

**Questions for the Record for Dr. Roger Mason
Nominee to be Director, National Reconnaissance Office**

According to publicly available information, the Aerospace Data Facility – Colorado (ADF-C) is a satellite ground station operated by the National Reconnaissance Office (NRO). Among other important missions, the ADF-C’s personnel are responsible for providing the command and control of reconnaissance satellites to collect and distribute intelligence to the Department of Defense.

- 1. Do you commit to work with the Committee to sustain and support the ADF-C’s important mission in Colorado, which makes a uniquely vital contribution to U.S. national security?**

Yes. The critical mission of the Aerospace Data Facility - Colorado is an essential component of the NRO’s ability to provide timely, high-value intelligence to our nation’s policymakers and warfighters. If confirmed, I am committed to working with the Committee to ensure the ADF-C has the necessary support and resources to sustain its uniquely vital contribution to U.S. national security.

- 2. Do you see opportunities to further expand NRO’s collaboration with commercial firms and entities in Colorado that enable, facilitate, and partner with NRO in implementing its important national security mission?**

Absolutely. The vibrant commercial space sector in Colorado presents a significant opportunity for the NRO. I see great potential in expanding collaboration with these firms to leverage their innovation, agility, and expertise. By fostering these relationships to meet national security requirements, we can accelerate the delivery of cutting-edge capabilities and ensure the NRO remains at the forefront of technology, which is crucial for executing our national security mission.

- 3. How do you see the competition between private sector firms and the NRO for talent? What steps, if any, do you believe Congress could take to bolster NRO’s efforts to retain the expertise and human capital that is crucial to the success of its mission?**

The competition for talent between the private sector and government agencies like the NRO poses a significant challenge, particularly when it comes to recruiting and retaining personnel with highly sought-after technical and scientific skills. I believe it is essential to cultivate an NRO culture where the mission itself is the primary attraction. If confirmed, I would focus on creating clear career progression paths within the NRO and highlighting the unique, purpose-filled work that cannot be found anywhere else. Mission-focus is essential, but it must be complemented with practical benefits for a highly technical and scientific workforce. The NRO's existing benefits, such as STEM pay and student loan repayment programs, will play a critical role in attracting and retaining world-class talent. We may need to do more though, as the commercial space sector continues to grow rapidly. I would work with the Administration and Congress should it become clear that additional authorities or incentives are necessary to keep NRO competitive for talent.

According to publicly available information, the NRO collaborates extensively with Five Eyes partners to develop, launch, and operate space-based surveillance and reconnaissance

systems. This cooperation includes shared satellite investments, exchanging cutting-edge technologies, integrating raw data, and coordinating joint operations to fill critical intelligence gaps

4. Would strengthening and enhancing NRO's cooperation with the Five Eyes partners be among your highest priorities?

Yes. Strengthening cooperation with our Five Eyes partners would be among my highest priorities if confirmed as the Director, NRO. The complex, global threat landscape necessitates robust and integrated partnerships, where we work in concert with our Five Eyes partners in furtherance of alliance defense. I see the NRO's collaboration with its counterparts in the Five Eyes partners as a force multiplier, allowing for a collective approach to filling critical intelligence gaps that enhances the security of all Five Eye partners.

5. If yes, what role would you envision playing in managing these important relationships, especially at a time with there is not a Senate-confirmed Director of National Intelligence with the requisite skills and expertise to engage in the day-to-day management of vital IC alliances and partnerships?

If confirmed, I would take an active role in engaging with my counterparts from the Five Eyes partners on topics of mutual interest to their organizations and the NRO, supporting the priorities of the United States in fostering these critical international relationships. My objective for NRO would be to ensure continuity, foster open communication, and proactively seek opportunities to deepen our collaboration on shared challenges to our mutual benefit.

6. Do you commit to keep the Committee currently and fully informed of any circumstances, factors, or related matters that could result in a degradation of our cooperation with Five Eyes partners – to include providing the Committee with timely notification?

Yes, I am committed to keeping the Committee currently and fully informed of NRO's Five Eye relationships. Maintaining transparency with Congress on NRO's international partnerships is essential for accountability and building the trust of the American people.