family. I... I really enjoyed that

Murdock: Well, at some point during that tour you had to make that hard decision whether to stay in the Navy or to get out. ((Click.)) What led to your decision to... to get out and seek employment with the National Security Agency?

[redacted]: Well, ah, I hadn't really decided, ah, to seek employment ((rustle)) with NSA. Ah, although while I was at Atsugi there was a Agency rep (sic) out there, ah, and, ah, ((click: pause)) I believe his last name was (B% [redacted]) And I talked to him a couple of times, when I thought I was going to get out, and he asked me what I was going to do. And I said, "I don't know." I said, ah, "You're working at NSA. How... How about NSA?" And he... He said, "Well, you know. It's... It's... It's... It's a huge organization. Depends what you want to do, you know." ((Clears throat.)) He said, "I... I really don't know what to tell you." ((Smack.)) Um, so I hadn't really thought about it. I just, you know, I had the urge to, ah, ((faint smack)) to get back home and see the family and... and, ah... and... and kind of take things as they went for awhile. I was... I would've ((shuffling))... I... I was very close to re-enlisting I think, but I just couldn't make up my mind and so I decided, well if you're not certain, then it's... It's time to go. Um, ((faint tick/pause)) and in hind... you know, ((smack)) hindsight, I... I don't know. I... Sometimes I think I should have stayed in and other times I think well if you had stayed in then you ((faint bang)) wouldn't have got a job at NSA and you wouldn't had all the opportunities you had through NSA. So it's mixed feelings really.

Murdock: So did you apply to NSA ((click.)) while you were at Atsugi or?

[redacted]: ((He clears throat.)) No, actualy I didn't. I... I went back home and, ah, ((smack)) I knew I needed to work and I... I basically, ah, I wanted to continue federal service, ah, and as luck would have it, [redacted] from [redacted] New York was a town called Romulus. And at Romulus was the, ah, Seneca Army Depot, which was a, ah, ((smack)) um, it... They had a couple of different missions, but, ah, ((shuffle)) [redacted]

[redacted] ((Inhales.)) So I basically took a job, initially, working, ah, as... as [redacted]

OGA

a... a laborer, helping... They would get shipments of, you know, rockets and grenades and all kinds of stuff. Ah, Viet Nam was still going strong so it was a... It was a... replenishment center where different weapons were... were shipped to Viet Nam and we'd get 'em in, ah, via train and, you know, cargo airplanes and everything else. And so we would unload 'em, store 'em and then when the need came, we'd ship 'em out again. So I was basically working in the labor force, just... just doing that. ((Smack.)) And I decided ((clears throat)) I really didn't... didn't like that job much. Ah, you know, especially when you saw somebody smoking a cigarette near this... the structures where we housed the, ah, ammunition where... We referred to them as igloos. And so I decided, "I think I want to get a safer job than this." ((He chuckles.)) So, ah, so I applied for the, ah, security police and I was accepted by the security police, ah, on the base. And, ah, you know, during that time I... I, ah, I got married and, ah, I thought I was pretty well set there, but, you know, then I got the urge to join the New York State Police. And they used to come by the Seneca Army Depot all the time and stop in and talk to us who were on duty on the outside gates near the highway. They'd stop in. And so I got paperwork and I was, ah, I was in the process of applying for the New York State Police when I got a letter from NSA. Basically they were putting out a hiring campaign to... to hire, ah, ex-military people who had clearances. Ah, they were looking to, ah, civilianize, ah... ah, [redacted] in [redacted]. And, ah, so ((smack)) they offered me more money than I was making there and I thought, "Well... It's NSA. I never expected to hear from them. I think I'll give it a try."

Murdock:

What were you hired as?

[redacted]:

I was hired as a GS-5, step 4.

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Murdock:

In what skill community?

[redacted]:

In comm... as communications. Ah, you know, we... We, ah... ((Smack.)) It wasn't ELINT though but... but it was COMINT, ah, collection. And we had to go through, ah, SC-270, which was a refresher course for about three months, ah, before we went to [redacted]. And, ah, during that time, the... The refresher school... The... The courses were taught out of, ah, the old farm ((sighs)), now what were they? They were old wooden barracks? Ah, not... not barracks. They were old wood... ((clack)) wooden buildings behind the barracks. And, ah... ah, you... where they had various classes going on. And, ah, ((pause)), you know, so we'd... We would go to class during the day until temperature got over a certain temperature. And then, you know, ((clack)) a guy would come through with a barometer and a temperature gauge. And when it got so hot they'd have to release us, because it was unhealthy, I guess. And so we'd go back to our parent organization and, you know, study our books until it was time to go home. ((Ticking.)) Ah, three months later, I... I went to [redacted]. Ah... ((Pause.))

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Murdock:

Okay. I didn't see that in your, ah, your resume, so that's an interesting part of...

[redacted]

Oh!

Murdock:

Of how...how you got hired and where you ended up. So what did you do at [redacted] and how did ((he clears throat)) you enjoy that tour?

[redacted]

((Smack.)) Well, at [redacted] um, I enjoyed it a lot. I...I, ah, my ((rustling)) first impressions were not very favorable, ah, by either me or my wife. ((He chuckles.)) I...I remember they...When we first got there, there was no housing ((Ms. Murdock coughs)) available. So we were... We were billeted in the... the VO...the VOQ, Visitor Officers Quarters. Ah, and the day that we arrived it was a miserable, foggy day-- wet day. And I remember what... The...The room we had was basically a...a, kind of a small living room area and then the bedroom and a bathroom. ((Tick.)) And that was it. Ah, and it was just... The whole building was just filled with people like myself, families and small kids, and it...

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Murdock:

((Cuts in.)) So the mission grew before the accommodations grew?

[redacted]

Yes. Yes. Ah, I remember my wife walking into this room and looking out the window, out at... to the antenna fields, which you could barely see because of the fog, and just breaking down in tears. And I thought, "Oh boy!" ((He laughs.))

Murdock:

Was your wife an NSA employee at the time?

[redacted]

No, she was not. Ah, that...the...I've been married twice. That was my first wife. And, ah...ah, no, she was not an NSA employee. Ah, ((door bangs shut)), you know [redacted] And, ah,

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[redacted]

[redacted] Ah, but the opportunity came open so we took it.

Murdock:

So were you assigned to a watch to do... what kind of collection?

[redacted]

Yes, I was assigned to a ((sniff)) watch, Able Trick. We worked a rotating shift work. Ah...Ah, it was, ah, two weeks of eves, two weeks of days, two weeks of mids; and then you start all over again. ((Rustling.)) And, ah, I was working in, ah, radioprinter, [redacted] Ah, you know, copying the, ah, ((faint smack)) the [redacted] ah...ah, military communications channels. And, ah, you know, it was a... It was

[redacted]

copying the same cases for ((door bangs shut)) a long time, because the

[redacted]

Murdock:

[redacted]

large antenna field at [redacted] and, ah, rhombic antennas, all kinds of different ant... antennas. But... and, ah, yeah, most... it was... At that time, it was all [redacted]. ((Sniff)) You know, later down... I was there for seven years. Uhm, eventually I got moved into a house in [redacted]

[redacted] It was a nice... nice city and everything, but the drive in and especially on mids when it was so foggy you couldn't see the front end of your car was... was interesting. ((He laughs.)) Ah, but we lived in [redacted] or, ((sighs)) oh, I think three years. And then, ah, ((smack)) then we moved into [redacted] ah, itself, into the, ah, ((pause)) they had built some... some new flats, you know, [redacted] and we moved into a flat. And so that was much... much more convenient, easier to get to work and everything, in right downtown [redacted]. So it was quite pleasant really.

Murdock: During your seven years there did you progress in... in different positions that you worked in?

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[redacted]: ((Smack.)) Yes. Ah, initially, I was, like I said, I was working in this, ah, [redacted] Uhm, and, ah, about two, three years later, I [redacted]

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[redacted] were several different targets that we copied back and forth. So about the time the seven years was up I pretty much worked in all the various ((rustling)) area... areas and worked most of the targets there.

Murdock: Let me document. Exactly when were you hired by the Agency?

[redacted]: ((Smack.)) I was hired on May 20th, 1968.

Murdock: So you left [redacted]?

[redacted]: I... I left [redacted] uhm, well I was [redacted]

[redacted] And I stayed because I had started taking University of Maryland courses at night and I wanted to finish up with my Associate's Degree. So I stayed a couple of months extra and I actually left there in December of 1975 and returned to NSA.

Murdock: Okay. And when you came back to NSA, did you have difficulty finding a... a new parent organization to work with?

[redacted]: Ah, no... no, not at all. Ah, I was, ah, right from the start I was assigned to [redacted]

[redacted] rotating shift work. Ah, we worked at, ah... ah, FANX III. That's where we

actually worked out of. ((Click.)) Ah, so I...I did that for a couple of years
((Rustling.)) And then...

Murdock:

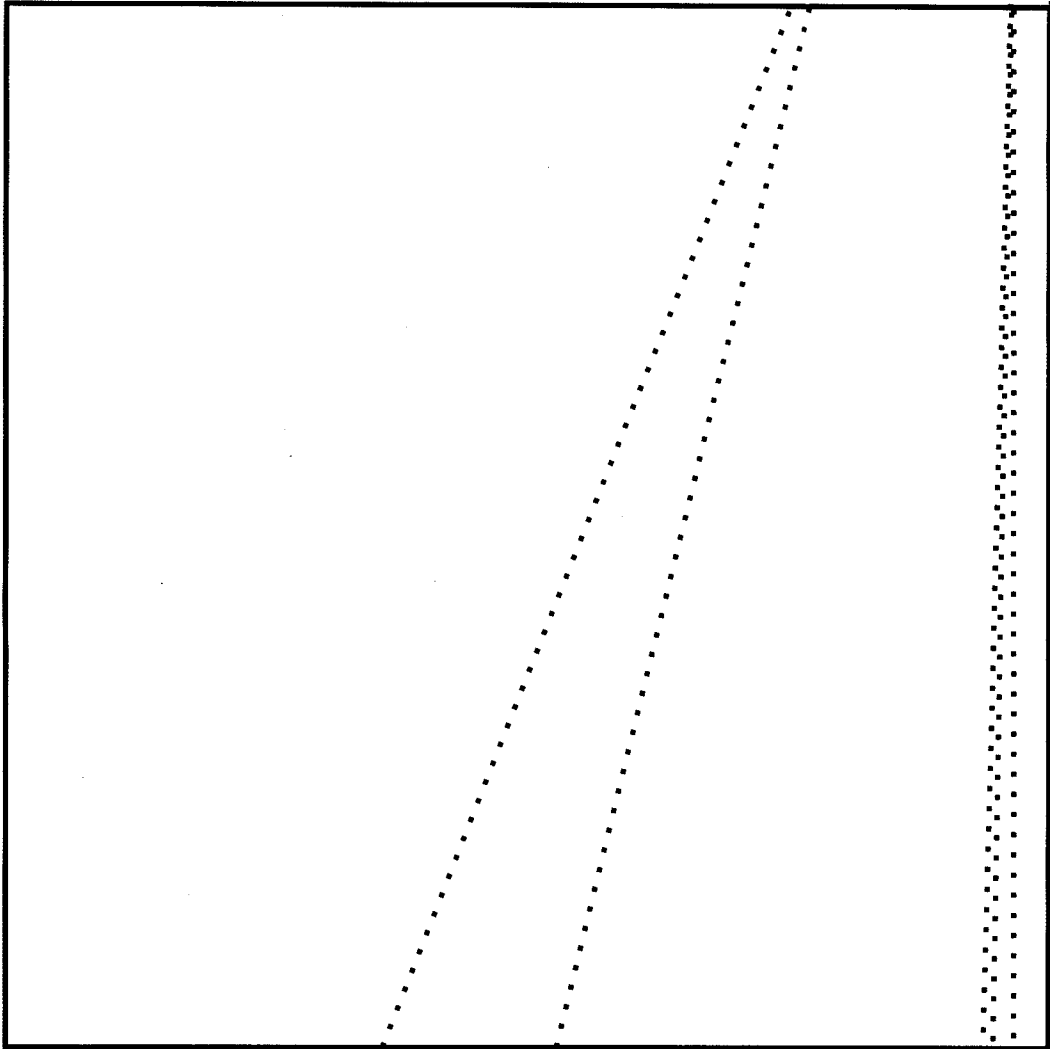
[redacted]

Murdock:

[redacted]

Murdock:

[redacted]



Murdock:

[redacted]

So...

So it was kind of a political thing.

Murdock:

[redacted]

When you left [redacted] did you first come back to the Fort Meade area or
did you go directly to Berlin?

Came back to Fort Meade and [redacted]

Murdock:

[redacted]

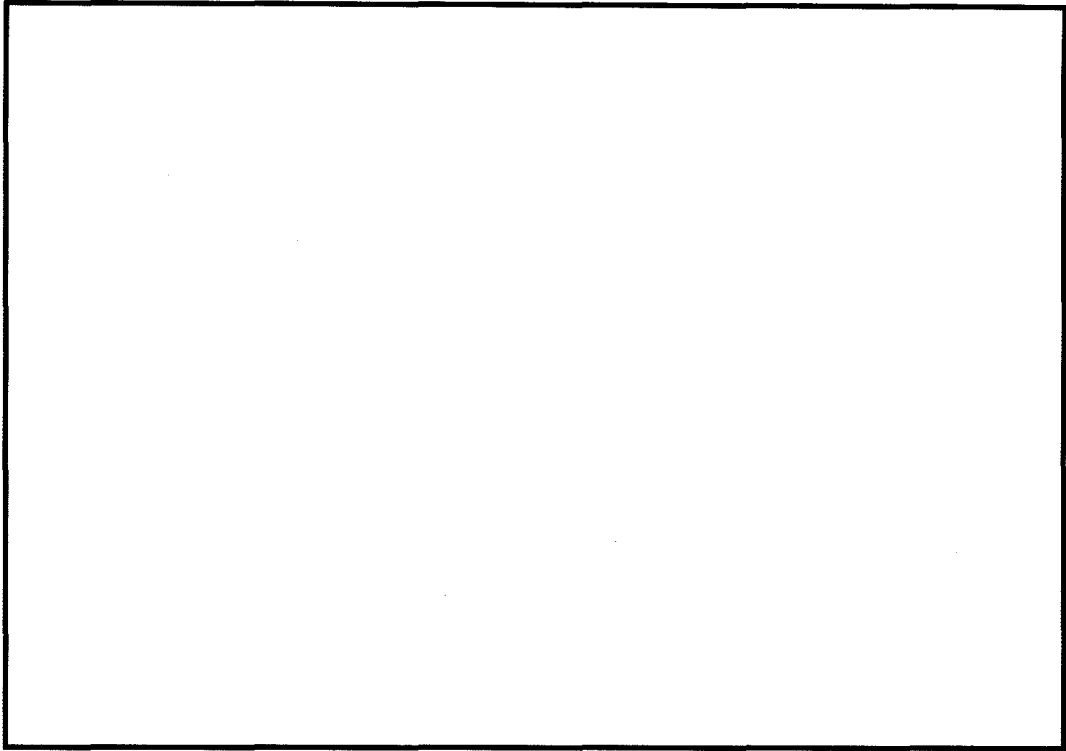
Until they changed it?

And so when that happened, which was about, ah, two years later, then,
you know, I decided, "Well, I want to go...I want to be a part of that." And
so we went to Field Station Berlin.

Murdock:

[redacted]

[Redacted]



Murdock:

[Redacted]

Murdock:

Okay. So you were a collection operator?

[Redacted]

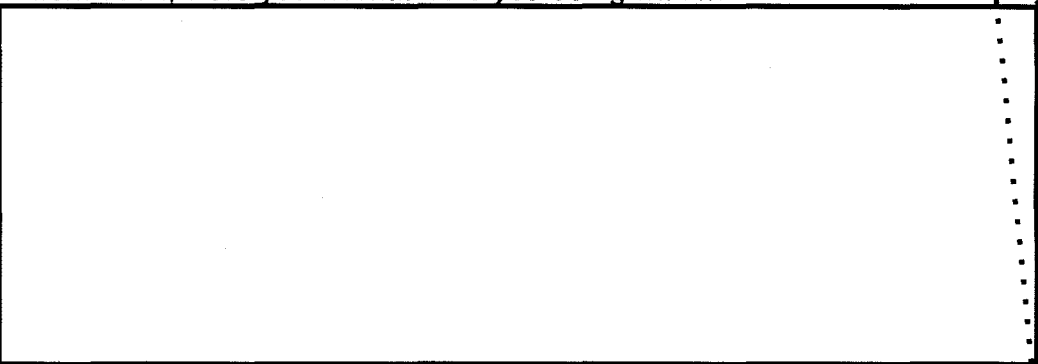
Yes, I was...

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Murdock:

((Interrupts)) And after you coll... When... When you collected the information, were you... What were you doing with it?

[Redacted]



Murdock:

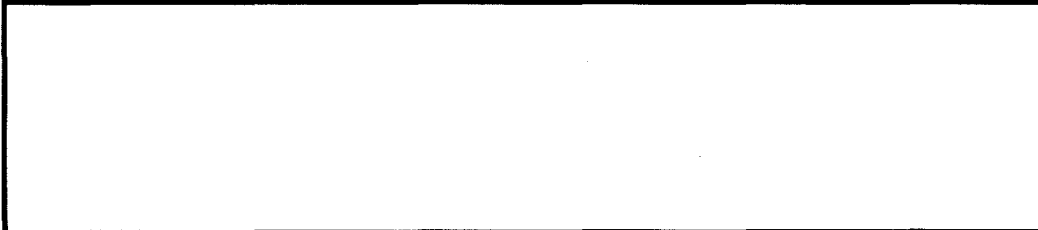
[Redacted]

Murdock:

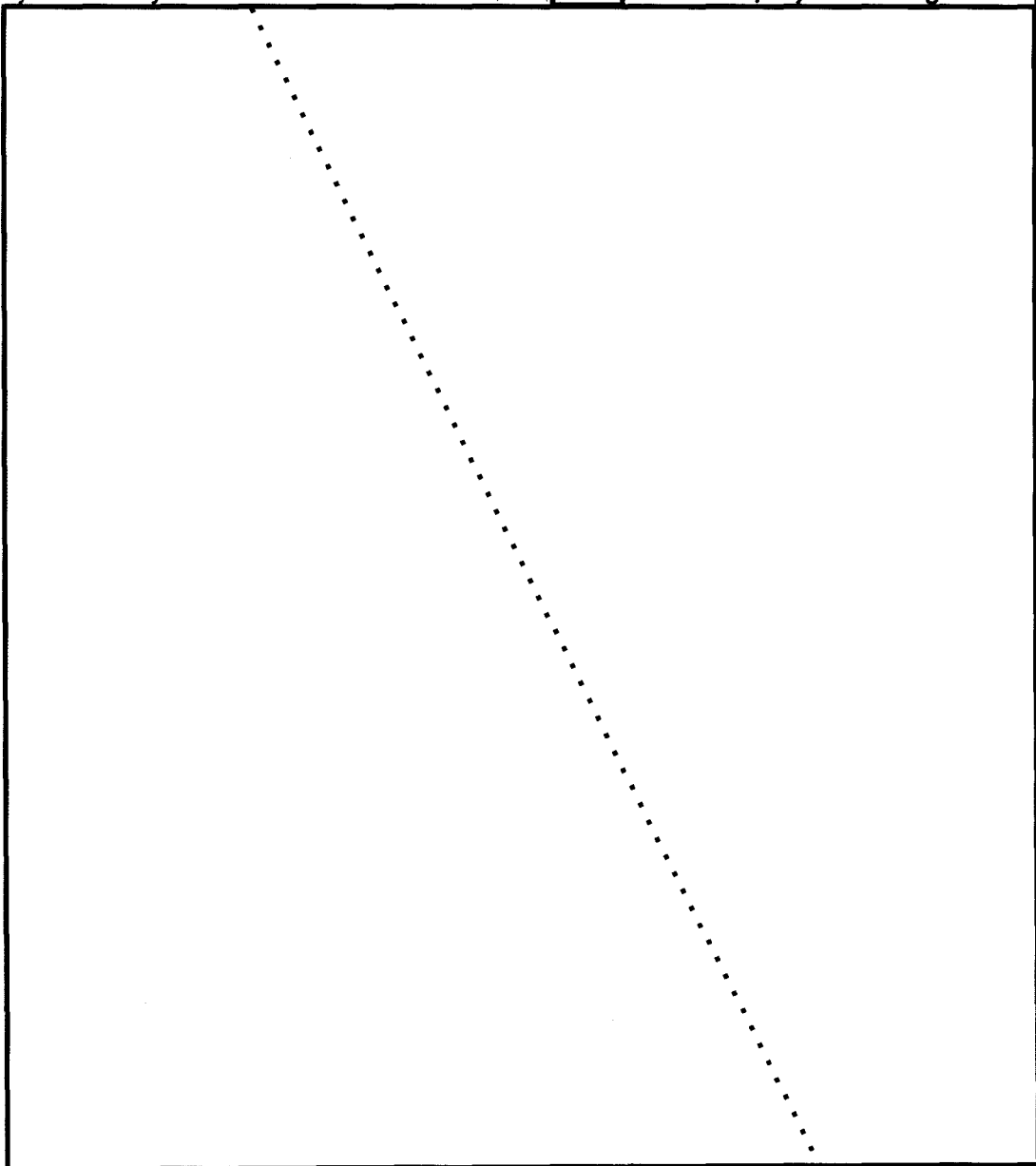
Okay. Where did you go after Berlin?

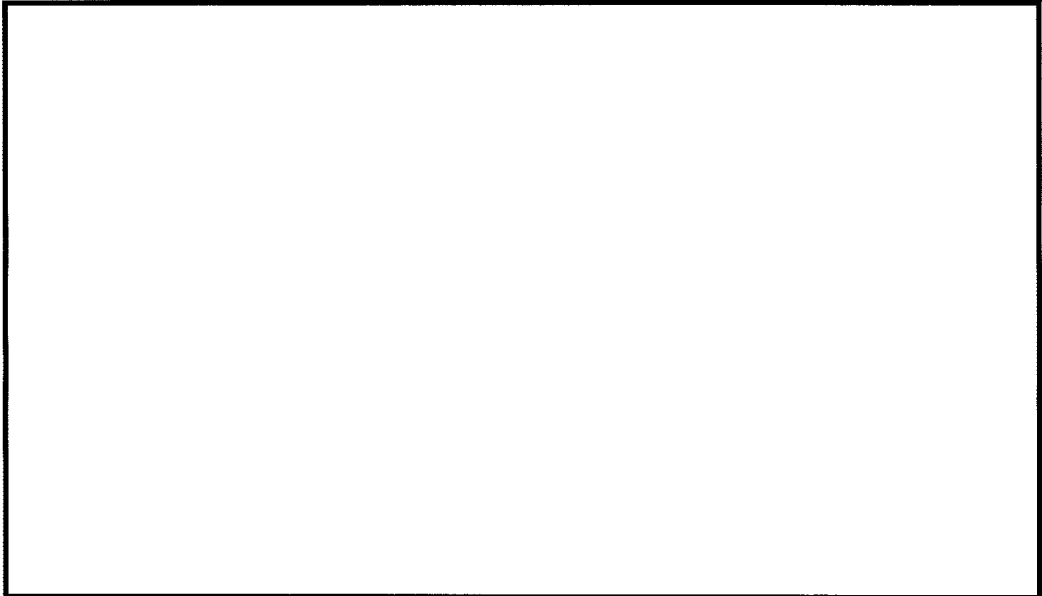
[Redacted]

Well, I stayed in Berlin for three years. ((Click.)) Ah, and then I... I came back to... to NSA and, ah, well I... I... back up a little bit... Berlin.



announcement came open for the search tower, doing ELINT things. And of course that caught my...my interest right away. And the position that they were looking for was advertised at two pay grades higher than what I was. And I thought, "Well there's no chance I'm going to be selected for this." But I thought, "Well you never know until you try." So I...I put in for it. And, ah, and lo and behold, I was, ah, called for an interview by the senior search representative; a ((smack)) gentleman named [redacted]. And I went and talked with [redacted] and he found out about my ELINT background and everything and he selected me for the position. So I did an in...in-service transfer, just over to a different billet in, you know, a few yards away in the search tower. And, ah, [redacted] made me project manager



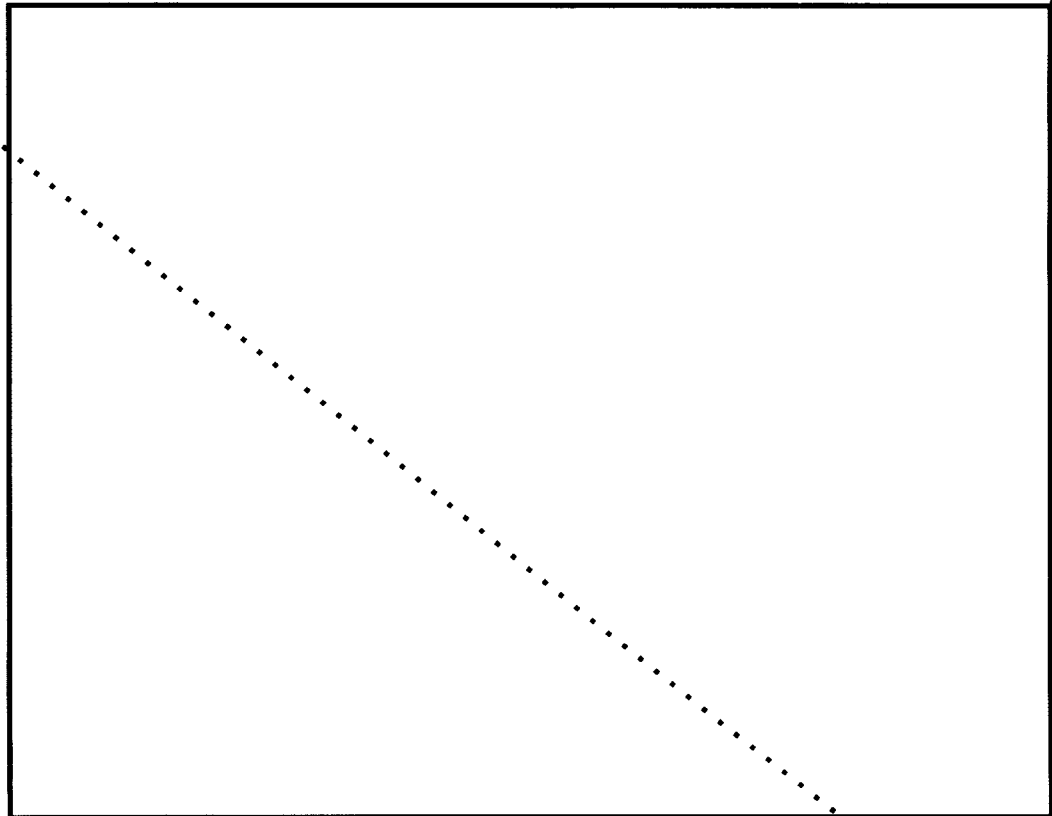


everything we did to do that. It was very detailed and...but it was a lot of fun and I really enjoyed that. ((Rustling)) Matter of fact, ((tick)) my wife...my wife of that time at one time told me she thought I loved my work more than...than her. ((He chuckles.)) No comment! ((He laughs.))

Murdock: That was your first wife, right?

: That was my first wife. ((Laughter: ticking))

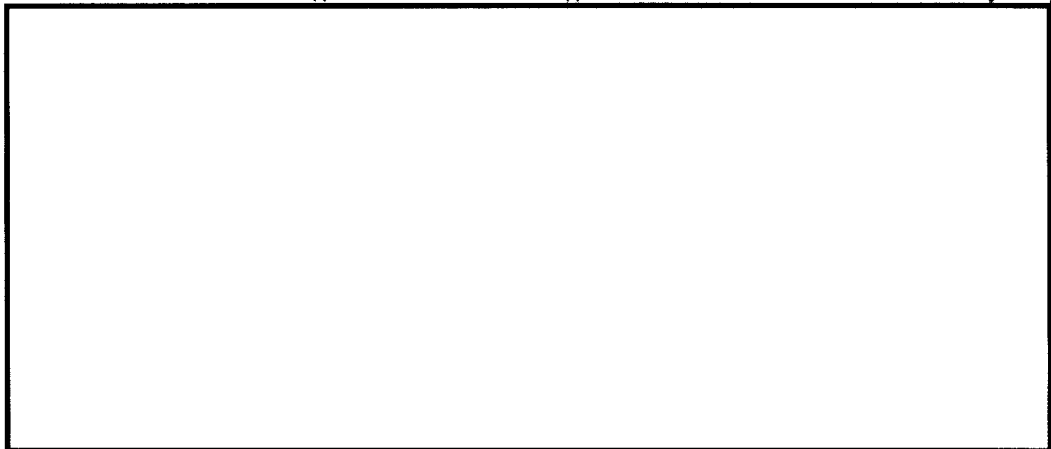
Murdock:



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:

ah, stench in there; the burning of the paper and everything in it was in a relatively small, confined area, so we tried to get out and get fresh air whenever we could. ((He chuckles; tick.)) But... so that... that's basically



Murdock:

[Redacted]

and...

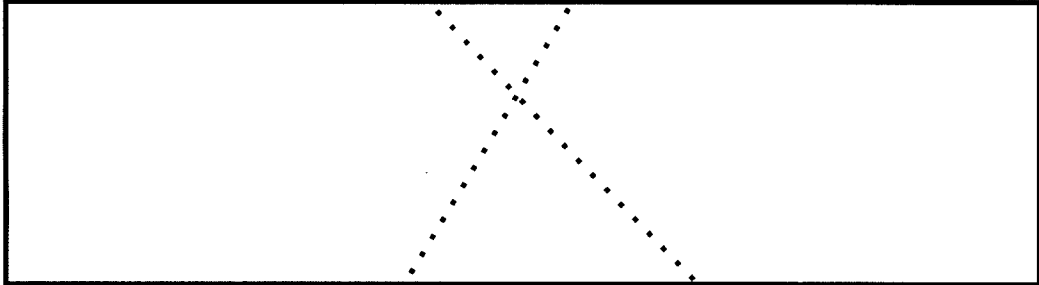
Murdock: What... What years were these?

[Redacted]

Ah, that was ((pause)), that was 19, ah, I think that was [Redacted] through, ((inhales)), let's see, wait a minute. When I went to... yeah, [Redacted] ((Pause.)) Yeah. Ah, ((smack)) Berlin was fascinating. I mean, talk about a target-rich environment. I mean, it was absolutely amazing. You had... And of course, the Berlin Wall was up at that time. And I remember our first night there, I heard... I woke up to the sound of tanks rumbling. And I thought, "Uh, just my luck. They decided they should come in and take the city." ((He chuckles.)) Well actually, it was the 40th Armor, our own tanks, going by on their maneuvers through the city. Ah, but it was, ah, fascinating places. One of the cleanest... It was one of the cleanest cities I've ever seen. Ah, it... It had everything you could imagine. I don't care what... what you like to do, I mean, it was there. The Gruenewalde Forest was just ((tick)) beautiful. It was, ah... ah, the Berliners themselves, very proud people, they would not speak English unless you first attempted to speak German, but that was easy. I... I developed a couple of phrases and... and once... once they saw that I was butchering their language, they'd go out ((ticking)) of their way to help me, you know. But it was, um, ((pause)) ah, it... it... Time went by really fast. I really enjoyed it, thoroughly. And of course, the fact that there was shootings ((sic)) almost, at least, every other day, that you could hear. ((Tick.)) You know, and... and that, you know, many people died trying to get into West Berlin from the east. Ah, it was a... It really drove home the meaning of freedom. I remember one... one Christmas going... Going to work, I drove by the 40th Armor Headquarters and it ((rustling)) had a tank out front, which is ((tinkling)) of course their business, but because it was Christmas, they had a Christmas tree sticking up from inside the turret of the tank. And I thought, "Well now, there's symbolism for you!" You know. ((Pause.))

Murdock: So it looks like you left Berlin, not really wanting to?

[redacted]: ((Smack.)) Yes. Actually, ah, [redacted]
[redacted] The political atmosphere that we were in, the officers knew the real reason. I... I believe. I... I never saw this in writing so I don't... ((ticking)) I can't attest to it, but... but I was told by others that the officers knew about the real political reason why su... [redacted] was civilianized when we went over there. And so, it was like we ((ticking)) were put into a very tense environment right from the start. And it was always, you know, ah, questions, ah, some resistance, ah, not... not with the enlisted people, but with some of the officers who felt like, you know, we were... We were, ah, ((bang)) intruding. And unfortunately, ah, some of the families... some of our families that went over with us felt that because we... We had to live with the officers. We were, you know, ah... ah, DOD representatives from NSA and as such we... we lived in officer country. You know, we billeted ((bang)) in officer country. And there was a lot of, ah, hardship involved with that. And I mean, I didn't feel



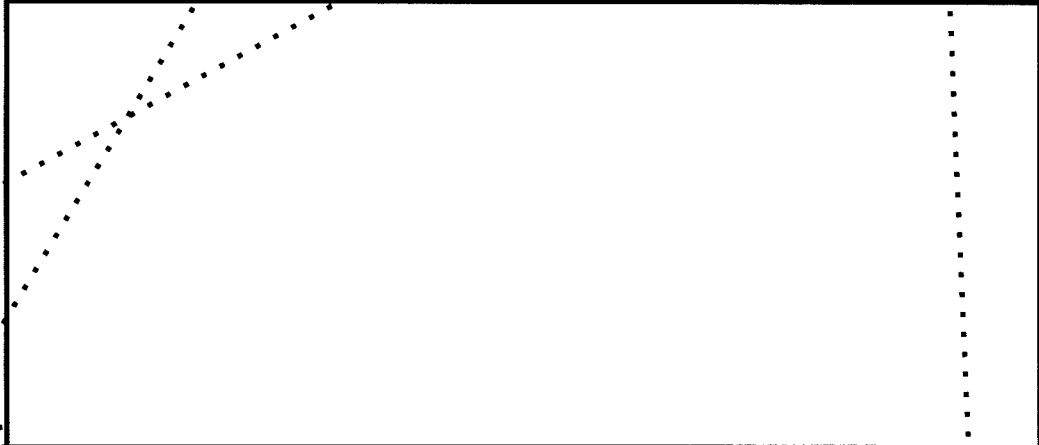
Murdock: So when you came back to NSA, where did you end up?

[redacted]: ((Smack.)) Um...

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Murdock: What office did you work... work for?

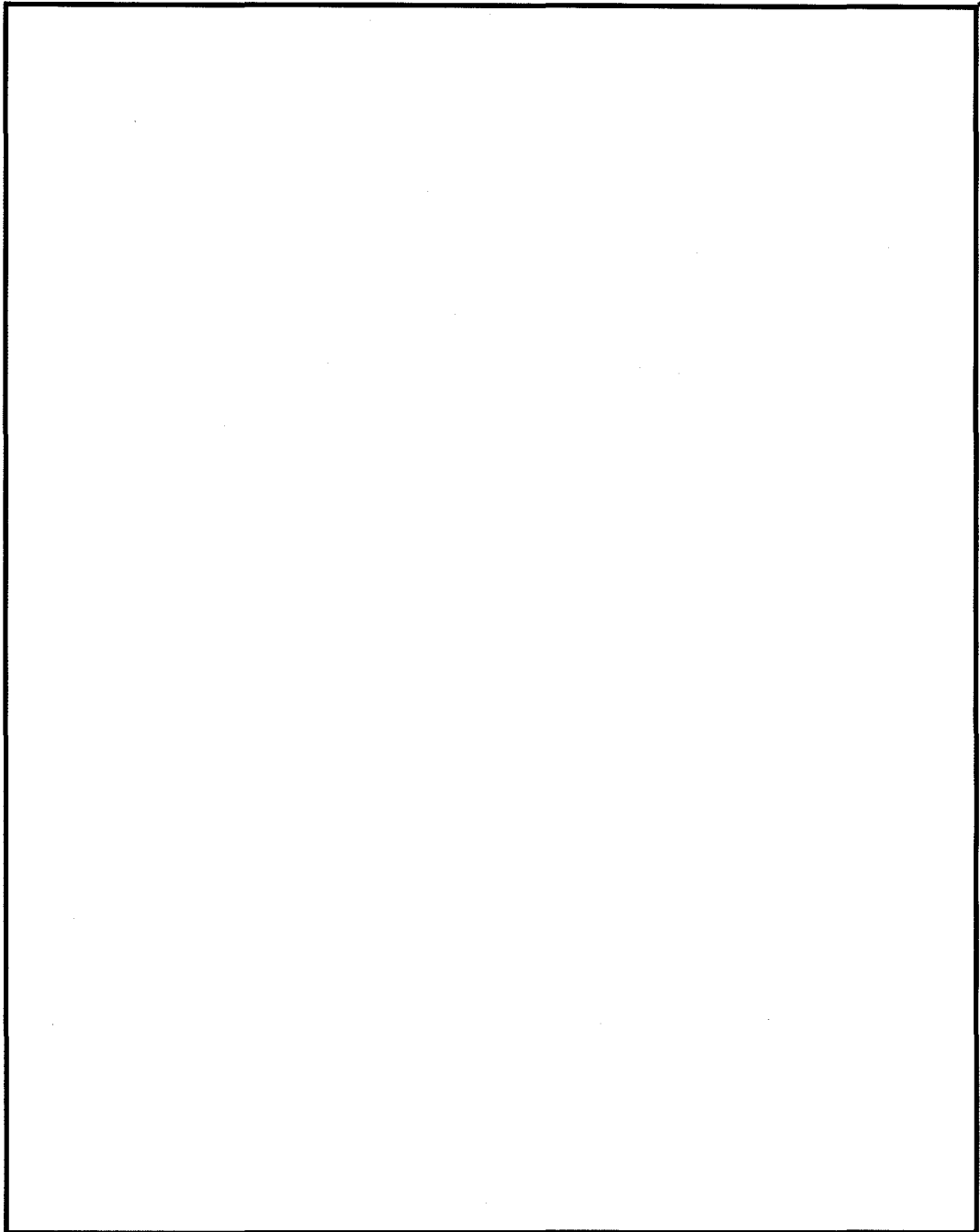
[redacted]: I went to the [redacted] because I had transferred into ah, a [redacted] billet. Ah, while I was in Berlin I went back to the [redacted] ah, where they actually made me the... the tasking manager for [redacted] and... and the search tower. Um, ((ticking)) and I did that for about, ah, not quite a year, actually. When... When ((banging)) [redacted] ah, asked me to take over as project manager for a new system that was being developed by



Murdock:

[redacted]:

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Murdock:

[redacted]

Murdock:

[redacted]

Murdock:

[redacted]

Murdock:

[redacted]

Murdock:

[redacted]

At that time, ((smack)) I was... I must have gone crazy, because ((Ms. Murdock chuckles)) at that time ((he chuckles)) I was actually asked to, ah... I went on an interview in [redacted] and, ah, ((rustling)) a wonderful lady named [redacted] and ((smack)), ah, [redacted] were... were the, ah, [redacted] was, ah, was the office chief ((snapping/shuffling)) and [redacted] and [redacted] was her deputy. But ((shuffling)) they asked me if I'd like to get involved with something brand new in the world of budget. ((He chuckles)) And my job was that of a... a TGU agent, Target a TDU

agent. Target Decision Unit agent, who would, um, help... well; I... I actually wrote a lot of the budget documentation to ((crackling)) to start up new projects and then I would have to defend those initiatives in front of the IC staff and different internal NSA review processes; program build and budget, it was all part of that. Ah, and that's... That's where I became a very good used car salesman. ((He chuckles; rustle.)) Okay? It was... It was completely different from anything I'd ever done before. It was the... But what intrigued me about it was the way they defined it to me was that I'd get the opportunity to write brand new initiatives, with funding, to provide, ah, new and better equipment at the field sites. And during my time in [redacted] ((rustling)) and in Field Station Berlin, a lot of what I saw was old equipment ((ticking)), ah, you know, the... The... The printers that we used would continually leak oil on you, you... you know. Ah, some of the equipment was just never working right ((tick)) and so in my own mind I thought, "Well, here's an opportunity to do something about that." You know, if... If you can... can... can create programs and... and defend those programs that will get new and... and updated technology out to the field sites, then that's... that's worth doing. ((Pause.)) And what I was tasked to do was I actually became the [redacted] this was the office of... of [redacted] ((smack)) I became the, ah, the [redacted] representative for, ah... ah, [redacted] and, ah, again which was very highly compartmented. And a lot of my friends, when I was in [redacted] ah, went to the [redacted] program that was... It... It first came out when... when we were in [redacted] And, ah, of course, it was [redacted] And, ah, a lot of them left, ah, transferred ((ticking)) over. Ah, they actually had to resign from the [redacted] And... And, ah, so that also intrigued me; the fact that I'd get to see some of the people that I... I knew from [redacted] some of my friends. Um, and that opportunity, well basically, you know, what a TDU agent did, like I said, was... was to, in some cases, ah, write new initiatives, depending on what the requirements were. I mean, you know, I, ah... [redacted] (B% [redacted])

first started working there. And, ah, within a couple of years he was replaced by [redacted] Um, ((smack)) and so I, in getting to learn what the... the requirements, the [redacted] requirements were, I spent a lot of time at... at that time down in [redacted] And, ah, um, ((tick)) I enjoyed it very much. And... and I got pretty good at defending those initiatives. Ah, but it was...

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Murdock:

((Interrupting)) If I'm not mistaken, they had a pretty healthy budget under [redacted]

[redacted]:

[Large redacted block]

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mission. I, ah, very much enjoyed [redacted] He was a very personable... At his level, I... I... I was surprised at what a personable ((click)) man he was. He not only cared about everyone that worked that program, he... He knew them by name. You know, he recognized them.

[redacted]

But, um, you know, I... I worked as a TDU agent for four years, and thoroughly enjoyed that program. Ah...

Murdock: Just ((rustle)) to clarify for myself, as a TDU agent, did you start new initiatives where a contractor would do the research and development or were we, at NSA, doing our own research and development at the time, and bringing in contractors when we wanted to... to build this small modular equipment?

[redacted]: We... Most of the development work was... was done by us in the R&E division. Um, it was what [redacted] for [redacted] Um, but, yeah, you're right. There were several contractors brought in by the Agency, by the developmental division to... to help ((snap)) in that effort. And, ah... ah, what I would do is basically from the requirements phase, I would write a... a PBS1, which was the first document to... to outline the requirement, um, Project Baseline Summary 1 was what that stood for. And that would basically, ah, define the requirement. It would put some boundaries on the requirement in terms of, you know, if it was a receiver, you'd have to identify the freq ranges you wanted it to be in. And you had to identify, you know, some of the... some of the design features that must be built into that system. Um, and... And then from the PBS1, ah, ((smack)) my role there was... was to, to kind of take the requirement from the customer ((smack)) and put it into writing with help from them, to make sure that we had the requirement clarified. And then from there we went to a PBS2, which is where the developer would identify, um, how they intended to develop that system. Um, in some cases, as a matter of fact in most cases, they had more than one alternative, ah, design and they... They would in that case identify both of them to where the customer would ultimately be... be the decision factor as to which one they preferred to go with. And from the PBS2 we would then write a system acquisition plan, which would, ah, identify the... the specifics as to, you know, how much of this is going to be developed by us. How much of this is going to be commercially available equipment - off the shelf stuff? Ah, you know, how do we plan to do the integration of it together? What's our acquisition plan? What... How much is it going to cost us to buy, what we need to buy? And how much will be, ah, spent us... using procurement dollars? How much will be spent using, ah, um, RDT&E developmental funds? And what was the requirement for O&M lifecycle support? So we would put the entire acquisition, ah, tale in this

document and that was what... what the people in the N Organization would use to track our programs as they went along. ((Rustle.)) And then, of course, the fun part ((he chuckles)) was... was really when it came time to sit in the RAC room and defend these initiatives in front of ((tick)) the IC staff and other congressional staffers.

Murdock: The RAC room?

[redacted]: The RAC room PL 86-36/50 USC 3605

Murdock: What?

[redacted]: Good, ah, Resource Action Counsel, I think is what it stood for, but... but it was like a rack. In my opinion, it was a lot... It was more ((sniff))... more akin to a rack used for torture, in the old days. ((He laughs.)) You know, what's... It was tense! It was, ah, um, difficult. You had to justify your program and... and right down to the dollars and cents sometimes, and you had to be able to, ah, verbally identify what... what the requirements were. Why were you building this? You know, what... what was your developmental approach? Ah, all these things, all the... Any questions they wanted to ask they could ask, you know.

Murdock: And they were very smart and very technical.

[redacted]: They were very smart, very technical.

Murdock: And you had to be very, very prepared.

[redacted]: Yes. I... I especially remember a gentleman named [redacted] ((Smack.)) He was chairman of the IC staff. I faced him four times. And at the end of the fourth cycle, I decided I'd had enough. ((He chuckles.)) And during the break... Well, during that... during my... my review, he... he stopped me in mid stream. The room was filled with people. ((Clears throat.)) He stopped me in mid stream and he said, "I want to make a point here." He said, "I want to make a point, not just to [redacted] but to everyone in this room." ((Snap.)) He said, "[redacted] briefing is very smooth. It's believable. He's done his homework. He's presented it well." He said, "But there is a time, which is rapidly approaching during these austere years when your personal integrity is going to mean more ((snap)) than what's in black and white." And so everyone just kind of nodded and, you know, I just let that sink in, and... and, ah, during the break... It... It was ((mechanical motor)) announced that that was my last cycle. Someone announced it during the (2G). And during the break he stopped me out in the hallway and he said, "Why you, ah, why are you getting out of this?" He said, "You're... You've learned how to do this very well." And I said, "Well Mr. ah, [redacted]" I said, "To be perfectly honest with you..." I said, "For the things that I really believe in, feel strongly about, it's easy." I said, "But there are sometimes some things that I don't really feel like I can really support strongly. And I support them as best I can, but I just can't put my heart into it and it's not so easy." And he said, "I see... Yes, I could sense that in you." And I said, "Yes, I could sense that you could sense that in me." Because he was like a pit bull. If he sensed that you didn't

believe what you were saying, he would latch on to you and shake you like a rag doll. Not literally, but I mean, you know. And, ah, and I know I left several sets of fingernails in... in the end of that table during some of those sessions. ((He chuckles)) But, ah, ((snap)) he later be... um, left the IC staff and came... came here as the, ah, I think he was chief of staff for awhile. A very knowledgeable gentleman. He was tough but very fair ((Snapping.)) But that was... That was... I thought that was the end of my... my program build and budget career, but it... it wasn't.

Murdock: Before we go on to your next assignment, I'd like to go ahead and take a break

[redacted]: Okay.

Murdock: ((TR NOTE: Interview resumes.)) Okay [redacted] ah, we ended up with you talking about your time down in the RAC. What else would you like to tell me about your... your time in the budget world?

[redacted]: Ah, basically it was, ah, ((smack)) ah, there was some... a sense of frustration at various times in the budget. And... And ((rustle)) that frustration stemmed from... from the fact that it's not as easy to... to write a program and to get it all the way through to the point where there is actually a system deployed and... as I thought it was. I was very naive when I went into it. I had no idea of what the... the, ah, political ramifications were from Congress and how difficult it was to get the CCP approved as we... we hoped it would be. Ah, there was always, you know, there... the... ah, congressional cuts that came down and we'd... We'd have to, ah, write impact statements to those cuts as they affected our program. And I was naive there too, because I'd, you know, I'd write the, you know... at... at times, for instance, they decided to cut 50 percent of my O&M monies and which would provide life cycle support to my system. And... And the truthful answer as to what the impact was is that you've just killed my system. If I can't support it in the field, the first time something breaks, I've got a very heavy paperweight out there. But, I wasn't allowed to say that as an impact statement because those who knew more than I did, ah, said that well if you say that, they are going to take all the money that ((snap)) we've got, not just your O&M. They're going to take all the money. And I said, "Well, they might as well, because they are going to kill my program if they take the O&M." They said, "Yeah but we can re... reprogram what's left into something else, if they don't take it all." So that was the reality of things. And... And at times I just felt very frustrated when that would happen, because it's like... and... and that's why I eventually decided to stop doing it because it... It really caused me pain to not see something come to fruition, that I'd hoped it would

Murdock: In retrospect to those years, what do you feel were your biggest contributions to the [redacted] mission as far as the... the equipments that they needed and got?

[redacted]: I... I think, ((stutters)), ah, without realizing it. I... I've ((pauses)) somehow

developed the ability to... to talk to people and... and to communicate good with them, ah, very well with them, easy almost in terms of identifying their requirements. And... And, ah, because... because of my military background and my... my previous assignments, I was able to put myself in their position. Ah, you know, if they started saying something was antiquated equipment, didn't work, I've been there and done that. I knew what they were talking about. So it beca... It was an easy process for me in the most part to be able to communicate. And in that communications, it wasn't that difficult for me to document the... the requirement. I think that was my strong point, being able to document the requirement. And that's why [redacted] made the comment that time that... that my presentation was believable. Ah, so...

Murdock: Then you left that world and in 1986 you found yourself in the systems acquisition world.

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[redacted]: ((Smack.)) Yes, ah, [redacted] it was ((scrape)) the other end of the program build and budget where ((snap)) it was like an internal NSA police force. It was, ah... We were identified as SMOs - Systems Management Officers. Each of us had on the average of about 70 major programs that we monitored for N Group. And, ah, our job was to basically make sure that the documentation was complete, ah, in accordance with NSAC 25-5, which was our acquisition, ah, bible, if you want. Ah, that they did a PBS1 that, you know, the developers completed a PBS2, that the system acquisition plan identified what they really needed and that they were in fact spending money as they went along... along those plans. Ah, if... If we found in our monitoring that programs were starting to have schedule slippages, ((smack)) cost overruns, or problems of that sort, we would call the... the program managers to the table and we'd ask questions. "How can we help you?" "What's..." you know, we got the reputation of... of ((clack)) being, ah, hatchet men but really we were there to... to try to help... move programs along and not... not to kill them. Ah, there were times when... when projects were really in deep trouble and that required, ah, with... with our ((crackle)) recommendations, the Seniors Review Group would meet, you know, at... at the top levels and... and make decisions whether to continue the program or not.

Murdock: In your resume you... you mention the fact that you brought needed focus on to a multi-million dollar project that had been in acquisition and development stage for 10 years and suffered from serious cost overruns, schedule slips and postponed deliveries. Can you tell me a little bit about that?

[redacted]: That... That was the... Yeah, that... That was the, ah, WRANGLER ((sighs)) repository. Ah, it was being developed at the time and, ah, you know, it's, ah, WRANGLER is a very, very important tool for [redacted] analysts and... and, ah, and collection managers in that it... it collects, consumes [redacted] as well

[redacted]

So it's... It's very important but unfortunately, it's a... at that time it was a very huge, ah, effort in terms of hardware, ah, [redacted] and... and, ah, it was... It was suffering from, um, ah... ah, multiple users on the system at the same time, ah, response, ah, causing significant response time problems [redacted]

[redacted] Ah, it was, you know, several years in development. Ah, it was supposed to be a... a, ah, three-phased development and... and they had not got to phase two yet. And then, you know, they were already at the po... I think there was something like, ah, ((snap)) I don't remember the exact number but it was multi-million dollar, ah, deficit already. There were cost overruns, schedule slippages. Ah, very obvious that it needed some, some senior management, ah, oversight. And so I presented the... after talking with the program managers and developing, you know, a list of the various problems that they've had and the history, ah, I presented that briefing to, ah, Mr. John Saadi, who was then DDP and, ah, ((shuffling)) and with his guidance and continuing monitoring, ah, they were able to pull it off. WRANGLER has, you know, gone on and... and grown significantly since... since then.

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Murdock: What other ((pause)) major things happened when you were with system acquisition? That was a period of time, if I remember correctly, where '86 to '88, where we had money, we were starting to lose our money?

[redacted]: Ah, '86 to '88? ((Pause.)) Um. ((Pause.)) Ah, ((pause/smack)) I don't remember any... any specifics but I do remember that, ah, I believe it was in that same time frame that a lot of... of, ah, focus was starting to be applied towards the narcotics problems. Congress had identified that as a real need for us to... to start looking into, ah, efforts to help deal with that. Counterterrorism followed along with that a little while later. And so there was, you know, very significant, ah, change in direction, if you want, as to where we should start investing some of the funds. Ah, I think that was the major cause for, ah, for... for that... that refocusing, you know. And because of that, you know, some of the programs that we previously had were seen as less important than they... they previously were. And... and, ah, we were directed. I... I, a matter of fact, ah, that first... the first push towards that area, toward the narcotics effort, ah, started when... when I was still a TDU agent. I remember that Congress levied money, gave us huge amounts of money and said, basically, fix it. Do what you can to fix it. And... And we struggled with that. That was tough. It's... It still is a tough target. And, ah, you know, I... I do remember that as being the period that there was a significant change here in the Agency in terms of program build and budget.

Murdock: Having worked both of those areas, system acquisition and budget, how involved was the Director or the Deputy Director in those kinds of decision making processes?

[redacted]: Well, ah, from my perspective, I mean it's not like I dealt with the Director or Deputy Director directly with the exception of when I did ((crackling)) present a WRANGLER briefing to Mr. John Saadi, the DDR. That was the highest level within the Agency that I, you know, dealt directly with. Uhm, and... And he was very involved. I mean, he... I, you know, he... and... and the Director. I mean, you know, they were concerned. They wanted to make sure that money was being spent the way we... we intended it to be spent. And... And, ah, and... And that it was monitored. And... And it was, you know, ah... Timely system acquisition was a... was a great concern then just as it is now, you know. In... In that respect, it hasn't changed at all. The... The difficulty is the changing target environment and the... the capabilities of... of, you know, our... our enemies. Ah, you know, this... The... The technologies that have changed in the... in the period of time that I've been here at the Agency is astounding, you... you know. And... And it's ((rustle)) getting, you know, and... and it was rapidly changing back then as well. ((Click.)) Ah, there ((faint smack)) was always a continuing, and still is in my opinion, battle between COMINT and ELINT. Ah, ELINT, ah, again I may be biased here because I love ELINT so much, but ELINT has always taken, ah, played second fiddle. Ah, it's... During a time of crisis when our military is moving, ELINT is of paramount importance and everyone realizes that. You need to know what those radars are and what the shooters are and... and how that's going to affect our... our missions and plans. But the minute that crisis dies down a little bit, then all the money is directed ((clicking)) back into the COMINT arena again. Ah, that was, ah, ((pause)) that... a... a fact of nature. I mean, it... it just, you know, and I don't really see that changing a lot today.

Murdock: ((Shuffling.)) I... I won't disagree with you. I ((pause)) and I don't think you'll ever win the war.

[redacted]: No..... PL 86-36/50 USC 3605

Murdock: Where ELINT ever becomes the master.

[redacted]: We... We... We ELINT people have a saying. ELINT kills and COMINT lies.

Murdock: [redacted]

[redacted]: Yes, ah, ((pause/smack)) a very nice gentleman named (B% [redacted]) called me into his office one day when I was still working in [redacted]. And he asked me if I'd consider being a branch chief in... in [redacted] [redacted] actually. And, ah, it was an opportunity that... As he described it, it was, ah, as a branch chief in charge of the, what they called, the WRANGLER extensions... extensions to WRANGLER in terms of [redacted] analysis tools. Ah, of course, I... I jumped at it. I found out that the real reason a little later [redacted] told me that the real reason he wanted to bring me down there was, one his branch chief was leaving for another

job and two: he wanted me... to get me out of [redacted] where I was a SMO continually asking questions about WRANGLER and the other tools. ((He laughs.)) I was... I was getting to be a pain in his backside. But, at any event, the, ah, the job was a great job. I... I was a branch chief in charge of, ah, I... the number escapes me, but I think it was between 9 and... 9 and 12 individuals made... made up of both contractors and NSA civilians. Our major task was to, ah, develop [redacted] analysis tools and deploy those tools to your major [redacted] processing centers. Ah, one of the, ah, the... The most important tools that we were developing was [redacted] correlation tool. It would take [redacted] intercepts and correlate those to where you could plot those, ah, on a map and identify [redacted] on any... any map. It was... The... The [redacted] correlator at time was a tool called [redacted]. It evolved into, and... and... and let me back up a little. And we would take the software, that [redacted] correlator, and integrate it in with a, ah... ah, SUN... a... a mixture of SUN hardware, ah, and deploy the combination of those two things to the... the, you know, analytical centers. The, ah, [redacted] correlation algorithm, ah, eventually evolved into what... into a tool that is now called [redacted] and it's being used in the operation [redacted] environment at the Office of Naval Intelligence and in many offices here at NSA. Ah ((pause)) and we, ah, when we were evolving that tool, as luck would have it, it... it, ah, we... we... we, that's when, ah, DESERT SHIELD and DESERT STORM first started up. And... And that's when we came into our own, really, because, ah, the [redacted] correlation tool [redacted] ah, worked well but it was slow at the... at the time. It would take a couple of hours to... to really, ah, be able to... to produce a, ah, a map of what was in... in... in any geographical area [redacted]. So a lot of the work that we did went into speeding up the tool and at the same time refining its accuracy in terms of, ah, you know, the [redacted] that it... it could document. Um, I had a great team of... of programmers, ah, who... who were very successful in doing that. And, ah, and we were providing daily updates to the USS Eisenhower and... and the fleets that were sailing into the Persian Gulf were given them up... ah, updates every three hours. Ah, it was a very rewarding time in my life that was, you know, I... I worked as branch chief for five years. Um, my main role was... was to interact with the customer, most of which were military. ((Smack.)) So I would travel to the... to the bases, identify what their current method of operations were and what their needs were and identify ways that we could help them in terms of, ah, integrating different capabilities in... into the, ah... ah, the COM... the [redacted] correlator and the mapping tool. That... ((pause)), the integration of the software and the mapping tool--we used [redacted] mapping tool at the time--the integration of [redacted] and [redacted] into the SUNs was performed under a project called [redacted]. I have no idea where they come up with these names, but ((he chuckles)), but at any rate... Ah, and again we were quite successful in deploying that to, ah... ah, Berlin Field Station Berlin, ah, Hawaii, JICPAC, um, several military

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installations that were doing [redacted] analysis at the time, as well as providing updates to the, ah, task force in the Persian Gulf. ((Pause; smack.)) Because of the military crisis, like I said before, funding was there. Ah, you know, we... We had lots of money to do really good things. Ah, I... I... I've never had, ah, such a great experience as a branch chief or any supervisory position as I did in that... that role.

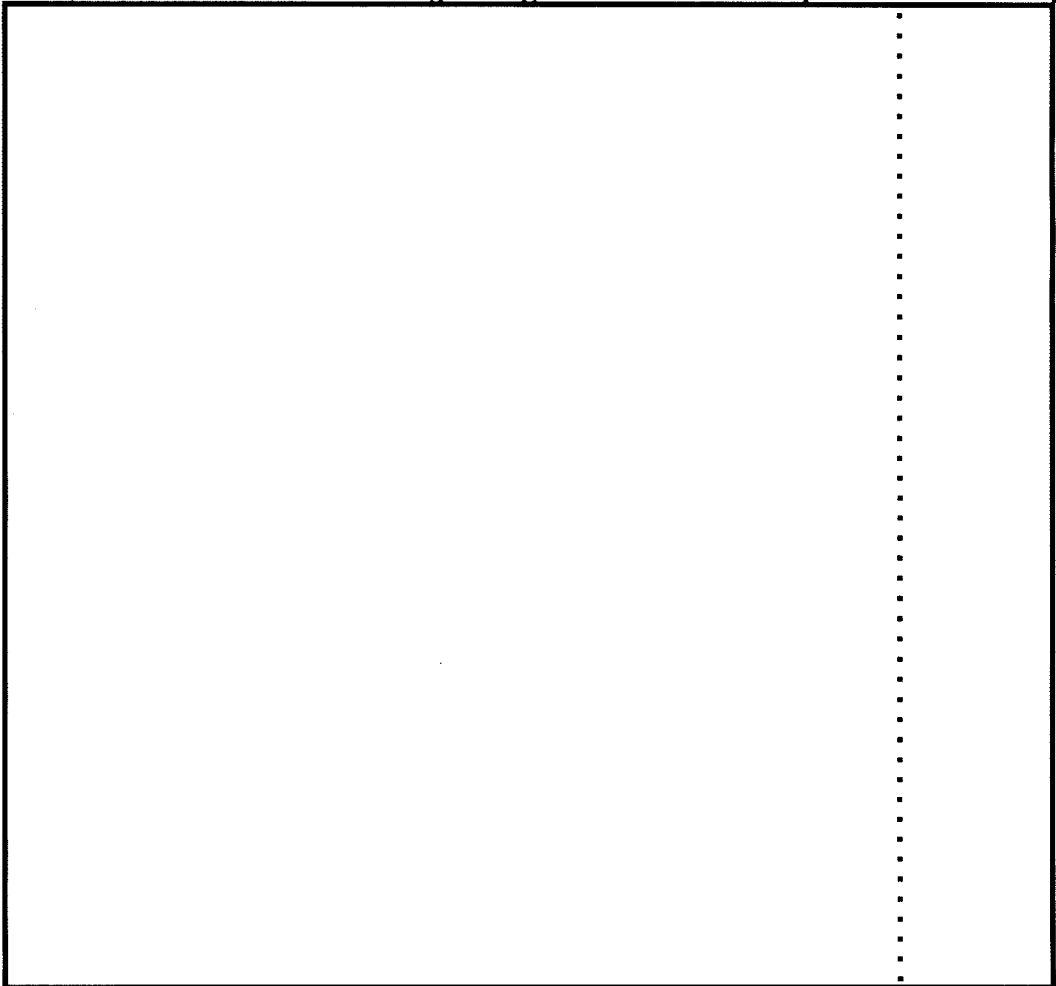
Murdock: When I think of [redacted] the Air Force is the first service that comes to my mind; the Navy second; the Army third; and then of course the Marine Corps, kind of with the Navy but sometimes on their own. DESERT SHIELD/DESERT STORM was, first and foremost, an air war.

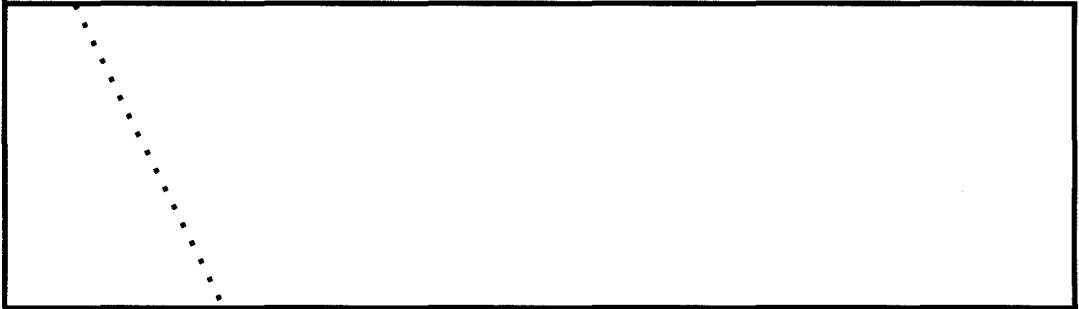
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[redacted]: Yes

Murdock: Were the Air Force requirements very much different for the air portion of the war than the Army requirements for the ground portion of the war? Did you have to jump through different hoops to... to satisfy those requirements in a real-time world?

[redacted]: Yes, ah, to some extent. And ((rustle)) the... The main emphasis for





Murdock:

[redacted]:

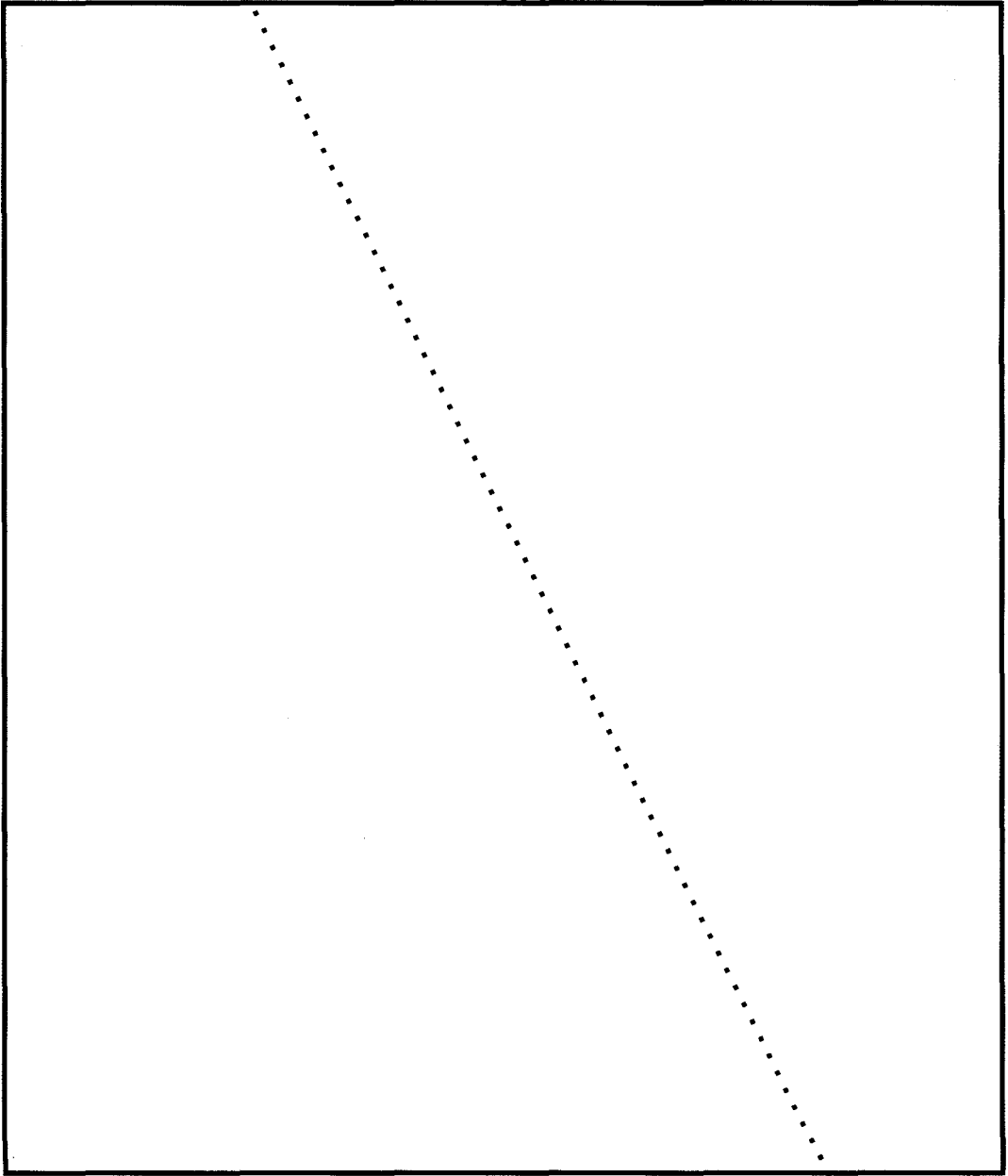
Right

Murdock:

Okay

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[redacted]:



Murdock:

[redacted]:

Murdock:

[redacted]:



Murdock: And you were there for five years you said?

[redacted]: Five years, yes.

Murdock: And then you decided to jump and go work for Support to Military Operations?

[redacted]: Yes.

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Murdock: Was that because of your coordination with the military forces during the war or you just ((click)) needed a change of pace?

[redacted]: A combination of things. I... I didn't really know what all was involved that... that was in [redacted] I didn't really know what all was involved in that job until I got there, because it... It was a, ah, senior ((shuffling)) staff job. Um, but as it turned out, it was exactly what the name implies, support to military operations for whatever they needed. A large part of what I did in that job was actually working, ah, with our forces in... in Korea. Ah, for a, ah, specifically what... what I did was, um, in helping to identify the... ah, prepare, update if you want, the cryptologic support plan for our forces in Korea, we had to go out and... and renew our efforts to identify what their missions were, you know. How they interacted with each other. Ah, and... and identify ways that we could support them. If the flag were to go up in Korea, where the North Koreans were to come across the river, then, you know, the question was how can we support them with... with intelligence? You know, what do they need from us?

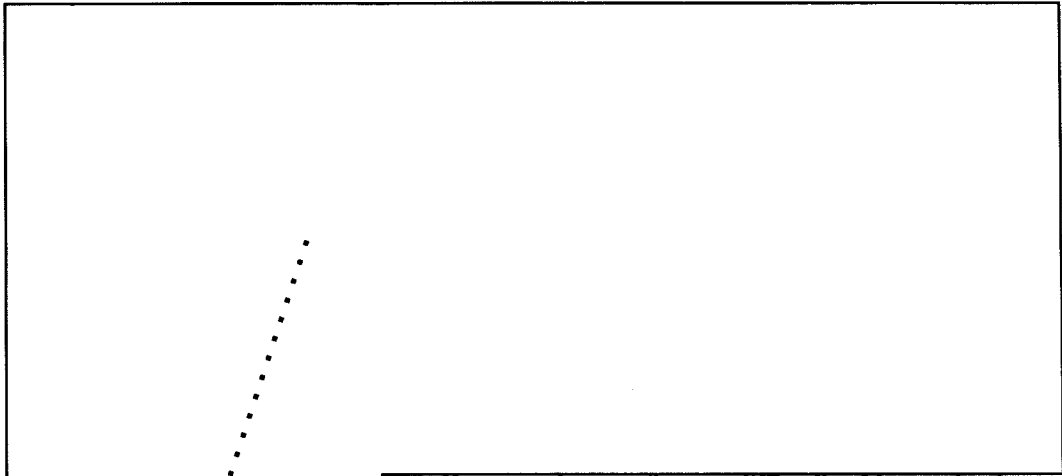
OGA

Murdock:

[redacted]: [redacted] exactly. Ah so I spent the better part of, I think I was out there like almost 10 weeks. I visited Seoul. A good part of my journey was in Seoul then I went to Yokota and to, ah, Okinawa and basically met with all the... the tactical commanders to identify what their missions were first. And then just, sit down in discussions with them and, you know, how can we help you? You know? What data do you need from us? Do you... Do you know what databases we have at NSA? Do you... Do you know who to go to? Do, you know, and... and then, you know? Lots and lots of exchanges and... and then just coming back and... and crunching those with... with the other members of [redacted] to help, ah, make revisions to [redacted] the cryptologic support plan specifically.

Murdock: Were you forced to then have a very close relationship with [redacted]?

[redacted]: Ah, yes. [redacted] you... you know, we were, ah, the chief of staff, ah, we were, ((smack)) ah... ah, in... in touch with all the requirements, really. And... and trying to... and sometimes, sometimes the requirements conflicted. I mean, ((pause)), you... The Peninsula of Korea is very complicated. You've got several different commands out there

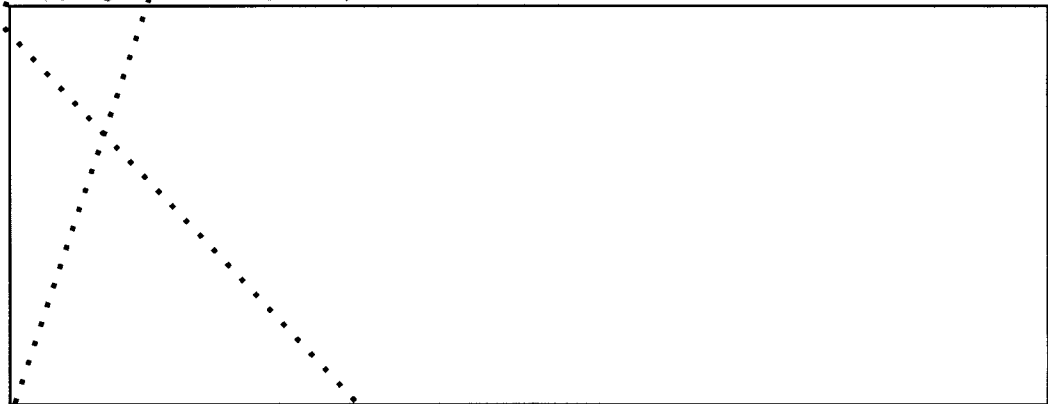


So it's, you know, it was difficult. Ah, and, ah, but it was both challenging and rewarding to me. Well probably one of the most rewarding jobs I had because I felt like it was helping.

Murdock: Did you feel any sense of urgency because at that time the President of North Korea was getting older. He had declared that in his life time there would be a unified Korea. Was... Was there anything to assist you in upping this in the priority?

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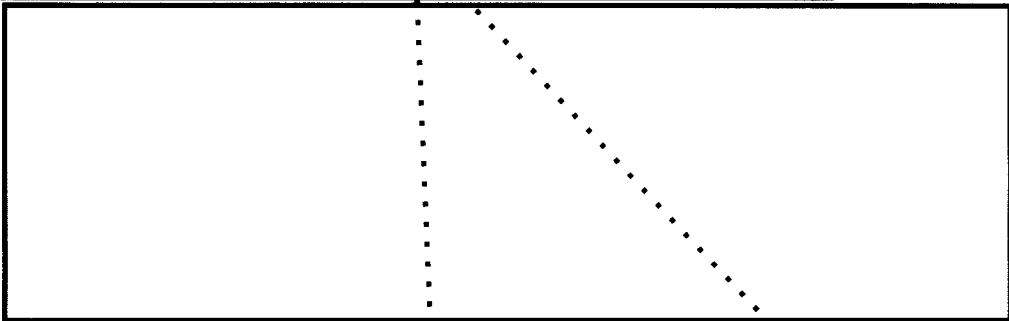
[Redacted]



Murdock: How were you able to tackle the fact that if the North Koreans came over the...the line in mass as they had been expected to, ah, that you would

[Redacted]

[Redacted]



Murdock: There was a standard joke that the first thing that needed to be in that [Redacted] Cryptologic Support Plan, was make sure you

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had a new pair of Nikes because you'd be running down whatever highway was... ((laughter)) was available.

[redacted]: Yes, the terrain in... in... in, ah, South Korea was such that as you... as you went south, ah, it felt like there... there were hills in which kind of funneled down and they felt that that was the point where we had to really make our stand. Ah, it was... it was... it was...

[redacted]

... ((Sniff.)) One of my successes in that, ah, I think we eventually, and it wasn't just me. We had a... There were a lot of people helping me then. I was only one of the people that was involved in that.

[redacted]

So, ah, that's one of... ah, when I came back, because I had previously worked budget, I knew there was always a lot of money floating around in current year funding. ((Snap)) A gentleman named Lee Fernholz at the... unfortunately he is no longer with us, but... but Lee would... was "the" expert on how much money did we currently have. And... and to make a long story short, I, with permission from my... from my boss who was, ah, [redacted] in, ah, [redacted] I approached Lee and I identified this need. And I said, you know, everyone knew how important it was. And... and Lee managed ((scratch)) to come up with the money necessary to get these... these, ah, secure devices. And... and they were delivered in like two months. It was unbelievable. ((He chuckles.)) So... so that really gave me a sense of satisfaction, the fact that, you know, I knew something got, you know, done. But, ah, I've always enjoyed working with the military... I can speak military language. I... I'm comfortable dealing with the military. They, ah, you know, it's... it's, I think, one of my strong suits. ((Rustling.)) I'm going to miss it when I retire. ((He chuckles))

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Murdock: Well that brings us to your final assignment at NSA as a civilian, the Technical ELINT Analysis Cross-Training Program.

[redacted]: Yes. Well having... having been a branch chief in [redacted] for five years and... and realizing ((rustling)) that that was a very hard act to follow. I... I didn't want to be a manager anymore because I knew there's no way I could have as much fun being a manager as I had in that job. So I... ah, you know, and promotions were slow and, you know, I really didn't care

that much about promotions other than being able to take ((rustling continues)) care of my family, but I wanted to do something that was fun. And to me the fun thing about, ah, ELINT is doing ELINT analysis, what we call chasing those squiggly lines. Technical ELINT analysis not... versus operational ELINT analysis. And so I decided, well when they came... The Agency came out with a cross training program for technical ELINT, ah, you know, analysis I just thought... thought, well I wonder if a guy as old as I am can... can get into that ((snap)) program. And lo and behold I was successful in doing that and I spent three years going through the, ah, Advanced Technical ELINT Analysis Cross Training Program. Ah, it... it... combined with OJT working in... ((snap)) in, ah, at [redacted] doing ELINT analysis at the same time I went to school. Ah, it was very challenging, very rewarding. I successfully completed all of the courses, including EA380, which is the bear of all ELINT courses. ((He laughs.)) And, ah, ((sniffs))... And I just decided that that's... that's how I wanted to wrap up my career. But I had... I hadn't really thought about leaving the Agency at that point, um, but a thing called Softlanding came out and I decided, well, let me just float my resume out there to see... to see what's out there, so, you know. And ((rustling)) lo and behold, ah, so I had a resume but lo and behold, ah... ah, an old friend of mine who had, ah, that I was in [redacted] with, who ((rustling continues)) had gone out as a, ah, started his own business as a consultant, he used to come by and look, you know, talk to me and ask about, ah, military people who were retiring that were looking for jobs. And he happened by this one day after I'd finished the program and... and, ah, I said, "Well, you know, I'd like to keep doing ELINT." And I said, "I... and I thought I'd, you know, I'd do it here at the Agency but if there's... if there's contract work out there that, you know, you think maybe, ah, I could do, then here... here's a rough copy of my resume. Let me know if you... ((He chuckles.)) You know, it's... it's... from there it just... I became a contractor real fast. ((Rustling)) But...

Murdock: Softlanding, unfortunately, um, was too good of a deal for anybody to pass up ((acknowledgement)) and especially after three years of an intense program, you certainly had skills that the Agency should have wanted to retain.

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[redacted]: ((Smack.)) The problem was... So the question is why did I leave? The problem was ((he clears his throat)) the budget did not support the need for analytical tools in [redacted] I had a SPARC-2 system sitting on my desk. And, you know, ah, at that time the process of converting the [redacted]

[redacted]

And some of the files were so large, with a SPARC-2 I'd get half way through the program and my system would crash. And the, you know, Jim Sadler who was my boss and several people at that level were so frustrated that we couldn't get any money to get larger systems - Jim actually, ah, stepped

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down, ah, as the department head and, ah said he hoped that someone... he couldn't get people promoted ((click)), he couldn't get good equipment in there. He was just frustrated. There were, at that time when I left, there were [redacted] (sic) in the Agency. The rest were military who came and left and came and left and everything was heading toward Denver, it seemed like. And ((tap)), ah, I just kind of saw the writing on the wall, I think. I... and so... and then the... The element leader at the time, it wasn't Jim, it was someone else that I won't mention, came out one day when I ((shuffle)) was kind of mulling this over in my mind, and she called everyone together and she said, "I want to... I want to just lay it out the way it is." She said, "It doesn't matter if you're the top ELINT analyst working the hottest signals, if you're looking for a, ah... ah, a 14 or", I was a 13 step 7 at the time, "14 or a 15, it just isn't going to happen." And I... I questioned, "Well, what do you have to do?" "Well, you have to, ah, you know, be diversified. You have to spend some time overseas." I said, "Well, I spent 10 years overseas. What else?" ((Crackling.)) "Well, you have to work program budget and bi... program build," I said, "Well, I did that. What else?" And the bottom line is everything that was said, it was... I'd already done it. And it was like... But she said there's... there's no hope for promotions. And so within three days of that my friend, the ((rustling)) consultant, headhunter, came by and I said, "Here, take my resume." So that's how it ended. Although, I'm still here. ((He laughs.))

Murdock: Let me ask you some general questions.

[redacted]: Okay.

Murdock: There is operational ELINT and there's technical ELINT?

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[redacted]: Yes.

Murdock: What did you most enjoy and why?

[redacted]: ((Pause; smack.)) Oh that's a hard question because I loved them both. The... The satisfaction I got from technical ELINT was putting together the pieces of a puzzle, ((stutter)) and looking at the stack of tapes and ELINT reports I had finished at the end of the day, and I could physically measure my accomplishments for the day. But ((rustling; snap)) the real sense in that is putting all those parametrics together, but the thing that I really enjoyed was putting all those parametrics together and identifying not just what the radar was and the weapons system it was associated with, but knowing how to defeat that signal if you had to defeat it. That was, and still is, ah... ((smack)) a lot of fun, ah, you know

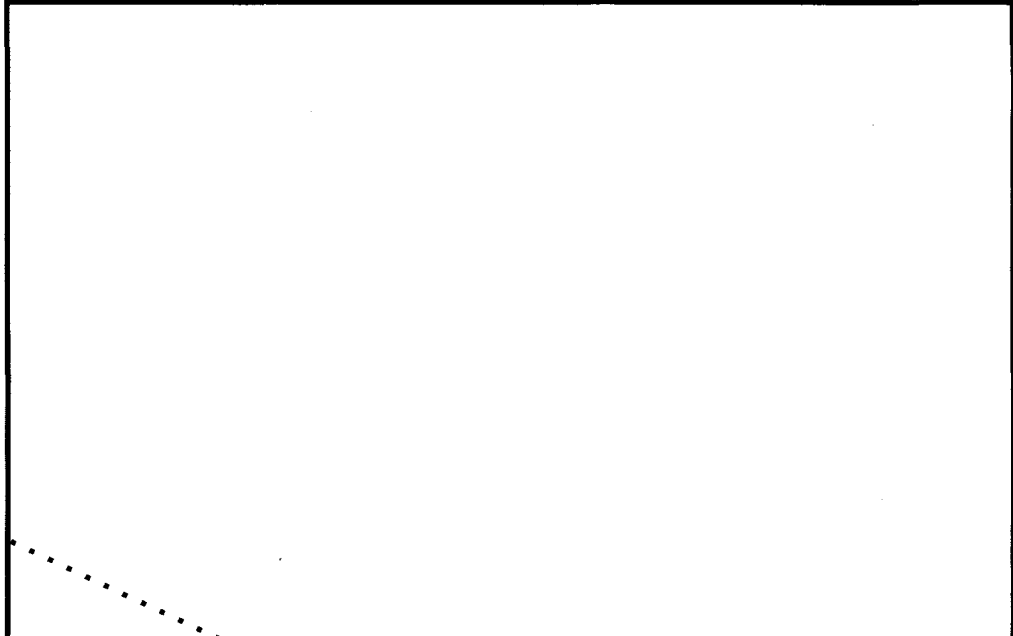
Murdock: You mean defeat it, not just blowing it up but defeating it through electromagnetic means?

[redacted]: Yes. Absolutely, ((rustling)) whether it be jamming or... or other techniques. Ah, from the operational ELINT perspective, ah, one thing I didn't mention was that my naval reserve experience - while I was an Agency employee, I was also a naval reservist with the Naval Security.

Group, ah, Baltimore ((shuffling)) 106, which we drilled right here at NSA. Ah, I was, I, you know, I became the, ah, the, ah, ELINT division chief and we had four teams of individuals that drilled down at ONI doing... actually on the watch floor, ah, supplementing the active duty guys down there. And, you know, [redacted]

[redacted] Ah, so operational ELINT tells the commanders where those... those threats are so that they can plan their missions. It's... it's crucial. But you... to do real operational ELINT you have to know what the parametric values are and so technical ELINT is also crucial. Ah, the two of them together and my opportunity to... to use both of them together, both as a reservist and in some civilian jobs that I had at the Agency was ((pause)), I loved... I... I love... I loved it. It was great. The other things, the budget and all that, they were... They were extra things thrown in, which gave me a lot of insight as to why and how the Agency operates as it does. What some of the difficulties are in the... in... in getting things accomplished. Ah, and so it... it kind of, in that regard and while I didn't agree with everything, ah, I at least understood why things could or couldn't happen sometimes. And I think that's what allowed me to keep my sanity. ((He chuckles.))

Murdock: In... in all your dealings with the military, your period of time at Berlin and working the CSP for Korea, did you have any cause to discuss ELINT with



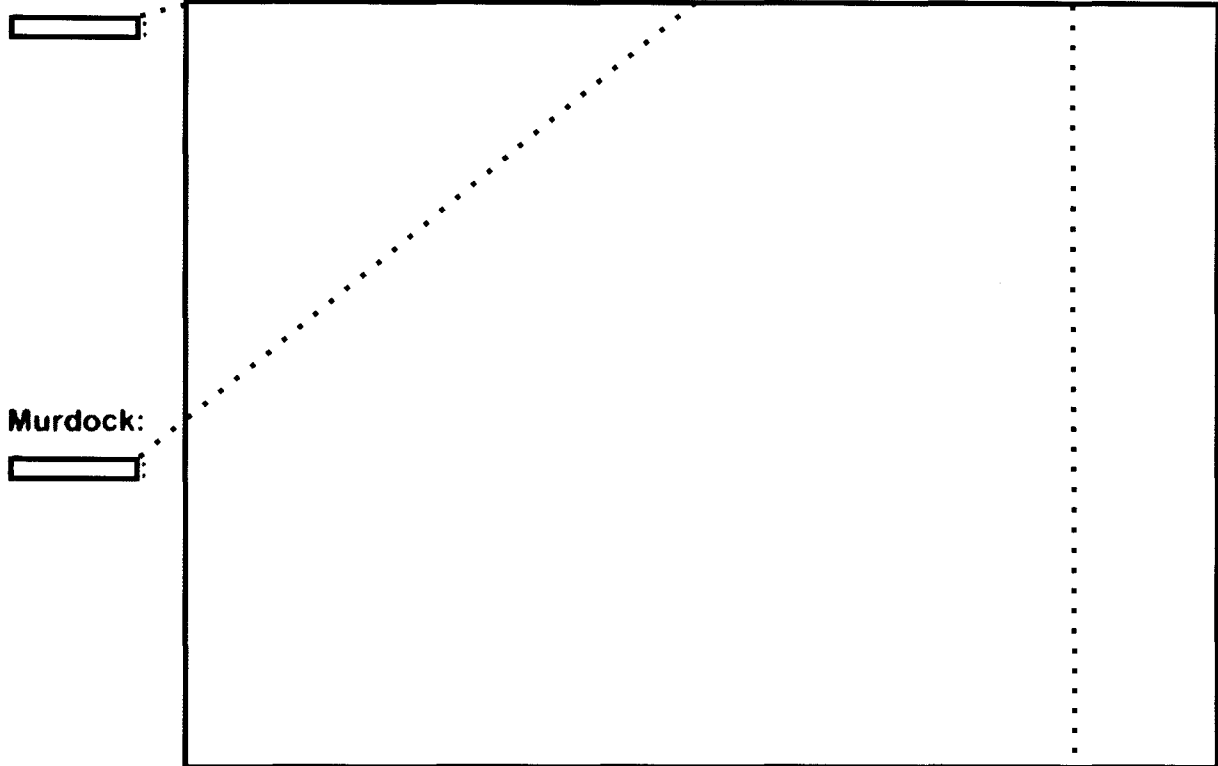
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know. I, ah, ((he chuckles)) I had a hard time getting through a polygraph during that phase because of it, but I did. ((Laughter.)) We went on. But still, um, ((smack)) that's... that's really the only time as an Agency employee, ah, that I've... I've worked with Second, not Second Party, but, ah... Yeah, I worked with Second Party, Third Party, ah, I worked with, but not as an Agency employee. It's been since I've been a contractor, ((smack)) so...

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Murdock: We've got about 10 more minutes. Is there anything that I should have asked that I didn't ask? Is there anything that you want to capture for prosperity's sake on this audio recording? ((Pause)) You never told me where you met wife number two?



Murdock:

working then at the Agency. Ah, the only other thing that I would add is that I have... Ah, little did I know when I left upstate New York to come to NSA what I was getting into, but it has been... I've been very, very lucky. Ah, you know, from... from the time that I first, in boot camp, that I first went to classification and picked out of a book a rating that I wanted to be, not knowing anything about it other than it was a CT and it had to do with electronics and you needed a security clearance, that was the beginning of my whole start of the clearance and everything into NSA. And, ah, ((sniff)) because my Navy training is what caused NSA to call me. Um, I don't believe there's a place in the world where you can work and find different individual career tracks within the same organization that you can expand your knowledge and continually learn new things as... as great as what the Agency offers. Ah, ((smack)) so I... got... within two years I'm retiring for the final time. Retired from NSA, retired from the reserves. And I've been a contractor now for nine years and, ah, I'm... I'm ready to pull up stakes and ride my recumbent bicycle all over the place. ((Laughter.)) Ah, but no, it's... It's been a wonderful opportunity and I'm extremely grateful.

Murdock: Okay. Well on the behalf of the Center for Cryptologic History and myself, I'd like to thank you very much for spending this time and sharing your stories with us. And I wish you and your wife the best of luck in your

retirement home [redacted]

[redacted]; Thank you. Thank you very much.

Murdock: Thank you very much. The final classification of this tape will be SECRET//COMINT.

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[End of Interview OH-2007-09 [redacted]]