The Intelligence Community (IC) made a strong push between Day 301 and Day 400, completing 24 of the remaining 39 initiatives in the IC's 500 Day Plan for Integration and Collaboration. Our reform progress continued towards meeting new national security challenges through the development of a globally networked and integrated intelligence enterprise, improving customer and partner relationships, and creating decision advantage for policymakers, military commanders, law enforcement, and homeland security officials.

## KEY ACCOMPLISHMENTS

The chart shows the current status of all 500 Day Plan initiatives. Principal accomplishments for this period include the following:

- After extensive IC and National Security Council coordination, the President signed amendments to Executive Order 12333. The amendments represent the next steps in intelligence reform to strengthen the IC's ability to support the nation and its interests, and to strengthen and align the DNI's authorities to lead and integrate the IC.

- Released the IC Equal Employment Opportunity and Diversity Strategy Implementation Plan, laying out the step-by-step process to bolster the work of diversity and inclusion throughout the IC.

- Completed draft of a Foreign Language Strategic Direction, aimed at increasing foreign language capabilities of current IC professionals, while leveraging the language and cultural knowledge of our Heritage speakers; realigning investments in technologies to increase analyst and collector efficiency; and establishing processes to ensure an effective and efficient mission-oriented foreign language program.

- Developed an approach for strengthening science & technology intelligence analysis, identifying areas for emphasis found in earlier studies tied to science & technology mission execution, outreach, human capital, and analytic methodologies and tradecraft.

- Established an agreement between DOD and the IC to collaborate on pricing for enterprise software licenses, in order to minimize the cost of software purchases and standardize software applications.

- Reached full operating capability at the National Intelligence Coordination Center, ensuring greatly improved situational awareness for the IC elements and senior leaders on the collection enterprise's health and status, on efforts against the highest intelligence priorities, and on ensuring that procedures are in place to produce multi-intelligence, integrated collection strategies to carry out assessments of collection effectiveness and efficiency.

- Significantly increased the number of components submitting finished intelligence products into the Library of National Intelligence. Along with the Catalyst program, which addresses standardized extraction, translation, and correlation of data, the IC has developed the framework and standards for improved sharing and discovery of multi-source intelligence products.

- Released Intelligence Community Directive (ICD) 503 on

Intelligence Community Information Technology Systems Security Risk Management, Certification, and Accreditation. This ICD establishes a holistic and strategic process for risk management of information technology (IT) systems, processes and procedures designed to develop trust across the IC IT enterprise through the use of common standards, and reciprocally accepted certification and accreditation decisions.

- Released ICD 103 on the Intelligence Enterprise Exercise Program, establishing a collaborative program to maximize the opportunity for all IC elements to use existing exercise programs as readiness training in pursuit of Government and DNI objectives.

- Identified the first three strategic thrust areas for the Intelligence Advanced Research Projects Activity (IARPA). These thrust areas are: smart collection, incisive analytics, and safe and secure operations.

- Launched the Quadrennial Intelligence Community Review, leveraging scenarios developed by the National Intelligence Council's Global Trends 2025 for future development of the National Intelligence Strategy.

- Completed a technological assessment through collaboration between IARPA and the ODNI's Civil Liberties and Privacy Office to identify and embrace technologies that will allow the IC to make use of these tools, while staying true to the core requirements of the Constitution, federal law, and policies that protect civil liberties and privacy.

- Identified mission critical Heritage American (first- and second-generation Americans) communities for targeted outreach and recruitment activities. The Offices of the IC Human Capital Officer and Equal Employment Opportunity and Diversity are working with current IC employees from those heritage communities, including mentoring and IC-wide affinity groups. Such recruitment and retention efforts will ensure that the IC has the necessary language and cultural competencies required to meet mission demands.

- Cataloged IC training and education courses, and established a National Intelligence University governance structure, building a learning enterprise architecture to deliver integrated, joint education and training for intelligence officer growth and professional advancement.

## CONTINUING TO BUILD ON OUR PROGRESS

We've made significant progress in creating a culture of collaboration, and notable progress in clarifying DNI authorities — both are fundamental first steps in transforming the IC. In the remaining 100 days of the 500 Day Plan (Days 401-500), we will evaluate the effectiveness of completed initiatives, and place concerted effort into completing outstanding initiatives, demonstrating the IC's ability to sustain execution to meet National Intelligence Strategy objectives.

# 500 DAY PLAN

## INTEGRATION AND COLLABORATION

### Create a Culture of Collaboration

- Core Strategic Mission Diversity (EEOD)
- Core Implement Joint Duty (CHCO)
- Formalize National Intel Univ (DDNI/PPR)
- 2nd Generation Americans (CHCO)
- Develop Enterprise Exercise Program (DDNI/PPR)
- Improve Foreign Language Capability (DDNI/PPR)
- Improve College Recruiting (CHCO)
- Complete Performance Pay System (CHCO)
- Catalog HR Capabilities (CHCO)

### Accelerate Information Sharing

- Core Enhance Information Sharing (ADNI/CIO)
- Create Single Information Environment (ADNI/CIO)
- Start Attribute-Based Access (ADNI/CIO)
- Provide IT to Executive Agencies (ADNI/CIO)
- Establish Single Classification Guide (DDNI/PPR)
- Improve C&A Process (ADNI/CIO)

### Foster Collection & Analytic Transformation

- Core Establish NICC (DDNI/C)
- Core Create Analytic Collaboration Env (DDNI/A)
- Develop HUMINT Standards (DDNI/C)
- Strengthen Foreign Relationships (DDNI/PPR)
- Expand Hard Target Strategies (DDNI/C)
- Develop Collection Mgt Tools (ADNI/CIO)
- Strengthen Analytic Tradecraft (DDNI/A)
- Improve, Expand NIPF Use (DDNI/A)
- Strengthen S&T Analysis Capability (DDNI/A)

### Build Acquisition Excellence & Technology Leadership

- Core Acquisition Improvement Plan (DDNI/AQ)
- Build IC Technical Transition Plan (DNI/AQ)
- Stand up IARPA (DDNI/AQ)
- Establish ADDNI/AE&I (DDNI/AQ)

### Modernize Business Practices

- Core Modernize Clearance Process (DDNI/PPR)
- Core Align Strategic Enterprise Mgt Sys (DDNI/PPR)
- Improve Client Relationships (DDNI/PPR)
- Protect Privacy/Civil Liberties (CLPO)
- Identify Common Core HRIS (CHCO)

### Clarify & Align DNI's Authorities

- Core Clarify IC Authorities (EO 12333) (DDNI/PPR)
- Define DDI Roles (DDI)
- Update DoD Charters (DDNI/PPR)
- Develop Doctrine Capstone/Lexicon (DNI/PPR)
- Foster Legal Collaboration (OGC)
- Harmonize US Person Info Policy (OGC)
- Enhance Policy Process (DDNI/PPR)
- Submit Annual Auth Proposal (OGC)

**Key** — Complete — On Plan — Some Risk — At Risk