Mr. Steven Aftergood
Federation of American Scientists
1725 DeSales Street, NW
6th Floor
Washington, DC 20036

Reference: DF-2007-00024

JUN 4 2010

Dear Mr. Aftergood:

This is our final response to your 7 February 2007 letter addressed to the Office of the Director of National Intelligence (ODNI), in which you requested, under the Freedom of Information Act (FOIA), **"a copy of all unclassified portions of the ODNI Congressional Budget Justification Book (CBJB) for Fiscal Year 2008."**
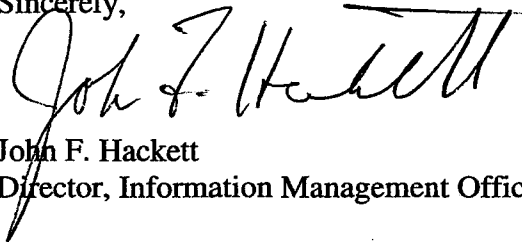
Your request was processed in accordance with the FOIA, 5 U.S.C. § 552, as amended. ODNI located the document you requested. Upon review, it was determined that the document may be released with redactions pursuant to FOIA Exemption 1, 5 U.S.C. § 552 (b)(1), which protects information that is currently and properly classified in accordance with Executive Order 12958, as amended.

Should you wish to appeal the partial denial of your request, please do so in writing to:

Office of the Director of National Intelligence
Information Management Office
Washington, DC 20511

Appeals must be received within 45 days of the date of this letter. If you have any questions, please call the Requester Service Center at (703)-275-3642.

Sincerely,

John F. Hackett
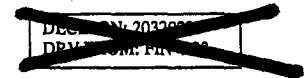Director, Information Management Office

National Intelligence Program

FY 2008 - FY 2009
Congressional Budget Justification

Volume XII

Community Management Account

February 2007

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(U) CONTENTS

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(U) PROGRAM MANAGER'S STATEMENT
LEADING INTEGRATION AND INNOVATION IN THE INTELLIGENCE COMMUNITY

(S) Under the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), the Director of National Intelligence (DNI) is charged with three main functions: head of the Intelligence Community (IC), principal intelligence adviser to the President, and director of the National Intelligence Program. As the President articulated when he signed the IRTPA, meeting the demands of these functions will require us to integrate the Intelligence Community into an enterprise that is more unified, coordinated and effective. The Community Management Account (CMA) is the primary account within the National Intelligence Program (NIP) that supports the DNI's activities to oversee and lead integration of these efforts. █████████████████████████ ████████████████

(U) The Office of the DNI has made substantial progress to strengthen and establish management mechanisms to enable integration and spark innovation. We are using a strategic management framework, anchored in an ambitious *National Intelligence Strategy* (NIS), to guide our efforts. The NIS contains 15 objectives, each of which has an associated implementation plan overseen by a senior officer in the DNI's office. Each objective is supported by detailed action matrices and evaluated by senior leaders in quarterly National Intelligence Strategy Performance Reviews. Pursuant to the strategy, we have taken important steps to provide an intelligence capability to better protect the homeland with outreach to state, local, tribal, and industry partners, while protecting privacy and civil liberties. We have become more focused on the missions central to senior decisionmakers, including the war in Iraq and the broader war on terrorism. We are integrating the analytic community to better tap expertise where it resides and have revised and improved how analysis is developed, shared, and verified. We are using an Integrated Collection Architecture (ICA) to guide investments to meet national and military intelligence needs. And we are leveraging science and technology to bring speed, surprise and synergy to bear against our enemies. Furthermore, we have established new human capital policies to promote "jointness" among IC officers.
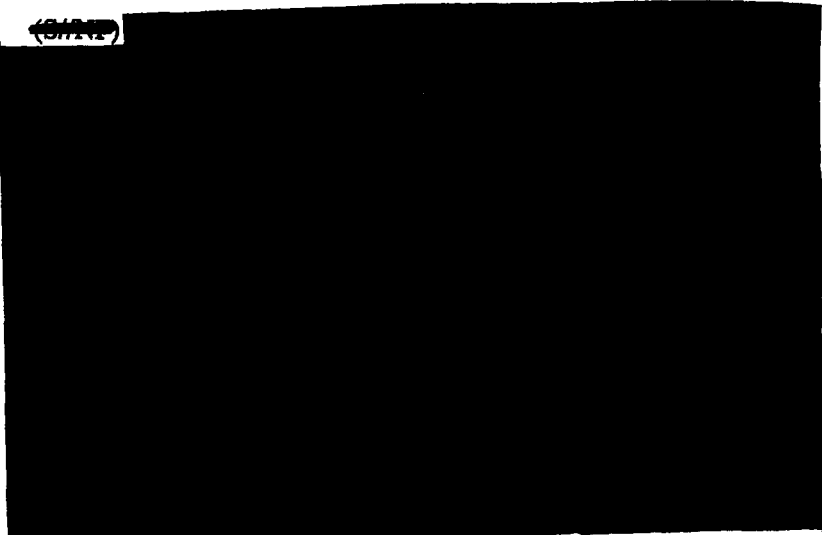
(S) Intelligence support to senior decision makers has improved. We have fostered mission management centers such as the National Counterterrorism Center and the National Counterproliferation Center. We have transformed the President's Daily Brief from a single agency product into one that taps the analytic expertise from across the Community. The Program Manager, Information Sharing Environment, is establishing guidelines to share, store, and exploit terrorism-related data and intelligence. Together with the Chief Privacy Office of the Justice Department, the DNI's Civil Liberties Protection Officer is leading an effort to implement the President's privacy guidelines for the Information Sharing Environment. A single Information Technology Enterprise Architecture is enabling commonalities in interfaces and technical protocols. These and many other efforts are transforming the Intelligence Community so it can be even more responsive to decisionmakers' needs and adaptive to the dynamic set of threats and challenges we face as a unified enterprise.

(TS) The FY 2008 CMA request for ███████████ and █████████ will enable the DNI to build on progress over the last two years; continue the emphasis on integration and collaboration across the IC; and improve information sharing with officials at all levels of government, and across organizational boundaries at the federal, state, local, and tribal level. Also, resources will be used to carry out Human Capital reforms and security policies that are necessary to attract a workforce with the skills to focus on collection, analysis, and technology to keep pace with global threats. Investments in research and technology, and language and training initiatives will further integration and collaboration efforts.

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(U) BUDGET OVERVIEW

(S//NF) Resources in the FY 2008 request sustain activities including the Program Manager for the Information Sharing Environment; Mission Managers for Iran, North Korea, and Cuba–Venezuela; National Counterterrorism Center; National Counterproliferation Center; Community Counterintelligence; Requirements, Analysis, Collection, and Community Management.
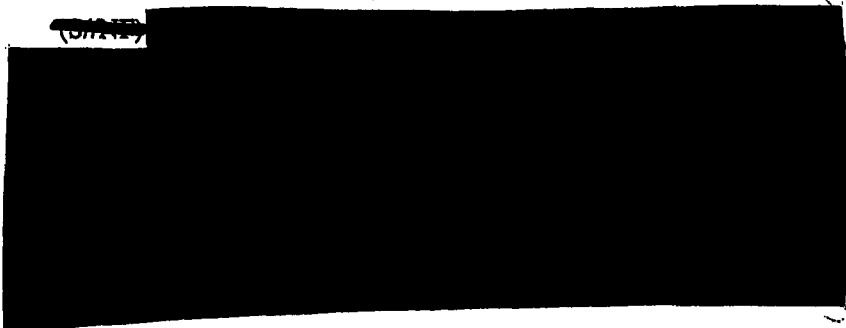
(U) Significant Budget Changes

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(U) MISSION MANAGEMENT/TASKING

(b)(1)

(U) Description

(U) The Mission Management/Tasking Expenditure Center (EC) includes the resources necessary to inform, empower, and help shape the national and international efforts in the areas of CT, CP, CI, and regional interests of strategic importance (North Korea, Iran, and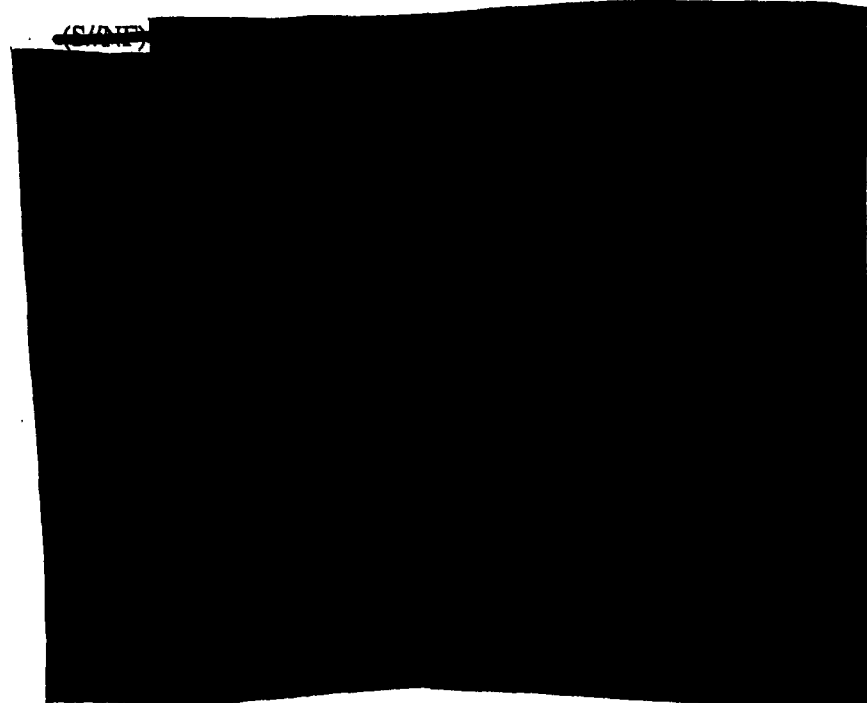 Cuba-Venezuela). The activities in this EC directly support the DNI, the NSC, the President, and the Legislative Branch. In addition, this EC provides the resources to develop, integrate, and operate an enterprise solution to manage collection requirements across the IC through the Integrated Collection and Analysis Requirements System (ICARS), formerly known as the IC Multi-Intelligence Acquisition Program (IC-MAP). The new name reflects a transition to operational status and change in focus from a multi-intelligence acquisition program to a systems management activity.

(U) The Mission Managers, including the ODNI's national intelligence centers—National Counterterrorism Center (NCTC) — National Counterproliferation Center (NCPC) — National Counterintelligence Executive (NCIX), and the country specific Mission Managers are the primary focal points to lead the IC's integrated and synchronized efforts in high-risk areas and to provide leadership across the entire US Government on these critical issues. The Mission Managers are directly responsible to the DNI for the oversight and leadership of their respective domains and disciplines.

(U) One of the central recommendations of *The Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction* was the need for the former DCI to centralize and improve oversight on issues of strategic importance or that cut across the entire IC. In response to this recommendation and in support of Congressional intent in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004, the DNI established the mission manager concept in November 2005. Similarly, the DNI continues to support the role of the NCIX as defined in the National Counterintelligence Enhancement Act of 2002 and its associated mandates to improve the identification of intelligence operations directed against the US, our allies, and our interests.

(U) The Mission Managers are responsible for developing the integrated collection, analytic, and resource management plans to support the DNI's strategic objectives in the *National Intelligence Strategy (NIS)*. The NIS and the associated ODNI supporting plans are compliant with the requirements contained in the National Implementation Plan for Counterterrorism.

(U) Budget Request – Key Changes

(b)(1)

The National Counterintelligence Institute

Enhances the Counterintelligence (CI) Community and the Larger Intelligence Community by Generating:

A National Focus for the CI Profession

Professional Development Requirements

Joint Strategic Workforce Development

Academic, Training & Research Collaboration

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Figure 2.

(U) THE NATIONAL COUNTERINTELLIGENCE INSTITUTE

(U) Pursuant to the Counterintelligence Enhancement Act of 2002 (50 USC 401), the Office of the National Counterintelligence Executive (ONCIX) produced and President Bush approved on March 1, 2005, The National Counterintelligence Strategy of the United States. This first annual strategy unified a Counterintelligence (CI) Community of "differing responsibilities, jurisdictions, and capabilities" with the ONCIX, a direct report to the Office of the Director of National Intelligence (ODNI), as the single, strategic leadership voice within the US Government for CI. The ONCIX recognized that, for the strategy to be effective, a "national system" was needed to "integrate, direct, and enhance US CI in support of national security decision making." Simply put, members of the CI Community would unite in a common effort.

(U) A key element of the strategy called for the ONCIX to develop polices and set standards for the training and professional development of CI professionals. In response, the ONCIX established the National Counterintelligence Institute (NCI) as an integral component of the National Intelligence University (NIU) system to centrally orchestrate and manage the processes necessary to develop an effective professional CI cadre and establish CI as a recognized and valued national security discipline.

(U) The National Counterintelligence Institute searches out the critical needs in CI community training, education and matches them with existing professional development capabilities. The NCI develops and establishes training and professional development standards; manages annual peer evaluations of training programs for effectiveness and compliance with community standards; documents Community requirements and develops programmatic solutions; supports research initiatives; and, develops a CI knowledge base.

(U) By leveraging the development of existing CI training infrastructure to support long-term development of the individual, the NCI is in a position to match resources with requirements in areas where they are needed most. By improving existing training and professional development within the community, the NCI is creating a more effective and interoperable CI cadre capable of meeting current and future national security challenges.

(U) Having with conducted the initial research, the NCI, in conjunction with individual agencies, is developing an integrated career path for the CI workforce. The desired result is to promote CI assignments as "career enhancing" and encourage individuals to view them as mainstream assignments in their respective organizations. This structured professional development and stability will contribute to the creation of a relatively experienced CI cadre that is effective at responding and adapting to change today and more importantly is prepared for tomorrow's security environment. As an additional benefit this development will foster more experienced CI leadership. Many senior CI positions will be filled with individuals who have had significant CI experience and training.

(U) In sum, the NCI is closing the gap — with strategic implications for national security — between CI performance requirements generated by the contemporary national security environment and our current ability to train and develop a professional CI cadre that is capable of effectively meeting these requirements.

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(U) MISSION MANAGEMENT/TASKING
(U) COMMUNITY COUNTERINTELLIGENCE
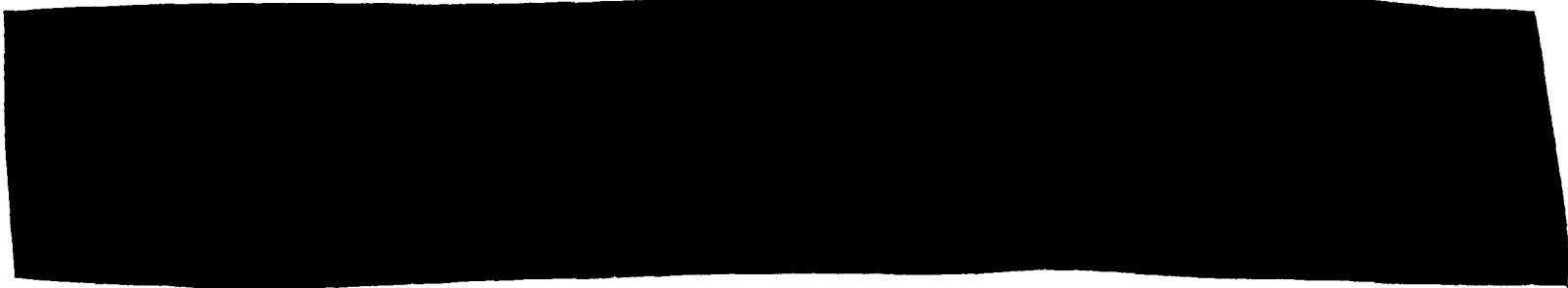
(U) Description

(U) The Community Counterintelligence (CI) Project includes resources for leading strategic national CI activities. Community CI is responsible for orchestrating and integrating the IC programs, and directing US CI activities for the DNI.

(NTIPA) will be used to identify and prioritize the threats that our security and counterintelligence programs must neutralize to protec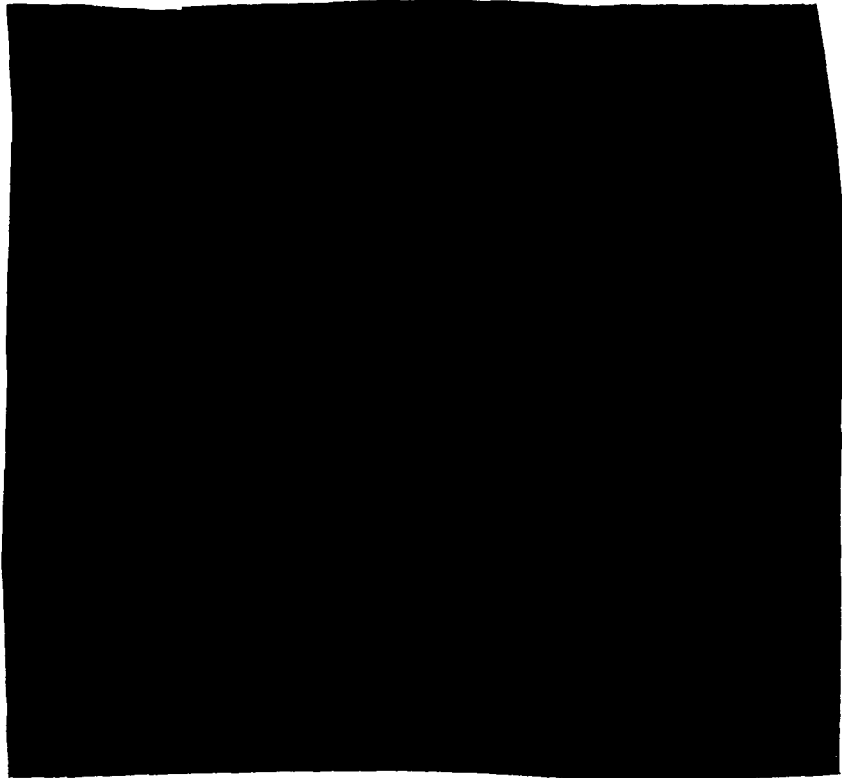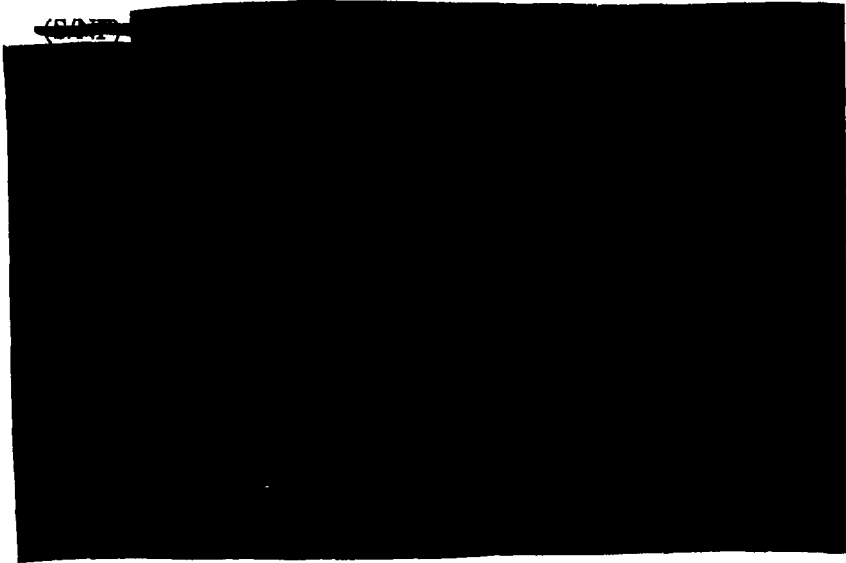t our nation's vital interests and influence the development of integrated CI collection strategies. The *National Counterintelligence Strategy* will specify measures to counter adversary intelligence activities, inform decision makers of the threats, protect the integrity of our intelligence system, and safeguard our nation's secrets, critical assets and vital technologies.

(U) Security and CI are activities that cross every element of the IC. To counter threats to the US and ensure the integrity of the intelligence system, security and CI policy and practices must be synchronized and then incorporated in a flexible and agile manner throughout the intelligence cycle and related activities.

(U) Performance Information

(U) The ONCIX's performance goals are aligned to NIS Mission Objectives (MO) 1 and 4, and Enterprise Objectives (EO) 3, 6, and 7. The National Threat Identification and Prioritization Assessment

(U) MISSION MANAGEMENT/TASKING
(U) INTEGRATED COLLECTION AND ANALYSIS REQUIREMENTS SYSTEM

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(U) Description

(U) The Integrated Collection and Analysis Requirements System (ICARS) addresses the increasing and diverse demands for a nation-wide, multi-source, integrated collections and analysis requirements management capability. The program, formerly known as the Intelligence Community Multi-Intelligence Acquisition Program (IC-MAP), was modified substantially to focus on quicker deliveries (multiple times each year instead of once every 2-3 years), customer priorities and improvements, analyst and collection manager needs to access all standing national collection requirements in one place, and the transition from an acquisition program to a sustainment effort.

(U) ICARS helps to breakdown the stove-piped culture of individual INT-based agencies by enabling information sharing and providing situational awareness. The system delivered in FY 2006 enables users to see the requirements across all national collection resources, add to standing requirements, create new requirements, link requirements to the National Intelligence Priority Framework (NIPF), and receive feedback from collection managers on requirements satisfaction. The system also allows managers to see what is being requested, against the NIPF priorities, for countries, functions, disciplines and assets.

(U//FOUO) ICARS resources are used to:

- Serve as the basis for IC operations and enhancement of a single intelligence collection requirements management business process that integrates thirteen current processes for requesting intelligence collection.

- Provide analysts, collection managers, and decisionmakers across the Intelligence, Defense, and Homeland Security Communities with a secure, web-based, single-point of entry system for managing collection requirements.

- Enable collaboration among intelligence analysts, consumers and collection organizations to develop and synchronize collection plans with greater insight into the potential range and interrelationships of intelligence sources.

- Provide users access to Community product libraries and subscription services to minimize redundant requirements.

- Provide users visibility into the status of their requirements and provide customer feedback to the collectors.

- Aid decisionmakers as they respond to an ever-changing environment through universal sharing of collection requirements information and the ability to dynamically realign collection priorities.

• Enable Intelligence Community Mission Managers to view the complete set of national requirements levied on all collectors and know what is not being tasked or collected.

(U) Milestones/Schedules

• ICARS release 4; begin development of integrated analyst production requirements system. Initiate ICARS development for Secret Internet Protocol Network (SIPRNET) (2QFY08).

• Data design agreements (Interface Control Documents and. Data Schemas) between all mission partners; ICARS operations at FBI; begin transformation to full services (4QFY08).

(U) Performance Information

(U//FOUO) ICARS directly supports Enterprise Objective (EO) 3 to rebalance, integrate, and optimize collection capabilities to meet current and future customer and analytic priorities, and also enables EO 5 to

ensure IC members and customers can access the intelligence they need when they need it. In FY 2007, ICARS became operational, built its customer base, reassessed capability vs. needs, modified the system to meet customer-driven needs, and established new policies, practices and techniques to improve interoperability, information sharing and collaboration. This increased the IC's capability to rapidly focus resources to corporately address emergent crises and threats.
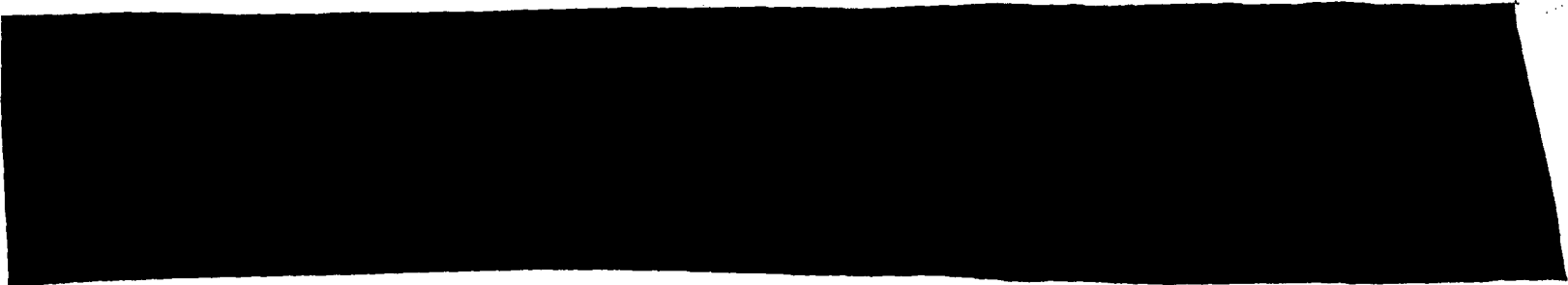
(U) In FY 2007:

• Provide National intelligence collection management capability to DHS. (EO 3, EO 5)

(U) In FY 2008:

• Provide National intelligence collection management capability to FBI/National Security Branch. (EO 3, EO 5)

(U) MISSION MANAGEMENT/TASKING
(U) MISSION MANAGERS

b)

(U) Description

(U//FOUO) The DNI established Mission Managers in response to the WMD Commission's recommendation and in the Intelligence Reform and Terrorism Prevention Act of 2004 to strengthen the connection between collection and analysis for key hard target issue areas and for enduring intelligence challenges. The Mission Managers project includes resources for the Iran Mission Manager (IMM), the North Korea Mission Manager (NKMM), and the Cuba-Venezuela Mission Manager (CVMM). The IMM, NKMM and CVMM lead the IC at the strategic level to integrate collection and analysis on Iran, North Korea and Cuba-Venezuela across the Community, identify and fill gaps in intelligence, and plan and ensure the implementation of strategies. The Mission Managers serve as the DNI's representatives for related intelligence issues and advise on the sufficiency and allocation of resources to accomplish the IC's Iran, North Korea and Cuba-Venezuela missions.

(U//FOUO) The IMM, NKMM and CVMM's purview extends to all Community Iran, North Korea and Cuba-Venezuela related work, including existing state WMD programs and the threat posed from WMD material or expertise that could become available to terrorists.

They ensure that all IC components that contribute to Iran, North Korea and Cuba-Venezuela related issues effectively support national policy initiatives, strategies, and activities including:

- National Security Presidential Directive (NSPD)-26, "Intelligence Priorities".

- North Korea: National Collection Plan.

- Iran: National Collection Plan.

- NSPD-17, "National Strategy to Combat WMD".

- NSPD-33/Homeland Security Presidential Directive (HSPD)-10, "National Policy for Biodefense".

- Venezuela: National Collection Plan.

- Second Report to the President on the Commission for Assistance to a Free Cuba.

(U//FOUO) Key roles of the IMM, NKMM and CVMM include:

Analysis

- Establish strategic priorities for major analytic topics and baseline customer needs.

- Identify strategic-level information gaps and needs for analysis based on customer interface and requirements, and recommend remedies.

- Ensure adequate alternative analysis and competing analysis on high-stakes issues.

- Direct National Intelligence Officer to conduct community estimates on specific topics.

- Ensure that substantive expertise from outside the IC is tapped routinely.

- Identify with National Counterproliferation Center (NCPC) options and opportunities to support US Government (USG) efforts to deter Iran and North Korea's use of any WMD capabilities they possess.

- Identify with NCTC options and opportunities to support USG efforts to deter Iran's support to terrorism.

- Baseline alternative analysis and integration of outside expertise into analysis.

- Develop an integrated analytic production strategy to establish a community consolidated analytic plan.

Collection

- Develop a sophisticated understanding of the state of collection activities.

- Establish major IMM, NKMM and CVMM related strategic collection priorities based upon information provided by the analytic community.

- Ensure key intelligence gaps are addressed with aggressive collection strategies, including interdisciplinary collection—or new collection methodologies—where gaps are most persistent.

- Monitor the IC's progress in closing key Iran, North Korea and Cuba-Venezuela related intelligence gaps.

- Strengthen Community Iran, North Korea and Cuba-Venezuela collection by documenting and educating Community partners on collection strategies, platforms, technologies, and tradecraft that have been most successful.

- Develop strategies and technologies with NCPC to close collection and other gaps on Iran and North Korea's nuclear, missile, and chemical and biological weapons (CBW) intentions, plans, and capabilities to better identify options and strategies to support USG rollback or eliminate Iran and North Korea's efforts.

- Develop strategies and technologies with NCTC to close collection and other gaps on Iran's support to terrorist activities to better identify options and strategies to support USG rollback or eliminate Iran's efforts.

Resources

- Determine whether components of the IC have adequate resources to perform their missions and recommend remedies.

- Determine whether resource allocations for each strategic topic (i.e. Iran, North Korea, Cuba, and Venezuela leadership plans and intentions, Iran and North Korea nuclear and missile) match the priority of that topic, and advise the DNI accordingly.

- Work with the Office of the Program Manager for Information Sharing Environment (PM-ISE) to ensure that collection and analytic units, as well as policy customers, have access to the information and intelligence they need.

- Work with the ADNI Science and Technology (ADNI/S&T) to enhance technical capabilities and expertise for collecting and analyzing against Iran, North Korea, and Cuba-Venezuela targets.

- Work with the ADNI Chief Information Officer (ADNI/CIO) to ensure that the Iran, North Korea and Cuba-Venezuela related IC elements have an effective and secure common IT infrastructure in which to collaborate.

(U) Performance Information

(U//FOUO) The IMM, NKMM and CVMM ensure that progress against strategic goals is tangible, measurable, and clearly articulated to policy customers and oversight committees. This project implements performance goals primarily aligned to Mission Objectives (MO) 4 and 2 of the *National Intelligence Strategy* (NIS): MO 4 is to develop innovative ways to penetrate and analyze the most difficult targets and MO 2 is to prevent and counter the spread of weapons of mass destruction. This project aligns IMM, NKMM and CVMM goals to Enterprise Objectives (EO) 1-6, and EO 9-10. The IMM, NKMM and CVMM will lead the community at a strategic level on these key hard targets directly supporting the ODNI to achieve its goals of making the best use of all-source intelligence, including open sources; developing new methodologies, including specialized training and career development for analyzing the capabilities and intention of these hard targets; improving human intelligence and technical capabilities; and assessing intelligence capabilities and actions of our adversaries to help penetrate these hard targets and understand their leadership cadres.

(U) Key Performance Goals

(U) In FY 2007:

* Identify and leverage Community "Centers of Excellence" to provide relevant, actionable and predictive intelligence on Iran, North Korea and Cuba-Venezuela. (MO 4, EO 2, and EO 3)

* Establish Community programs, procedures and processes that support a common approach to Iran, North Korea and Cuba-Venezuela priorities; harness innovation and technology to enhance intelligence products and services; and enable recruitment and retention of a diverse and expert cadre of Iran and North Korea intelligence professionals. (MO 4, EO 2, EO 3, and EO 4)

* Establish a common understanding of the Community baseline of resources that can be leveraged or more effectively used to support Iran, North Korea and Cuba-Venezuela missions. (MO 4, EO 3, and EO 10)

* Create an Iran, North Korea and Cuba-Venezuela investment strategy aimed at strengthening analysis, collection, and exploitation. (MO 4, EO 3, EO 9, and EO 10)

* Begin coordination of campaign plans against specific Iran, North Korea and Cuba-Venezuela programs, networks, or enablers designed to disrupt or significantly delay WMD proliferation efforts. (MO 2, EO 1, EO 2, and EO 3).

* Advance a Community of Interest for Information Sharing and Collaborative Environment on Iran, North Korea and Cuba-Venezuela. (MO 4, EO 1, EO 2, EO 5, and EO 9)

(U) In FY 2008:

* Develop a multilateral strategy for leveraging and extending intelligence partnerships worldwide in support of the Iran, North Korea and Cuba-Venezuela missions. (MO 4, EO 5, and EO 6)

* Complete review of Community Iran, North Korea and Cuba-Venezuela investments and identify additional areas for investment, including Iran, North Korea and Cuba-Venezuela 2010 goals. (MO 4, EO 9, and EO 10)

* Foster new capabilities for Community Iran, North Korea and Cuba-Venezuela analysts, collectors and exploiters through the Iran, North Korea and Cuba-Venezuela Initiative Fund. (MO 4, EO 2, EO 3, and EO 4)

(U) MISSION MANAGEMENT/TASKING
(U) NATIONAL COUNTERPROLIFERATION CENTER

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(U) Description

(U//FOUO) The National Counterproliferation Center (NCPC) guides and oversees analysis and collection on the development, spread, and use of nuclear, radiological, biological, and chemical weapons and their means of delivery. It serves as the DNI's Mission Manager for related intelligence issues and advisor on the sufficiency and allocation of resources necessary to accomplish the IC's CP mission.

(U//FOUO) The NCPC strives to ensure that progress against strategic counterproliferation goals is tangible, measurable, and clearly articulated to policy customers and oversight committees.

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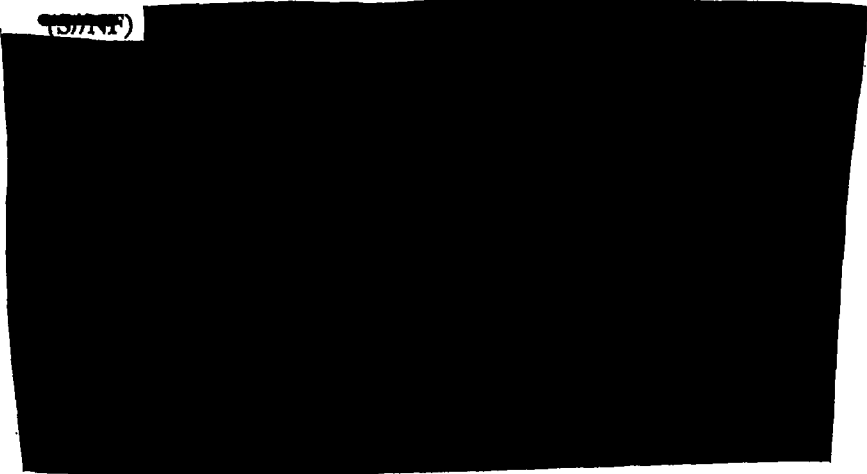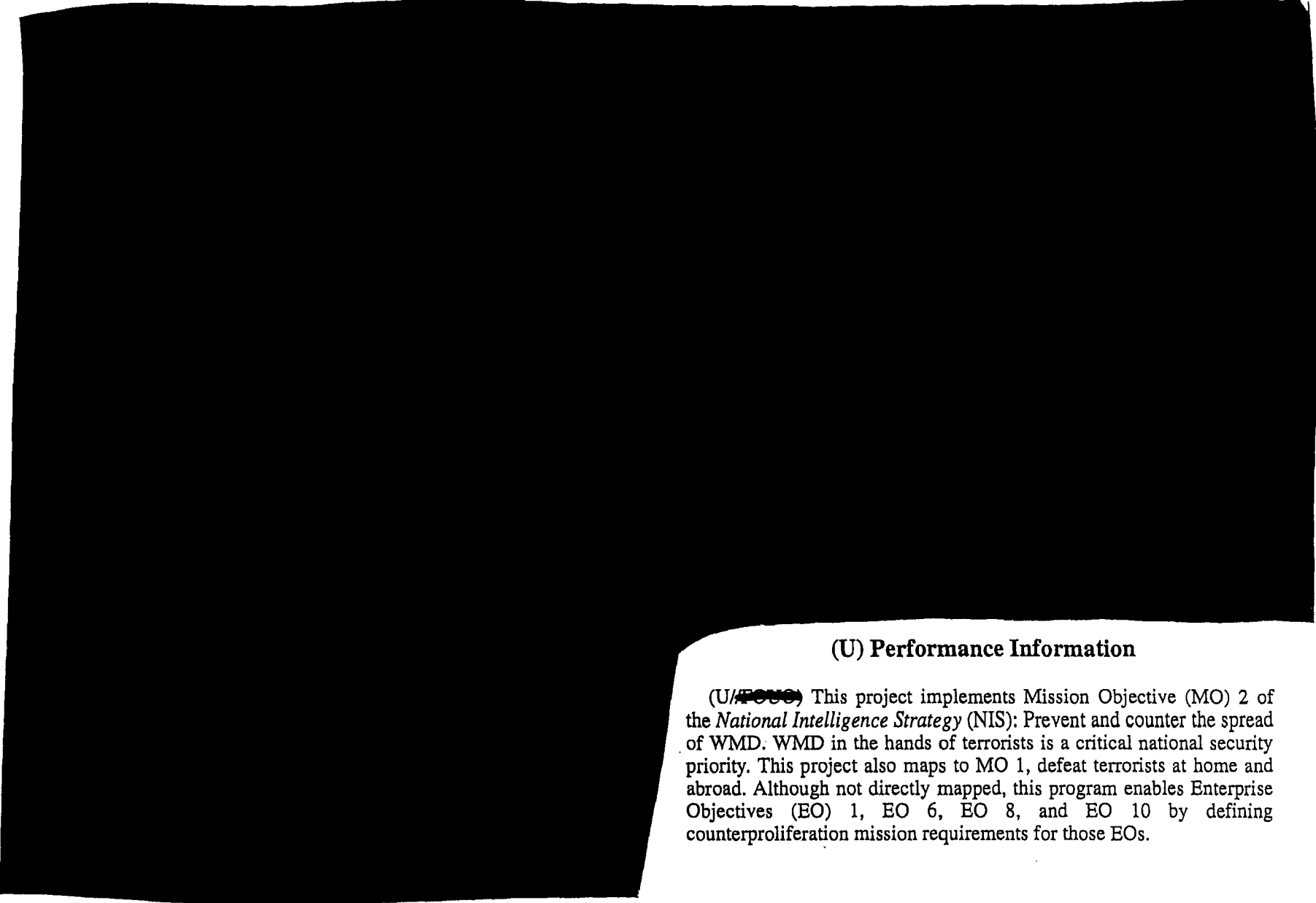
(U) Performance Information

(U//FOUO) This project implements Mission Objective (MO) 2 of the *National Intelligence Strategy* (NIS): Prevent and counter the spread of WMD. WMD in the hands of terrorists is a critical national security priority. This project also maps to MO 1, defeat terrorists at home and abroad. Although not directly mapped, this program enables Enterprise Objectives (EO) 1, EO 6, EO 8, and EO 10 by defining counterproliferation mission requirements for those EOs.

(S//NF) [REDACTED]

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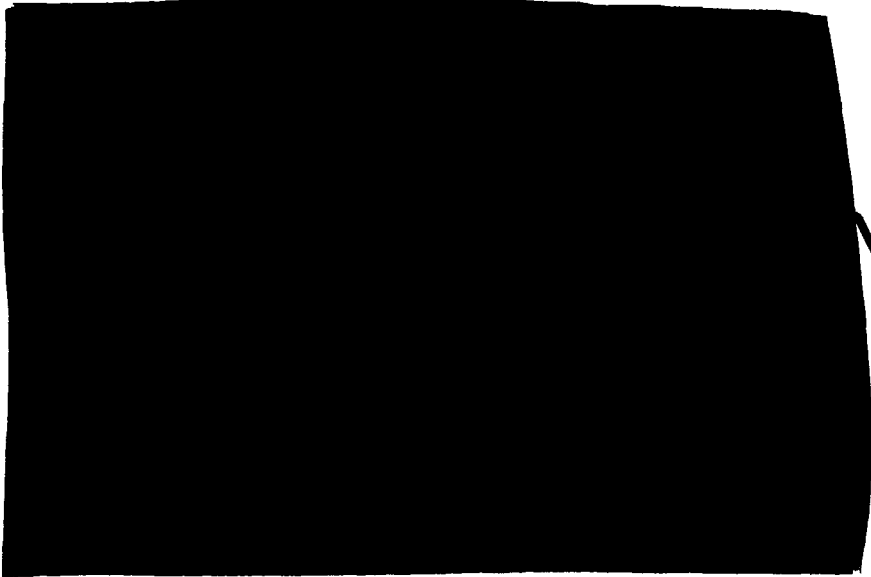
(U//FOUO) This project is concerned with two mission outcomes:

• Information filling USG priority gaps on nuclear, radiological, biological, and chemical weapons developments of concern during each fiscal year.

• Actions taken to help the USG discourage interest in, prevent acquisition of, rollback, deter use of, or mitigate the consequences of the use of WMD capabilities of priority concern.

(S//NF) [REDACTED]

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(U) MISSION MANAGEMENT/TASKING
(U) NATIONAL COUNTERTERRORISM CENTER

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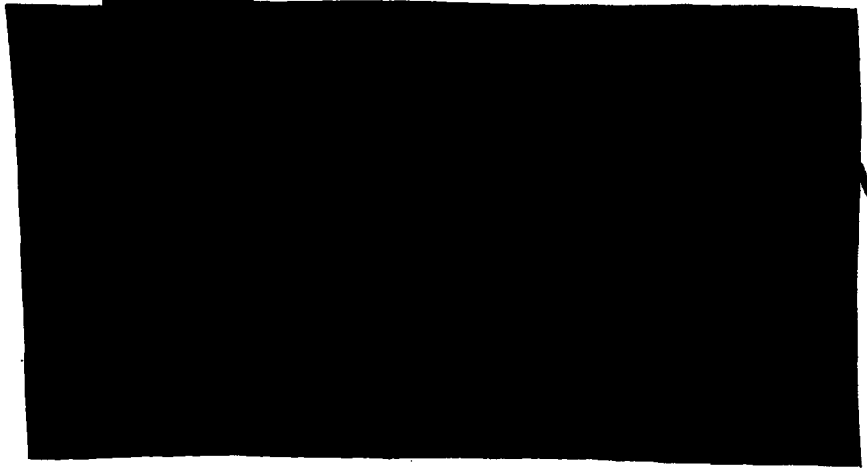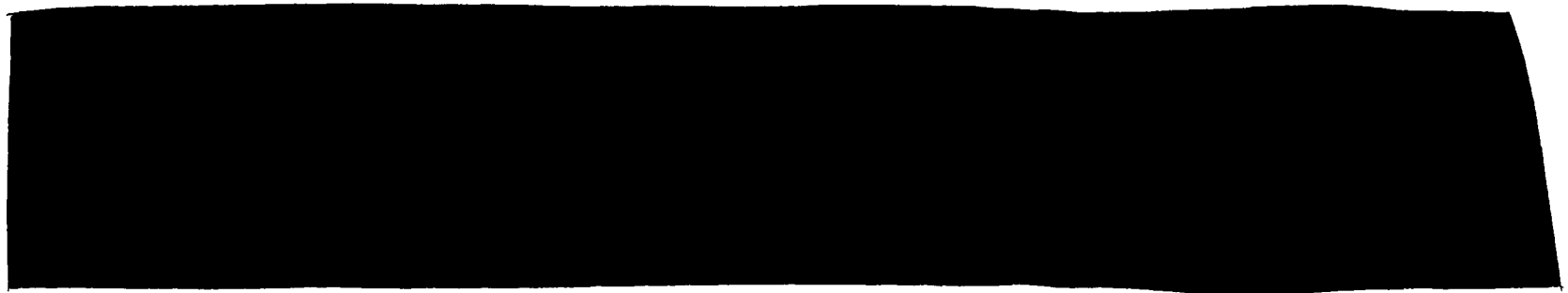## (U) Description

(U//FOUO) The National Counterterrorism Center (NCTC) Project provides the resources necessary to inform, empower, and help shape the national and international CT effort to diminish the ranks, capabilities, and activities of current and future terrorist groups and their sponsors. NCTC is responsible for supporting the President, senior policy officials, and US Government (USG) organizations with homeland security or CT responsibilities.

(U) In accordance with Executive Order 13354, and the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), NCTC serves as the USG's primary organization for analyzing and integrating all available information and intelligence related to terrorism and the terrorist threat to US interests, at home and abroad, and provides that information to the senior leadership of the nation, other elements of the Federal Government, and state and local officials via mission partners. NCTC also conducts strategic operational planning to coordinate, integrate, synchronize, and assess the entire USG effort in the global war against terrorism; serves as the central and shared knowledge base of terrorism information, including terrorist identities information; and establishes the information technology systems and architecture needed to enable access to NCTC's terrorism information by the IC and other organizations supporting the CT mission on a 24/7 basis. NCTC is an interagency organization composed of officers detailed from DoD, DOS, DHS, CIA, and the FBI. In addition, NCTC has functional experts assigned from other federal departments and agencies, such as the DOE, USDA, the US Capitol Police and Health and Human Services, to provide substantive expertise in technical specialties, enhance the overall quality of threat analysis, and improve information sharing.

(U) NCTC is a revolutionary approach for analyzing and integrating all of the USG's foreign and domestic intelligence on terrorists, international terrorist organizations, and threats. As such, NCTC has adopted advanced policies, procedures, and capabilities to rapidly share information, develop fused products, and disseminate information to decisionmakers who can influence courses of action on terrorism issues using risk management principles. NCTC analysts have direct access to their parent organizations' information systems and databases at their desktops. If required, they can access any material on terrorism that is available to the Center, regardless of the source, at their desktops as well. Subsequently, they can use this information, in conjunction with advanced information technology systems, to generate assessments of the terrorist threat to our nation that help the senior leadership of the government make informed decisions based upon risk management principles.

(U//FOUO) In addition, NCTC is leading the USG effort to develop an integrated and comprehensive plan to use all elements of national power to counter the long-term terrorist threat to the nation, the national interests, and American citizens. Under National Security Presidential Directive-46/Homeland Security Presidential Directive-15, NCTC was tasked to lead the development of the National Implementation Plan, as well as associated supporting plans, for the entire USG in FY 2006 and establish the dynamic planning process that is necessary to maintain and enhance the effectiveness of this effort over the long war. More importantly, NCTC continues to lead this planning effort by ensuring the departments and agencies maintain the relevance and effectiveness of their component plans by performing assessments and ensuring cross-agency integration of effort.

(U//FOUO) As the Mission Manager for CT in the IC, NCTC leads the development of the Intelligence Annex to the National Implementation Plan – the CT Intelligence Plan (CTIP). The CTIP establishes how the IC will support this overall strategic plan and ensure the intelligence element of national power is focused upon the most significant tasks.

(U) Performance Information

(U) The NCTC's performance goals are fully aligned to Mission Objective (MO) 1. The CTIP serves as the MO 1 Plan (CT) for the National Intelligence Strategy and unifies the effort between the overall USG effort and the IC activities to defeat terrorism.

(U) NCTC focuses on the goals and objectives that improve its capabilities to serve as the primary analytic center on terrorism topics and lead the USG strategic planning process to counter the terrorist threat to the nation.
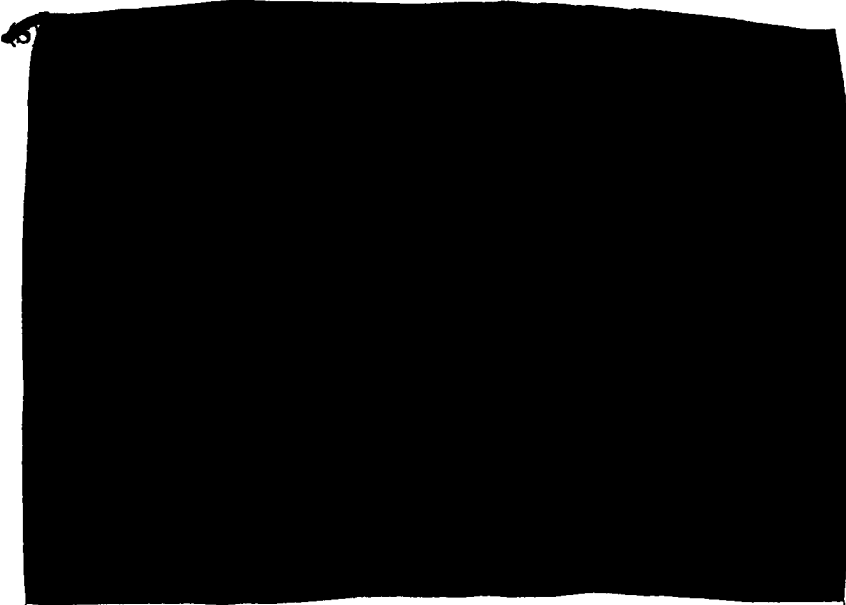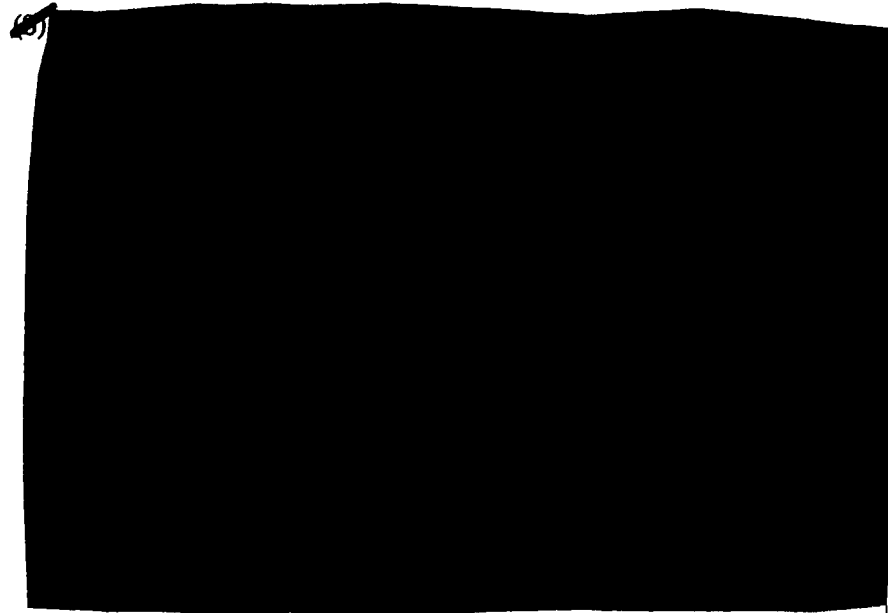
(U) Description

(U) The National Drug Intelligence Center (NDIC) includes resources for domestic strategic counterdrug analysis in support of policymakers and resource planners.

(U) NDIC is one of four federal centers that work together to establish a drug intelligence framework that supports operators in the field and responds to policymakers as they formulate counterdrug policy. Specifically, NDIC:

- Supports the national policy and law enforcement decisionmakers with timely strategic domestic drug intelligence assessments, focusing on the production, trafficking, and consumption trends and patterns of all illicit drugs inside US national borders and territories.

- Assists the IC in guiding and prioritizing its counterdrug effort by providing to the originating law enforcement agency (requestor), with permission of the originating agency (data owner), foreign-related investigative leads discovered in its analysis.

- Produces the annual *National Drug Threat Assessment*, coordinating interagency regional and state drug threat assessments, and participating in other joint counterdrug assessments involving the integration of foreign and domestic drug information.

- Prepares analysis and strategic assessments for the DNI, senior counter-drug policymakers, and resource planners, such as the Attorney General and the Director of the Office of National Drug Control Policy (ONDCP).

- Supports CT investigations and other issues of national security by training federal, state, and local law enforcement agencies using document exploitation methodology (DOCEX).

(U) Resources are requested in FY 2008 to close the NDIC. This Administration decision is based on the existence of duplicative capabilities in drug intelligence facilities throughout the government.

(U) RESERVE FOR CONTINGENCIES

b1

(U) Description

(U) The Intelligence Community Reserve Account (ICRA) includes funds to meet unanticipated IC requirements and unique opportunities that arise within the Community at times when they cannot be addressed through existing budgetary processes. The DNI will use the ICRA to meet the Community's emergency needs, respond to unfolding events, and take advantage of transitory operational opportunities that cannot be met otherwise. The ICRA will complement the DNI's transfer and reprogramming authorities that can be used to address certain unforeseen requirements for any element of the IC

(U) The Office of the DNI will administer the ICRA using procedures similar to those currently established for management of the CIA Reserve for Contingencies. Specifically, the DNI will approve use of the funds, the OMB will approve their release from the ICRA, and the Congress will be notified. ICRA funds will be available for one fiscal year beyond the fiscal year in which funding is appropriated. Any unused funds will expire and be returned to the Treasury.

(U) Budget Request – Key Changes

(S//NF)

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(U) ANALYSIS

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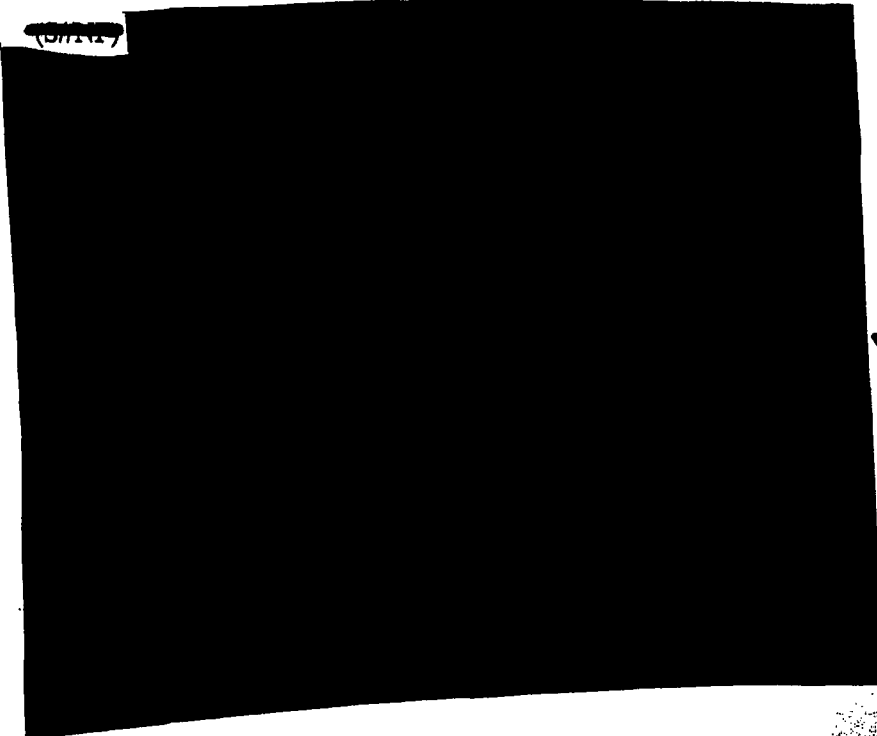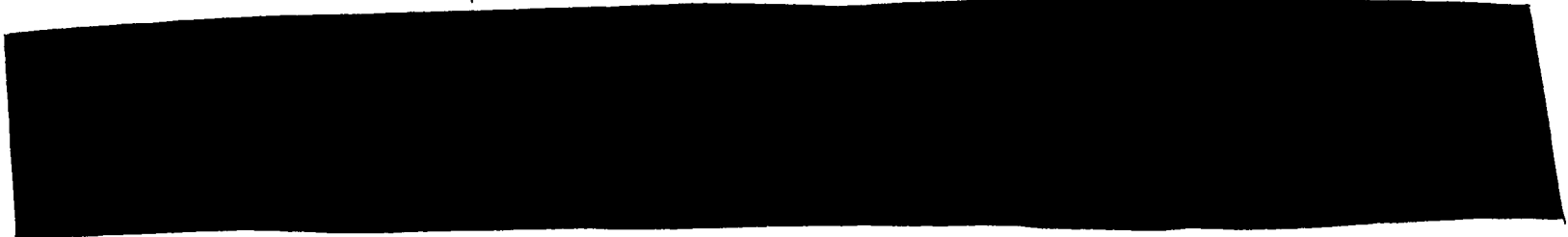
(U) Description

(U) The Analysis EC supports DNI enterprise objectives in intelligence analysis and production management across the IC. This effort is carried out under the Deputy Director of National Intelligence for Analysis (DDNI/A), the ADDNI for the President's Daily Brief (PDB), and the Chairman of the National Intelligence Council (NIC).

(U) The DDNI/A is responsible for:

• Overseeing and coordinating intelligence analysis at the national level, and reaching out to nongovernmental experts in academia and the private sector to broaden the IC's perspective.

• Leading the IC in producing the National Intelligence Estimates (NIEs) and other IC products. NIEs contain the DNI's most authoritative written judgments concerning high-priority national security issues.

• Preparing the DNI, the PDDNI and the Deputy Directors of the DNI for their participation in NSC Principals and Deputies Committee meetings.

• Articulating substantive intelligence priorities and procedures to guide intelligence collection and analysis.

• Managing the creation and presentation of the PDB for the President and his designated senior staff.

(U) Budget Request – Key Changes

(S//NF) [REDACTED]

(U) ANALYST YELLOW PAGES

(U) The "Analyst Yellow Pages" is an offshoot of the DNI's Analytic Resources Catalog (ARC) database, which contains information on the expertise, experience, and skills of all analysts across the Intelligence Community in positions funded by the National Intelligence Program. This database was created to enable the DNI to understand the strengths and shortfalls in our analytic community human capital. It is currently populated with data from 18,000 analysts. However, the value of this data clearly exceeds the original vision. In 2006, a new interface to the data was created to maximize its use. The "Analyst Yellow Pages" portion of the database makes analysts' contact and current assignment information available to all members of the Intelligence Community with access to JWICS. It enables analysts with similar portfolios and complementary expertise to find one another across the community, reach out, and form virtual teams to share information and knowledge and to collaborate. In doing so, it helps us meet one of our highest priorities; building a more integrated community.

The success of this low cost effort has been remarkable. Using data from the ARC, the Yellow Pages database was completed in about one month and it cost less than $70K to create. An analysis of database queries for a period of two weeks in November 2006 showed approximately 16,500 hits. This is indicative of analysts reaching other analysts beyond their own office.
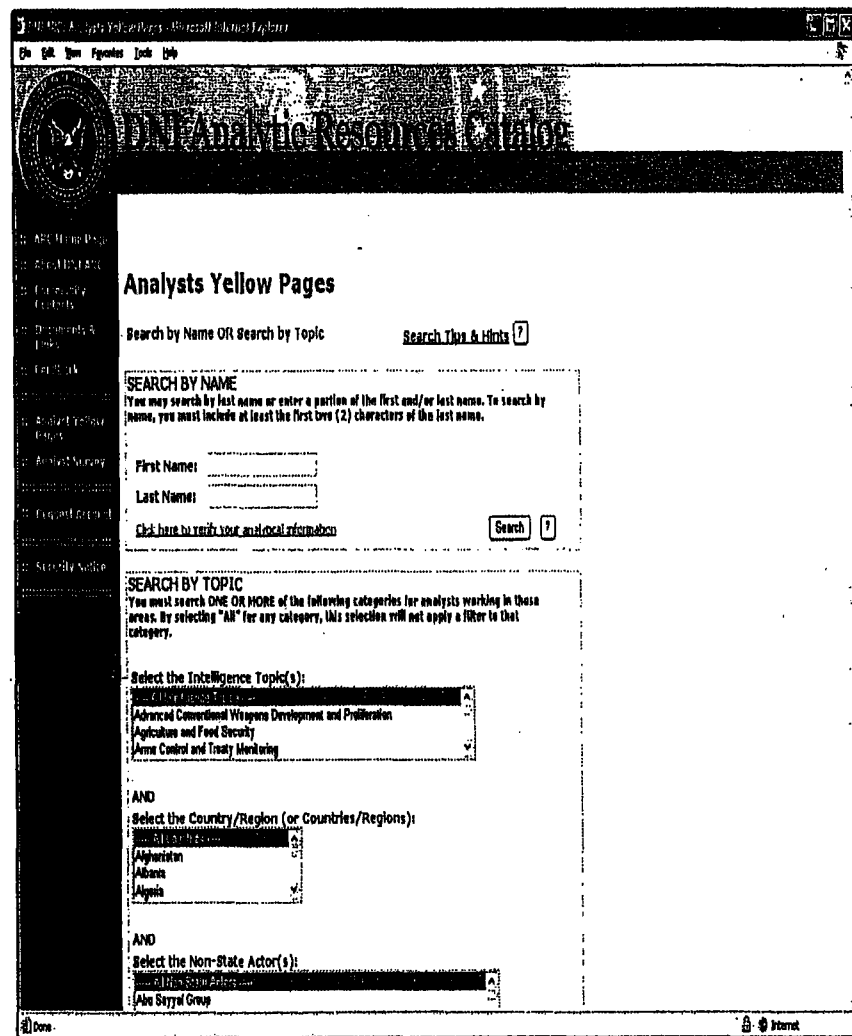

Figure 3.

(U) ANALYSIS
(U) NATIONAL INTELLIGENCE COUNCIL

(U) Description

(U) The National Intelligence Council (NIC) is the IC's center for midterm and long-term strategic thinking. Since its formation in 1979, the NIC has served as a bridge between the intelligence and policy communities, a source of deep substantive expertise on intelligence matters, and as a facilitator of IC collaboration. Today the NIC supports the DNI in his role as head of the IC.

(U) The NIC project includes resources for the National Intelligence Estimates (NIEs), Strategic Estimates Program, Strategic Transnational Threats Analysis, support to the Committee on Foreign Investments in the US (CFIUS), the Foreign Denial and Deception Committee (FDDC), and the NIC Associates Program.

(U) The NIC leads the IC's coordinated strategic analytic production effort. Its premier products—the NIEs—assess future trends on a wide range of global issues: the terrorist threat; proliferation of WMD; the prospects for regional conflicts; hostile foreign military combat capabilities, operations, and intentions; the impact of political, military, and economic developments; economic crises; and humanitarian emergencies, among a variety of other topics. NIEs are distinguished from current intelligence publications in that they provide a broad

perspective and a forecast, not a snapshot, of a current situation. NIEs are considered the most authoritative source of Community-coordinated finished intelligence.

(S//NF)

· (U) The NIC's Strategic Estimates Program, a systematic research and development effort focused on broad, crosscutting issues, examines key features of the changing security environment. An example of this activity includes: *The NIC 2020 Project, Mapping the Global Future—Report of the NIC's 2020 Project Based on Consultations with Non-government Experts Around the World,* which updates and expands on the major global trends developed in *Global Trends 2015* and develops new scenarios to depict the world of 2020. The NIC's Long-Range Analysis Unit (LRAU), established in response to a *Commission on the Intelligence Capabilities of the United States*

Regarding Weapons of Mass Destruction Recommendation, is included in this program. The LRAU's mission is to engage in strategic, long-range research and production on broad issues that transcend traditional regional or functional categories of analysis. The LRAU also hosts participants in the DNI's Exceptional Analyst Program. The Exceptional Analysts are selected from across the IC to conduct a year of in-depth research on specific topics and in collaboration with the LRAU members.

(S//NF)

[REDACTED]

(U) The NIC also coordinates Community support to the CFIUS. The NIC's CFIUS Support Group gathers and coordinates all-source intelligence within the Community and produces National Security Threat Assessments on each transaction before the PC/DC. These reports have been instrumental in the Committee's deliberations and evaluations of the potential impact to National Security resulting from foreign investment in US corporations.

(U) The FDDC advises and assists the DNI on foreign activities designed to thwart US intelligence collection through D&D activities, and it promotes the effective use of IC resources to counter foreign D&D. The DNI has identified FDDC as the interagency lead to: provide authoritative IC assessments of foreign D&D efforts; coordinate program-relevant D&D threat assessments; and provide the IC coordination process for all policy issues affecting counter-D&D efforts. FDDC is one of four DNI technical production committees.

(U) The NIC Associates Program is designed to expand the global coverage of the IC by reaching out to leading experts in the academic, think tank, and business communities on issues where IC knowledge is thin or nonexistent. The Associates perform a variety of valued services—conducting seminars for junior analysts and outgoing ambassadors alike. They draft papers on topics that require additional

expertise; and review estimative products to provide alternative views and perspectives. The Program informs the full range of DDNI/Analysis activities—including support to strategic transnational threat analysis, analytic integrity, and the CFIUS.

(U) Performance Information

(U) The NIC supports Management Objective (MO) 5, ensure the IC members and customers can access the intelligence they need when they need it; and Enterprise Objective (EO) 2, strengthen analytic expertise, methods and practices, tap expertise wherever it resides, and explore alternative analytic views.

(U) In FY 2007:

- Establish and implement the National Warning Board as the primary IC vehicle for warning management and integration. (MO 5, EO 2)

- Establish a project on identifying civilian science and technology (S&T) issues with the greatest potential to advance or degrade US security interests. (EO 2)

- Produce IC publications tracking capabilities of foreign governments to disrupt or support terrorist groups. (MO 5, EO 2)

- Publish in-depth looks at how collection and analysis can be impacted by foreign knowledge of US capabilities. (EO 2)

- Expand the comprehensive analytical effort against D&D hard targets such as North Korea and Iran. (EO 2)

(U) In FY 2008:

- Seek to develop new ties with the private sector in order to improve IC methodologies for risk assessment and to gather corporate viewpoints on emerging global trends, including most importantly S&T issues. (EO 2).

- Increase the number of estimates annually published, broadening the scope of topics to include homeland defense from terrorism and threats from proliferation and the spread of extremist ideology. (EO 2)

- Expand analysis of terrorists' use of D&D in carrying out operations. (EO 2)

(U) ANALYSIS
(U) PRESIDENT'S DAILY BRIEF STAFF

(U) Description

(U//FOUO) The ADDNI/President's Daily Brief (PDB) is responsible for:

- Overseeing and directing the production of the daily intelligence briefing provided to the President and his senior staff.

- Integrating intelligence viewpoints and products from across the IC into the PDB.

- Identifying issues, especially strategic issues that have not been adequately covered in the PDB.

(U) Performance Information

(U) The PDB performance goals are mapped to Mission Objective 5 (MO 5) to ensure the President and his designees can access the PBD whenever they need it, and Enterprise Objective 2 (EO 2) to tap analytic expertise where it resides in order to produce the PDB.

(U) In FY 2007:

- Investigate the potential for a tasking system to request PDB inputs from specific IC members and to coordinate analysis across agencies via an electronic tasking system. (MO 5, EO 2)

(U) In FY 2008:

- Expand IC input to the PDB, utilizing specific expertise resident in each member. (MO 5, EO 2)

(U) ENTERPRISE IT SYSTEMS

b1

(U) Description

(U) This EC includes funding for the Associate Director of National Intelligence and Chief Information Officer (ADNI/CIO), and the Program Manager Information Sharing Environment (PM-ISE).

(U) The CIO has statutory responsibility to:

• Manage NIP activities related to the information technology (IT) infrastructure and Intelligence Community Enterprise Architecture (IC EA) requirements.

• Approve procurement of all IT items related to the enterprise architectures of all IC components.

• Direct and manage all IT-related procurement for the IC.

• Ensure that all expenditures for IT and IT-related research and development activities are consistent with the IC EA and the strategy of the DNI. The CIO will use these resources to execute its statutory authorities, achieve the transformation described by the DNI's *National Intelligence Strategy*, and advise and assist the DNI.

(U) The PM-ISE was established under the Intelligence Reform and Terrorism Prevention Act (IRTPA), section 1016. The act requires the President to establish an Information Sharing Environment for sharing terrorism information, and to designate a program manager. Section 1016 directs that the PM will: be responsible for information sharing

across the Federal government; have and exercise government-wide authority; and perform the following functions in consultation with the Information Sharing Council:

• Plan for, oversee the implementation of, and manage the ISE.

• Assist in the development of policies, procedures, guidelines, rules, and standards for the development and operation of the ISE.

• Assist, monitor, and assess implementation of the ISE by Federal agencies to ensure adequate progress, technological consistency and policy compliance, and report findings to Congress.

(U) Budget Request – Key Changes

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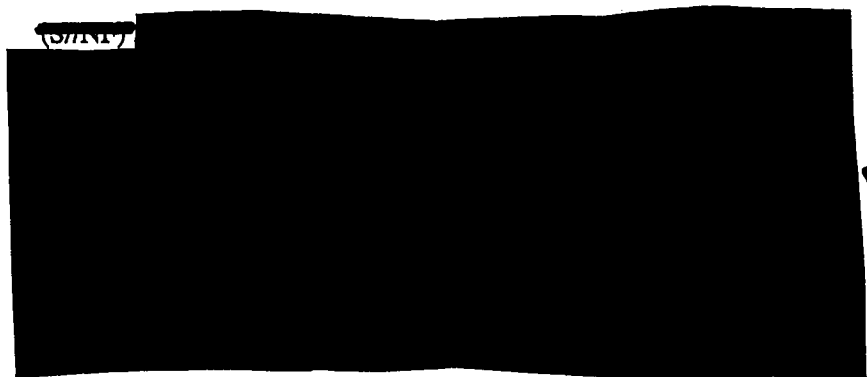
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(U) ENTERPRISE IT SYSTEMS
(U) CHIEF INFORMATION OFFICE

(U) Description

(U) The IC CIO has statutory responsibilities to review and approve IT acquisitions to ensure conformance with the IC Enterprise. Resources support the DNI in a full spectrum of IT activities. The CIO also manages a project with guidance from the DDNI/Collection (DDNI/C) called the Integrated Collection Strategies (ICS).
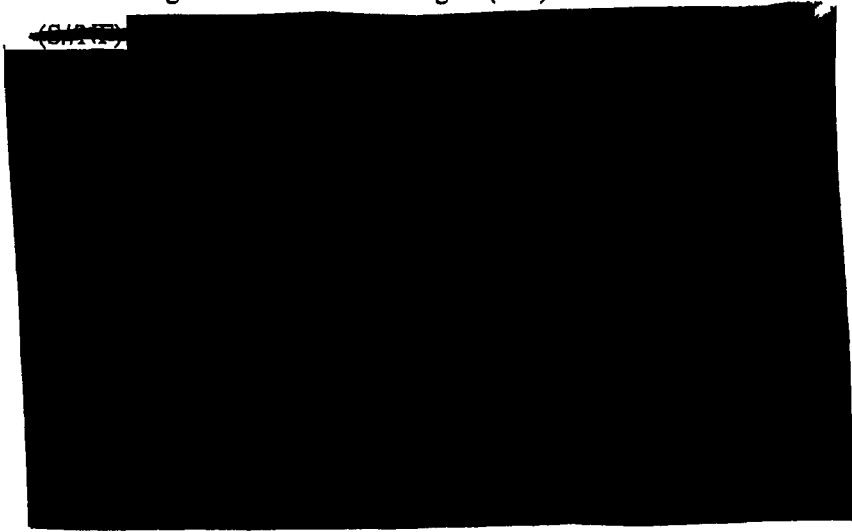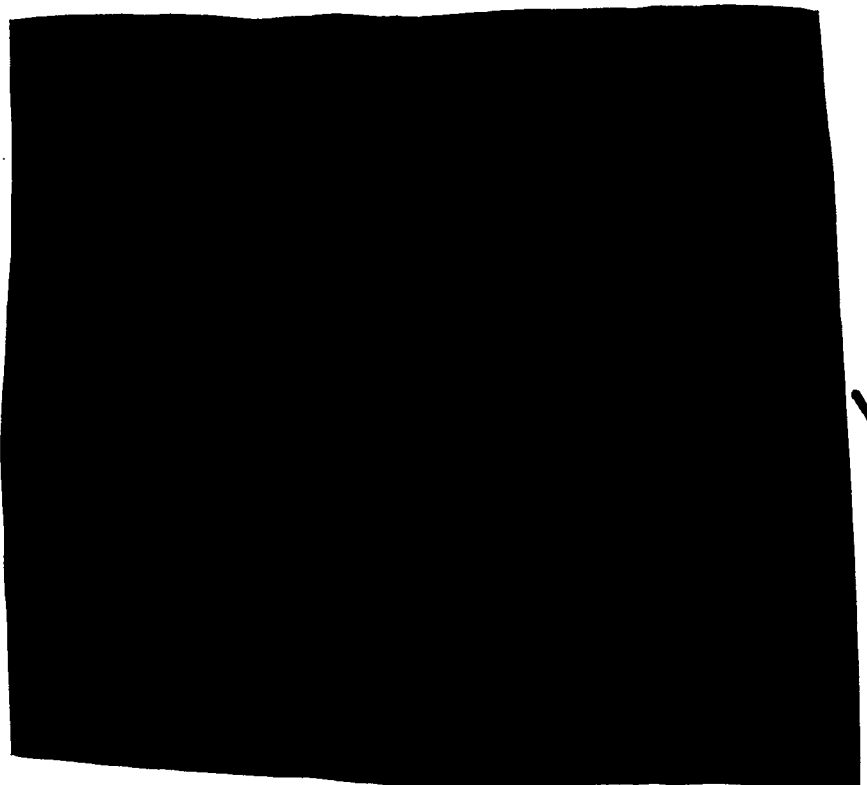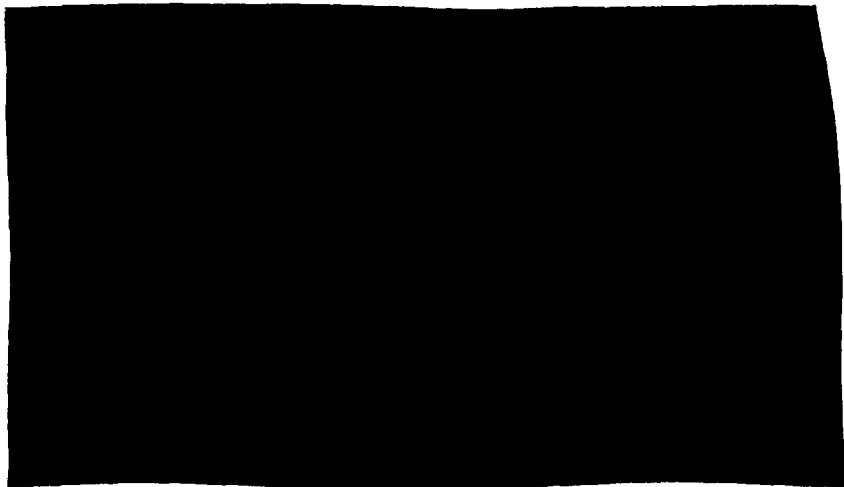
(U) **Performance Information**

(U) This project supports several *National Intelligence Strategy* (NIS) Objectives due to the crosscutting nature of IT programs to enable both Mission (MO) and Enterprise Objectives (EO), but it mainly supports EO 4, EO 5 and EO 10.

(U//FOUO) In FY 2007:

- Increase the number of personnel with access to the system to use the Defense Knowledge On-Line (DKO) system, to gain familiarity with its capabilities and define unique IC requirements. The DNI CIO, in partnership with the DOD, is leveraging the capabilities of DKO to serve as a collaboration and management tool for the IC. It includes web-based e-mail, communities of interest, single sign-on and access to operational as well as personnel, finance and health data. (EO 5)

- Draft a strategic implementation plan, and initiate development of a curriculum for a core information sharing training program. (EO 4)

- Embark on a detailed baseline inventory for all IT expenditures across the IC. This baseline will allow the CIO to determine where IT costs are occurring and evaluate the validity of these costs based on NIS goals and objectives. (EO 10)

(U//FOUO) In FY 2008:

- Consolidate information sharing policies across the Federal Government by leveraging existing policies and by crafting joint documents. Policies will be jointly developed for the Cross Domain Program Office and for Certification and Accreditation transformation. (EO 5)

- Complete curriculum development for a core information sharing training program. (EO 4)

- Increase the number of IC users on DKO by 1,000 users by the end of FY 2008. (EO 5)

- Identify key DNI and IC IT needs and requirements, document program and project plans develop policies and requirements for Nontraditional facilities and IT services, and develop IT requirements and begin execution for integrated Command and Control system and disaster recovery sites. (EO 5)

- Create a robust portfolio management program leveraging the IT baseline inventory. (EO 10)

(U) ENTERPRISE IT SYSTEMS
(U) PROGRAM MANAGER INFORMATION SHARING ENVIRONMENT
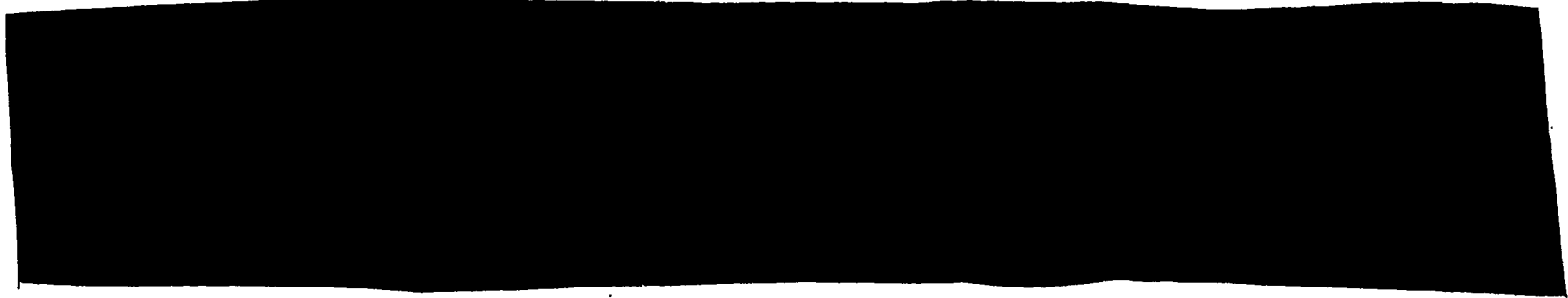
(U) Description

(U) The position of Program Manager for the Information Sharing Environment (PM-ISE) was established under section 1016 of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) in direct response to recommendations of the 9/11 Commission aimed at creating a "trusted information network" to promote the sharing of terrorism information among Federal, State, Local, and Tribal governments and the private sector. The President placed the PM-ISE in the Office of the Director of National intelligence (ODNI) and directed the DNI to exercise authority, direction, and control over the PM-ISE.

(U) The PM-ISE has a dual imperative to improve terrorism information sharing by taking immediate steps to improve Information Sharing Environment (ISE) functionality, and lay the foundation for ISE transformation and implementation. A key aspect of this effort was to assist the President in developing an Implementation Plan (IP) for the ISE that addresses eleven specific requirements in Section 1016(e) of IRTPA.

(U) The ISE IP was approved by the President and submitted to Congress in November 2006. The President has extended the PM-ISE for two years to ensure full implementation of the plan.

(U) Performance Information

(U) The mission of the PM-ISE is to institutionalize a shared environment in which terrorism information becomes the true force multiplier needed to win the war on terrorism. PM-ISE goals contribute directly to and enable the implementation of Mission Objective (MO) 1 and Enterprise Objectives (EO) 1 and 5 of the *National Intelligence Strategy* (NIS). Information sharing is a cross-cutting function and a key aspect of each of these activities—in building an integrated intelligence capability to address threats to the Homeland (EO 1); in providing access to intelligence (EO 5); and in defeating terrorism at home (MO 1). The ISE IP, approved by the President, serves as the basic performance plan for the ISE and aligns with and complements NIS Enterprise and Mission Objectives.

(U) In FY 2007:
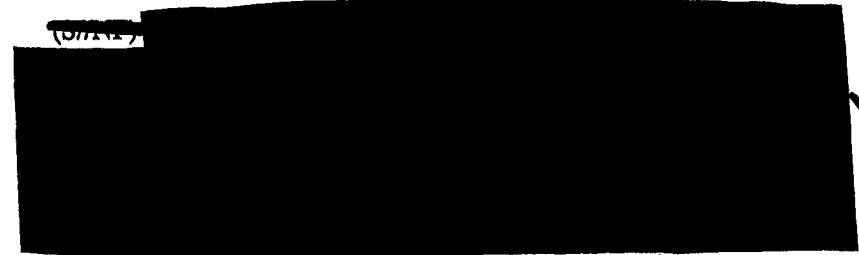
(b)(1)

(U) In FY 2008:

(U) In FY 2008, the PM-ISE will achieve milestones on no less than 14 individual initiatives resulting in new operational capabilities including architectures and standards to implement and enhance the information-sharing environment (ISE) at the federal, and SLT levels of government. Specific milestones include:

- Work with federal departments and agencies to implement the Counterterrorism Information Sharing Standards (CTISS) into fusion centers for eventual migration into SLT government structures. (MO 1, EO 1 and EO 5)

- Coordinate with and assist federal departments and agencies, to ensure that Agency Privacy Act systems of records and notices, and routine uses provide for terrorism information sharing with foreign partners. (MO 1, EO 1, EO 5)

- In collaboration with DHS, promote, coordinate and distribute the ISE Enterprise Architecture framework (ISEEAF) for incorporation by the private sector. (EO 1, EO 5)

- Coordinate with federal departments and agencies to issue internal procedures to expedite disclosure decisions, including clear written procedures on declassification and release of terrorism information to foreign governments. (MO 1, EO 1, EO 5)

- Through the ISE Privacy Guidelines Committee, complete an assessment of the privacy and civil liberties protections of the ISE. (EO 1, EO 5)

(U) RESEARCH AND TECHNOLOGY

(U) Description

(U//FOUO) The Research and Technology Expenditure Center is focused on addressing enduring intelligence gaps against the IC's highest priority targets and closing the holes in the IC's technical capabilities. This EC is focused on:

• Developing and overseeing management initiatives to reduce technological transition time from lab development to customer use (Speed).

• Increasing focus on high-impact, revolutionary (or disruptive) technology development (Surprise).

• Strengthening relationships with and among other USG, industry, academic, and foreign partners and with customers so as to leverage cutting-edge, scientific and technical advances and ensure developed technologies meet user needs (Synergy).

• Expanding initiatives to increase the quality and quantity of IC S&T personnel through novel recruitment, retention, and community-building programs and practices.

(U) This EC includes the following:

• Intelligence Advanced Research Projects Activity (IARPA).

• Rapid Technology Transition Initiative (RTTI).

(U) Budget Request – Key Changes
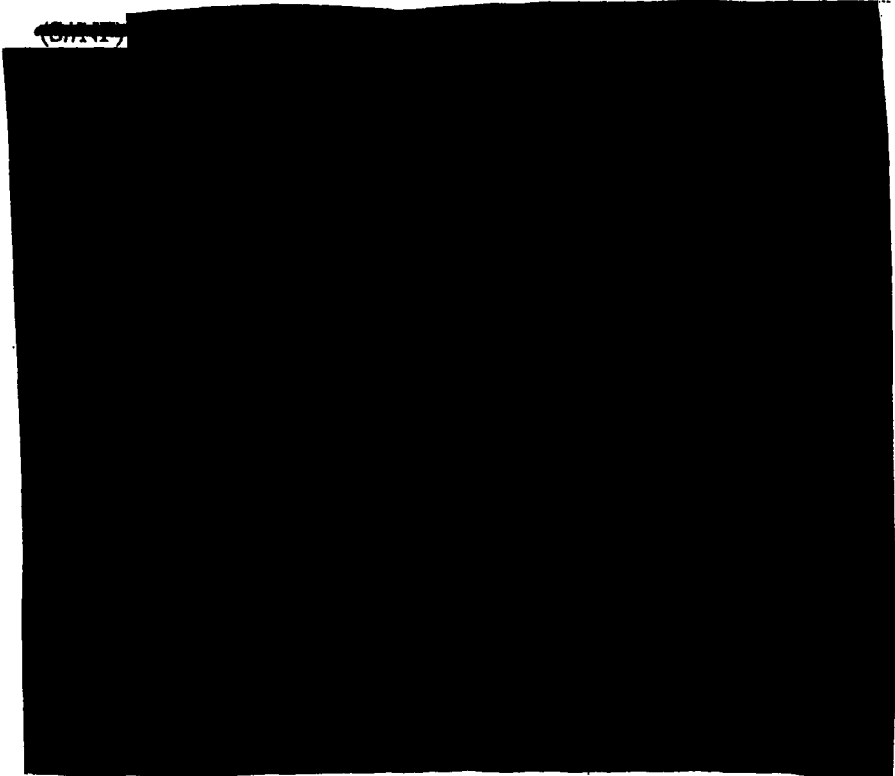
(U) THE INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY

(U) Technology is advancing at a dramatic, ever-accelerating pace as witnessed by the well known "Moore's Law" and a corresponding series of other 'laws' for optical fiber communications capacity, data storage density, and DNA sequencing. Additionally, these breakthroughs are increasingly occurring outside the US and entering the commercial market almost before we are aware of them. Our adversaries, unencumbered by legacy systems or business models, are able to adapt many of these technologies quickly into their operations. Compounding this problem, the IC continues to heavily invest in support to existing systems and infrastructure, to the detriment of innovative science and technology development that could have profound impacts on our business.

(U) The ADNI/S&T has a broad strategy to address the impact of this 'red curve' of technology advancement on the IC, summarized by the motto "Speed, Surprise, and Synergy". The 'Speed' and 'Synergy' portions are encapsulated in a series of other efforts (such as the Rapid Technology Transition Initiative), while the 'Surprise' component will be the focus of the Intelligence Advanced Research Projects Activity, IARPA.

(U) Leveraging some of the key lessons from the great successes of DARPA in the DoD, IARPA will create an innovation focused research organization addressing critical IC issues and gaps, notably in the seams between agencies. The organization will use the DNI's agile personnel and acquisition authorities, including the use of grants, term-limited government employment status for outside experts, "Other Transactional Authority", and Grand Challenges.

(U) The core of the organization will be formed through the merger of two existing community focused R&D activities, the Intelligence Technology Innovation Center (ITIC) originating with the CIA and the Disruptive Technology Office originating with the NSA. IARPA will begin by consolidating the programs, personnel, and resources from both organizations and will unify them under a set of new program offices, an expanded charter, and policies and authorities to enable more efficient and effective technology development. When available in 2008, IARPA will consolidate its physical spaces into LX-2, although small outposts of IARPA personnel will remain embedded with key customer organizations (such as the CIA/NCS) where appropriate to insure mission effectiveness.

(U) While a number of the details concerning organization and operations are still in process (Dec 06), several fundamental attributes have been defined:

(U) 1-Independence: The organization will not be tied to any single agency, nor will it have a day-to-day operational mission focus that detracts from innovation. Further, it will have 'protected status' as a DNI sponsored organization to avoid inevitable agency generated pressures.

(U) 2-Agility: To maximize flexibility, most all of the work will be outsourced (to contactors, national labs, FFRDC's, universities, and other agencies) and IARPA will not own any labs or significant infrastructure. Furthermore, a significant portion of the technical staff will be term limited, to insure the infusion of fresh ideas and avoidance of program entrenchment (one of the keys to DARPA's success).

(U) 3-Balance: IARPA will have a balanced portfolio of programs, including both short and long-term projects as well as moderate to very high risk activities that most agencies would be reluctant to undertake.

(U) RESEARCH AND TECHNOLOGY
(U) INTELLIGENCE ADVANCED RESEARCH PROJECTS ACTIVITY

(b)(1)

(U) Description

(U) The DNI established the Intelligence Advanced Research Projects Activity (IARPA) in 2007 as a new advanced research and development (AR&D) entity within the IC. IARPA's purpose is to focus AR&D resources on the IC's most pressing intelligence problems, which can be resolved through the application of science and technology (S&T), and develop responsive, revolutionary intelligence capabilities that will surprise our adversaries.

(U) Building on the key lessons learned from the successes of the Defense Advanced Research Projects Agency (DARPA), IARPA will create an innovation-focused, research organization addressing critical IC issues and gaps, notably by working where traditional agency research struggles. Specifically it will focus on activities that span agencies; in the seams or "white spaces"; activities disruptive to agency business models; and "blue sky" research that is too far out for individual agencies to take on themselves.

(U) IARPA includes the community-focused R&D activities of the Intelligence Technology Innovation Center (ITIC) transferred from CIA, and the Disruptive Technology Office transferred from NSA. This incorporates resources from both organizations under a set of new program offices, an expanded charter, and a much wider range of authorities--to enable more efficient and effective technology development. It also absorbs the National Technology Alliance (NTA), currently managed by NGA.

(S//NF)

(b)(1)

(U) Performance Information

(U/~~FOUO~~) IARPA performance goals support a strong AR&D program to leverage future technology to counter terrorism Mission Objective (MO) 1; to combat WMD (MO 2); to attract an innovative IC workforce (MO 4); and to ensure the IC members and customers can access AR&D when they need it (MO 5). IARPA performance goals also align to Enterprise Objective (EO) 8, providing cross-Community research, technologies, and proof-of-concept tools for critical operational needs. IARPA will concentrate on providing the Community with innovations in knowledge discovery, new sensor technologies, and innovative operations-support capabilities while advancing the technological superiority of the IC and preventing technological surprise from harming our national security interests. To support future Community requirements, IARPA continually assesses critical needs and adapts its activities accordingly.

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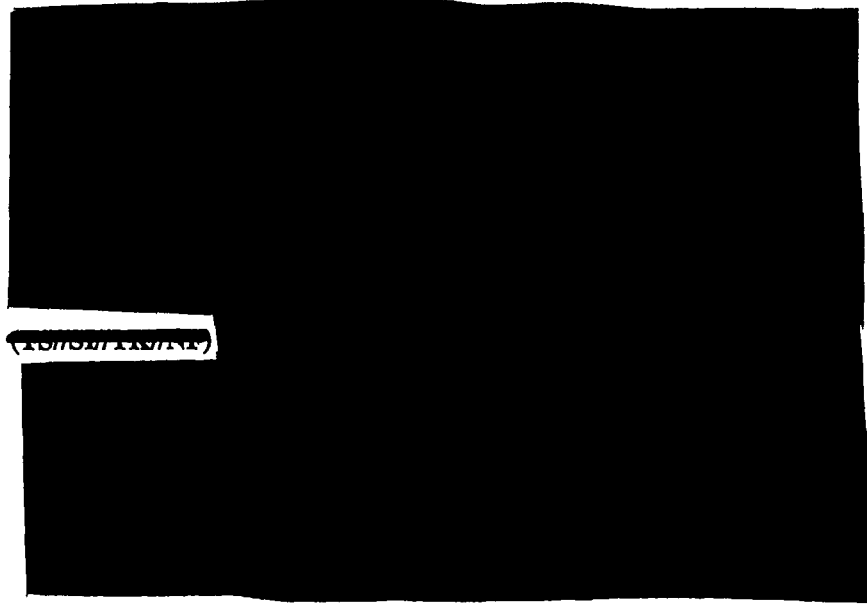
(U) RESEARCH AND TECHNOLOGY
(U) RAPID TECHNOLOGY TRANSITION INITIATIVE

(U) Description

(U//FOUO) The Associate Director of National Intelligence for Science and Technology (ADNI/S&T) initiated the Rapid Technology Transition Initiative (RTTI) to assist the science and technology (S&T) components of the IC in quickly transitioning new technology-enabled intelligence capabilities to users. RTTI proactively seeks advanced technologies across the IC that are ready for transition to missions and customers. After an expeditious review and award cycle, the ADNI/S&T transfers RTTI funds to the sponsoring organization for immediate execution.

(U//FOUO) The ADNI/S&T RTTI initiative conforms to the "speed" component of the ADNI/S&T's strategic framework for reinventing and reinvigorating advanced research and development (AR&D) efforts across the IC--known as Speed, Surprise and Synergy. RTTI demonstrates and achieves speed by creating an environment whereby awarded funding decisions are made in weeks, with mandates for initial deliveries to customers within months of receipt of funding. The initiative demonstrates and achieves surprise by supporting the rapid transition of unique intelligence capabilities employing innovative technology to waiting customers. Moreover, RTTI emphasizes the transition of low cost/high impact technologies that current acquisition processes traditionally neglect. Finally, RTTI highlights and reinforces synergy among IC S&T components by employing demonstrated partnering across agency boundaries as a key discriminator when making award decisions. To further ensure successful transitions, RTTI requires that S&T organizations obtain written, customer endorsements for projects that they nominate for RTTI-sponsored funding.

(U//FOUO) The goal of the RTTI program is to create a "Continuous Submission and Award Process," where the IC can submit RTTI proposals throughout the year and RTTI can make awards semi-annually or even quarterly. This creates an environment whereby IC AR&D organizations—assisted by RTTI—are continuously injecting new intelligence capabilities, enabled by technology, into the community of users.

(U) Performance Information

(U//FOUO) The Rapid Technology Transition Initiative supports Enterprise Objective (EO) 1 build an integrated intelligence capability; EO 8 exploit path-breaking scientific and research advantages; Mission Objectives (MO) 1 defeat terrorism; MO 2 prevent and counter the spread of WMD; and MO 4 develop innovative ways to penetrate and analyze the most difficult targets. RTTI efforts focus on advancing the

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technological superiority of the US intelligence enterprise through the transition of promising, technology-enabled intelligence capabilities to users, quickly and inexpensively.

(U) In FY 2007:

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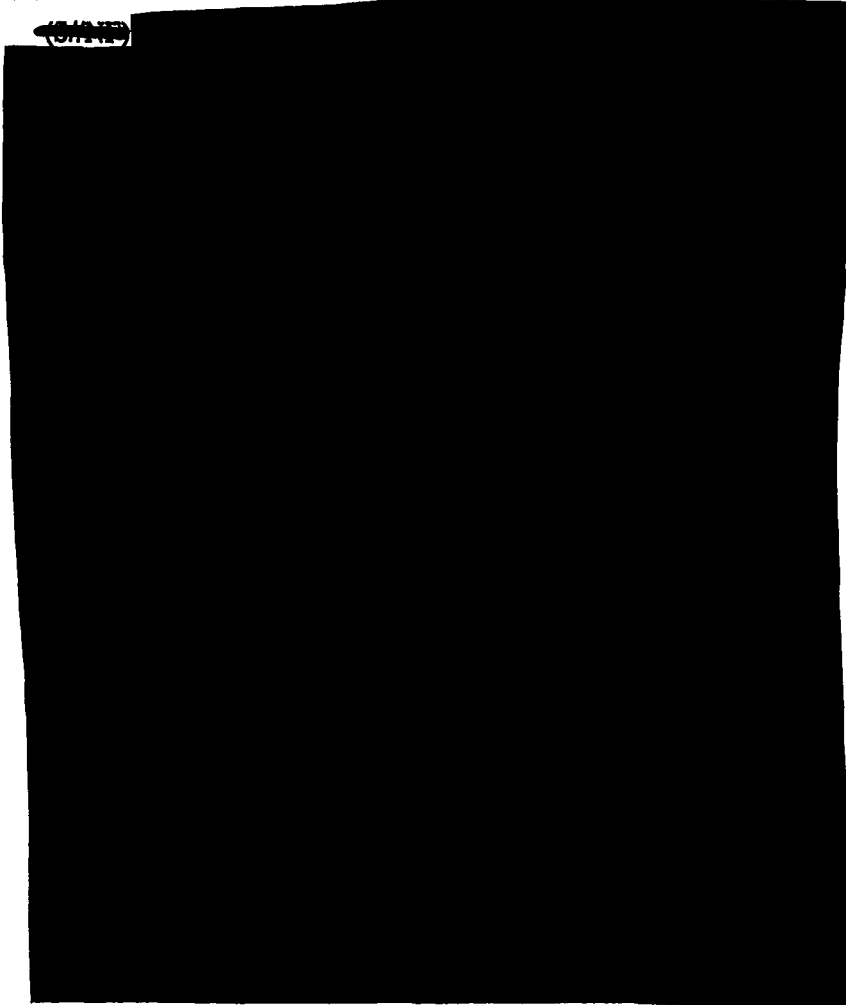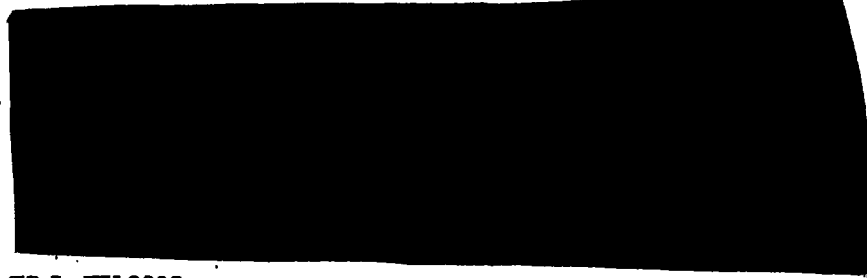
(U) In FY 2008:

(U//FOUO) The FY 2008 RTTI funding request of $15 million will be distributed based on proposals submitted by all of the members of the IC. ADNI/S&T plans to distribute these requested funds using the award criteria similar to the successful FY 2007 efforts. The actual mix of customers, agencies, and intelligence disciplines cannot be defined prior to receipt of the actual proposals, but based on the FY 2007 experience, RTTI FY 2008 funding will support the best available technology candidates from multiple agencies, across multiple intelligence disciplines.

(U) ENTERPRISE MANAGEMENT

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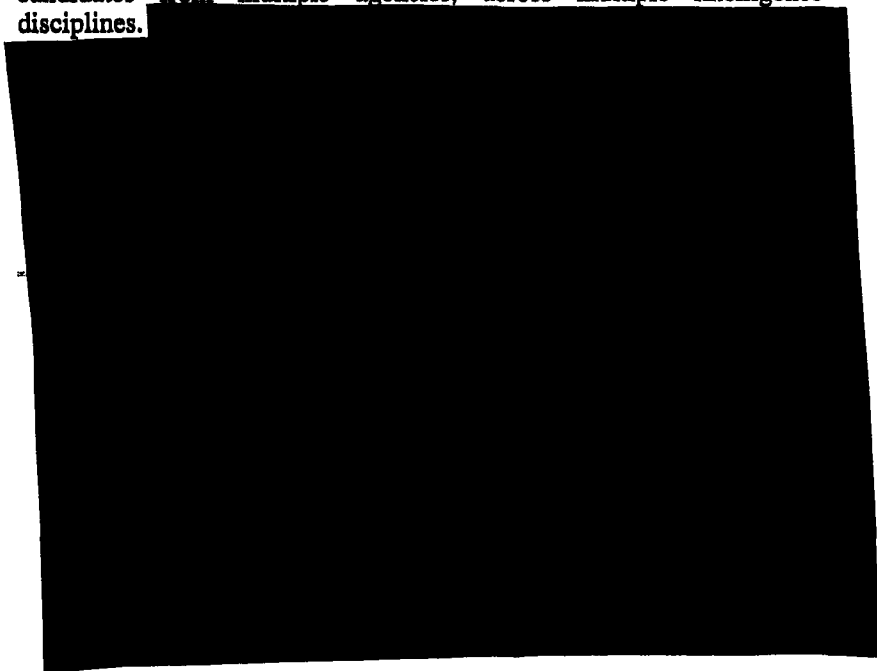
(U) Description

(U) The Enterprise Management Expenditure Center (EC) includes funding for sustaining activities that support the DNI in management—acquisition, enterprise and headquarters—collection, analysis, requirements, security, and education and training. These elements provide the framework to enable the DNI to fulfill his responsibilities and authorities for Intelligence Collection and Analysis, to integrate the IC, define and understand priorities, and strategically align IC resources to achieve mission results.

• The DDNI/Analysis, DDNI/Collection, and DNI/Requirements assist the DNI in managing resources; and defining, overseeing, optimizing analysis and collection priorities at a national level across the IC; and in understanding the needs of the customers of national intelligence.

• The DDNI/M with the support of the Chief Human Capital Officer (CHCO), Senior Acquisition Executive (SAE), Chief Financial Officer (CFO), Strategy Plans and Policy (SPP), Education and Training, Administration, and Security assist the DNI in managing IC resources.

• The ADDNI for Administration assists the ODNI in achieving its mission by providing daily support to the staff.

(U) Budget Request – Key Changes

(U) The FY 2008 request reflects the following changes from FY 2007 base appropriations, excluding bridge funding for Counterterrorism operations:

[REDACTED]
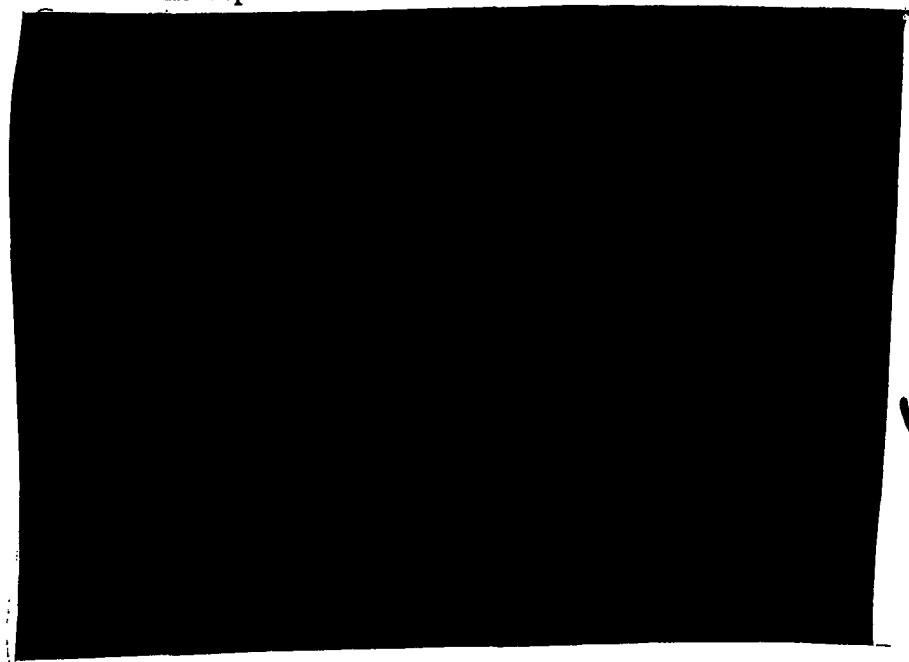
(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – ADMINISTRATION

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(U) Description

(U) Community Management-Administration provides daily support for the ODNI staff. The Office of the Assistant Deputy Director for Administration provides this support through the staffs of: Comptroller, Facilities, Logistics, Contracts, Human Resources, Security, Information Technology, and Information Management.

(U) The ODNI receives critical infrastructure support from both the CIA and DIA. The FY 2008 budget request includes funds to reimburse these agencies for services such as communication, security, IT infrastructure, payroll, accounting, financial and acquisition systems, medical, logistics, and facilities.

(U) The increases in this project are primarily the result of transfers from former DCI functions.

(U) Performance Information

(U) Community Management–Administration performance goals are aligned to Enterprise Objective (EO) 10. Administration provides the backbone services directly supporting the ODNI organization, thus enabling the organization to achieve its goal of transforming the IC through integration and innovation.

(U) In FY 2007:

• Establish a path for ODNI to obtain Auditable Financial Statements. (EO 10)

• Complete contract consolidation for Administrative contractor support. (EO 10)

(U) In FY 2008:

• Complete Liberty Crossing 2 construction and move occupants into the building. (EO 10)

• Continue contract consolidation. (EO 10)

• Continue toward goal of ODNI Auditable Financial Statements. (EO 10)

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – ANALYSIS

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(U) Description

(U) The Office of the Deputy Director of National Intelligence for Analysis (DDNI/A) has responsibility for enhancing the quality, timeliness, and utility of analytic support to intelligence consumers. The DDNI/A's approach for achieving this goal is to increase expertise and improve analytic tradecraft at individual, agency, and Community levels through specialization, collaboration, and cross-fertilization.

(U) To accomplish these goals, the ODDNI/A adopted an approach that has already begun to improve overall IC analytic performance by strengthening and better integrating the work of all components. Central to this approach are:

- Enhancing the ability of each component to retain the expertise needed to support its missions and customers.

- Working with each component to establish the analytic (and other) resources they have and need to support their mission.

- Optimizing the division of labor across the Community while taking advantage of the complementary and necessary overlaps inherent in the IC structure to achieve synergy and capture alternative views.

- Identifying expertise where it resides. Make it easy for analysts to collaborate by removing IT and policy impediments to information sharing, and by identifying and promoting technologies and techniques that enable collaboration.

- Capturing and sharing best practices.

- Ensuring adequate training and enforcing rigorous tradecraft standards.

- Enabling analysts to provide coherent, prioritized operational guidance to collectors.

(U) Resources for the Analysis project are executed in the following functional areas:

- The Analytic Integrity and Standards Office establish mechanisms to ensure a high level of analytic integrity and tradecraft across the analytic community. The office assists member agencies in creating environments where analysts engage regularly in independent, alternative, and competitive analyses. The Assistant Deputy Director for Analytic Integrity and Standards serves concurrently as the Ombudsman for the analytic community.

- The Analytic Mission Management Office identifies knowledge gaps across the analytic community on priority intelligence targets, and collaborates with the Community to close knowledge gaps. The office also tracks and assesses the analytic community's coverage of and posture against priority targets.

- The DDNI/A Community Support Office liaises with IC analytic centers, especially DoD and law enforcement (i.e. DOJ and DHS), to integrate their consumers' needs into analytic community planning. It also assists in prioritizing analytic output and mechanisms to close knowledge gaps and coordinates closely with the DDNI for Requirements to ensure information needs of analysts and consumers are being met.

- The Technology Office, led by DDNI/A's Chief Technology Officer, identifies technologies, processes and systems with high potential payoff for analysis, such as tools, training, information sharing, and collaboration. Its goal is to stimulate the community to build programs around successful innovations. The office coordinates information sharing needs, virtual teaming solutions, R&D priorities, and technology drivers.

(U) Performance Information

(U) The performance goals of the Analysis Project support Enterprise Objective (EO) 2 to strengthen analytic expertise, methods, and practices to tap expertise wherever it resides; and explore alternative views. The DDNI/A conducts intelligence product reviews to enhance the quality of analytic tradecraft and finished intelligence products. NIP program managers develop similar efforts within their analytic components to work in coordination with the DDNI/A. The Analysis Project also supports Mission Objective (MO) 3, Bolster/Sustain Democracy by supporting analysis of opportunities to support the growth of democratic movements.

(U) In FY 2007:

- Begin developing focused, coordinated collection and analysis strategies in the Analysis Mission Management office in partnership with Assistant Deputy Director of National Intelligence for Collection Strategies and the National Mission Managers. (EO 2)

- Continue developing IC-wide standards for Analytic Integrity and tradecraft. Increase the number of intelligence products and issues evaluated in order to derive statistically reliable conclusions. Develop the process for inculcating evaluation results into IC training programs. (EO 2)

- Conduct recurring sessions of the one-month long "Analysis 101" for new analysts to the IC. (EO 2)

- Complete the training of the prototype Expeditionary Analytic Team. Use feedback and training results to improve the training program and syllabus. (EO 2)

- Initiate Development of the Library of National Intelligence and the Analyst's Space (A-Space) analytic environment. (EO 2)

- Initiate a pilot program to consolidate automated data correlation efforts and results across the IC. (EO 2)

- Determine the best organizational alignment for PDB briefing production resources and implement. (EO 2)

- Work to collaborate with the National Foreign Intelligence Warning System to address issues of democratization and state failure, and to expand provision of classified analysis to joint training with practitioners such as USAID. (MO 3)

- Add a dedicated democracy expert to the Long Range Analysis unit of the NIC. (MO 3)

(U) In FY 2008:

- Document and disseminate IC-wide standards for analytic integrity and tradecraft, and continue evaluations of intelligence produced across the community. Expand the analytic subject matter being evaluated. (EO 2)

• Expand the Expeditionary Analytic Team Program to support a greater number and diversity of potential customers. (EO 2)

• Implement the best organizational alignment for PDB briefing production resources. (EO 2)

• Deploy a working Library of National Intelligence. Pursue the processes and policies necessary to ensure that all IC products are represented in the Library. (EO 2)

• Address the information-overload problem through machine correlation of tagged intelligence data. This initiative will exploit and align multiple data correlation efforts across the IC. (EO 2)

• Use the Outside Experts Panel (chaired by Professor Larry Diamond of Stanford University) to analyze and recommend opportunities to support democracy movements. (MO 3)

• Fund and support a research repository of materials related to democratic development managed by the Open Source Center. This effort will enable the IC to apply open-source insights to help drive relevant collection. (MO 3)

(U) INTEGRATED COLLECTION ARCHITECTURE

(U) When it comes to intelligence reform, "integration" is the key word. The Office of the Director of National Intelligence was created to integrate the military, domestic, and foreign dimensions of national security intelligence. For the Intelligence Community, that means productive overlaps, not inadvertent gaps—information sharing, not information withholding—and working as a multi-int, multi-domain team, not going it alone.

(U) The Integrated Collection Architecture (ICA) on behalf of the DNI enables the creation of a unified intelligence enterprise that is responsive to national security threats wherever they may present themselves. The DNI's assignment is to set the highest standards for intelligence collection and analysis and to meet those standards whether the agency in action is the CIA, the DIA, the NGA, the DEA, any other member of our community, or any combination thereof.

(U) The ICA is a joint venture between the ODNI and the Department of Defense, because it addresses both national and military intelligence needs.

(U) The Integrated Collection Architecture has been developing over the last year. The ICA is a work in progress that really is making strides toward its four goals:

- First, the United States must have a capabilities-based intelligence collection architecture that is built, managed and operated as an enterprise.

- Second, our nation's intelligence collection architecture must respond to the full breadth of requirements for both enduring missions and stressing events.

- Third, risk-mitigation must be an intrinsic factor of our intelligence collection architecture, guarding against target and technology changes, countering denial and deception, and ensuring survivability, security and continuity of operations.

- Fourth, the way we think through developing our integrated collection architecture must be a repeatable process that enables us to adjust the answers we arrive at today as more information becomes available tomorrow—information about our targets, our requirements and needs, and/or the state of the technologically possible.

(U) The ICA is an ongoing mission-driven tool for shaping our future portfolio of collection investments. Absolute precision, if such a thing were possible, is not our objective, but as an enterprise, ODNI is positioning to be able to adjust and focus collection capabilities more dynamically and more effectively than in the past.

(U) In year one, architecture development has been divided into seven critical areas or domains -- SIGINT, MASINT, GEOINT, Clandestine Technical Collection, Special Communications, Mission Communications, and Data Management. In year 2, Human Intelligence and Open Source capabilities will be added, while continuing work on technical collection capabilities.

(U) This is a new and different way of doing business that requires more transparency, teamwork and integration than has traditionally been the case. And only with this level of IC-wide partnership will we meet the National Intelligence Strategy's objective that calls on us to "rebalance, integrate and optimize collection capabilities."

(U) It is anticipated that from a resource perspective, the greatest influence of the ICA will lie in determining where the Intelligence Community should spend its next dollar or how any top line adjustment to the overall programs—national or military intelligence —should be allocated. The most valuable outcome, however, could very well be the "social engineering" that is occurring as we develop and pursue the ICA process itself. In effect, the ICA represents one of the more important cultural changes that we are driving forward in the second year. If reform means to integrate, then it is one of the highest order responsibilities and mandates to foster processes that allow the Intelligence Community's 16 agencies to integrate their expertise and capabilities in support of our national security.

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – COLLECTION

[redacted]

(U) Description

(U) The Collection Project includes resources for the Office of the Deputy Director of National Intelligence for Collection (DDNI/C) to serve as the DNI's principal decision authority for national collection strategies, policies, and collection activities. The DDNI/C defines collection priorities and directs IC collection organizations to ensure the optimal application of collection resources, and works with the Deputy Director of National Intelligence for Analysis (DDNI/A) to maintain consistent alignment of Collection and Analysis resources. The DDNI/C is delegated all authorities and responsibilities of the DNI with respect to covert action.

(U) The DDNI/C has four Assistant Deputy Directors for National Intelligence (ADDNIs) who assist in implementing the National Collection Strategy.

- The ADDNI for Collection Strategies works closely with the DNI Mission Managers, the National Intelligence Collection Board and with the individual collection managers to assess and optimize collection against the highest priority targets and to develop integrated collection strategies against these targets.

- The ADDNI for Technical Means exercises the advocacy, integration, evaluation, and oversight responsibilities for all technical collection means.

- The ADDNI for Human Intelligence (HUMINT) oversees the establishment of HUMINT strategy and policies; develops and fosters greater operational harmony among HUMINT collectors across the IC; and exercises the advocacy, integration, evaluation, and oversight responsibilities of the Community to include enabling HUMINT by technical collection and covert action.

- The ADDNI for Open Source defines and oversees National Open Source Enterprise collection program priorities, policies and strategies; chairs the National Open Source Committee (NOSC); and provides strategic direction and oversight of the DNI Open Source Center.

(U) In furthering the DNI's collection agenda, the DDNI/C also:

- Ensures collection strategies are responsive to direction in the National Intelligence Priorities Framework (NIPF).

- Reviews and approves IC requirements for future National Intelligence Program funded collection and analysis systems.

- Manages the Integrated Concept Development Office (ICDO) to assist in developing innovative IC collection strategies and analytic methods.

(U) Performance Information

(U) Community Management – Collection performance goals are aligned to Enterprise Objective (EO) 3 and enable Mission Objective (MO) 4. The DDNI/C is leading an effort to develop an Integrated Collection Architecture (ICA) that impacts the FY 2008-2013 program and will continue to provide input for future planning and programmatic decisions.

(U) In FY 2007:

• Continue to develop the ongoing Integrated Collection Architecture (ICA) process; and expand the scope to include Human intelligence and open source methods. (EO 3)

• Oversee the establishment of a training program to standardize and improve HUMINT tradecraft across the intelligence community. (EO 3)

• Improve the Foreign Intelligence Surveillance Act (FISA) sharing infrastructure to increase effective dissemination of FISA prioritization and collection. (MO 4, EO 3)

• Establish systematic outreach to HUMINT providers and customers, to obtain a common understanding of capabilities, needs, and lessons learned. (EO 3)

• Continue to monitor the implementation of the FBI National Security Branch transformation plan incorporating the recommendations of the WMD Commission and integrating the investigative and intelligence activities against current and emerging national security threats. (EO 3)

• Identify issues or areas of common concern within the HUMINT community and provide resources as appropriate for mitigation, or for further analysis such as white papers, red cell exercises and/or baseline studies. (EO 3)

• Conduct studies to support community analysis of alternative solutions for capability gaps identified in the development of collection strategies and through examination of long-term technology and target threats. Expert panels and tiger teams will also assist in analysis of both opportunities and challenges in the collection enterprise. All such studies and analyses will be provided to the ICA process. (MO 4, EO 3)

• Identify and support IC innovation initiatives in open source collection and exploitation that advance the National Open Source Enterprise as a whole. (MO 4, EO 3)

• Through the National Open Source Committee (NOSC), develop and establish an Open Source Works innovation facility to foster innovation in the areas of open source tradecraft, analytical methodologies and information technology. (MO 4, EO 3)

(U) In FY 2008:

• Continue the close partnership work with DDNI/A to implement initiatives to penetrate and analyze the most difficult targets. (MO 4, EO 3)

• Expand outreach to the HUMINT elements across the Intelligence Community. (EO 3)

• Oversee the implementation of new HUMINT training programs with appropriate mission partners to ensure inclusion of developed standards. (EO 3)

• Conduct studies to support Community analysis of alternative solutions for capability gaps identified in the development of collection strategies and through examination of long-term technology and target threats. Expert panels and tiger teams will also assist in analysis of both opportunities and challenges in the collection enterprise. All such studies and analyses will be provided to the ICA process. (EO 3)

• Support initial programmatic expansion of the Community's National Open Source Enterprise through establishment of federated, common open source activities at each IC agency. (MO 4, EO 3)

• Recruit, train, and retain a robust workforce of core collectors in all intelligence disciplines – ensure linguistic capabilities match collection priorities. (MO 4, EO 3)

• Monitor progress on issue resolutions and continue to identify issues or areas of common concern within the HUMINT community and provide resources as appropriate for issue mitigation or for further analysis. (EO 3)

• Establish a fully operational Open Source Requirements Management System. (MO 4, EO 3)

• Develop an open source global outreach plan to ensure maximum collection of open source data that fall outside of traditional IC information sources. (MO 4)

• Develop a formal IC Open Source Library Consortium. (MO 4, EO 3)

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – REQUIREMENTS

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(U) Description

(U) The Deputy Director of National Intelligence for Requirements (DDNI/R), formerly know as the DDNI for Customer Outcomes, assists the DNI in carrying out his responsibility to understand the needs of the customers of national intelligence, determines the extent to which the IC is addressing those needs, gauges customer satisfaction, and provides reports to the DNI. Linking the IC to its customers, the ODDNI/R is responsible for:

- Establishing and maintaining a comprehensive, dynamic process that translates national foreign intelligence objectives and priorities approved by the President into guidance for US intelligence analysis and collection. In coordination with the DDNIs for Analysis and Collection, the DDNI/R manages the framework that translates those needs into priorities for national intelligence collection and production tasks.

- Providing close and continuous liaison with principal national intelligence customers in the functional areas of policy, diplomacy, defense, homeland security, and law enforcement.

- Managing the national intelligence capabilities requirements validation process.

- Developing foreign intelligence relationships to contribute to the IC's knowledge base and providing periodic assessments of its effectiveness.

- In coordination with the DDNI for Management, educating IC customers on the most effective means to engage.

- Developing maritime security intelligence policy and coordinating the Global Maritime Intelligence Implementation Plan approved by the President. Overseeing and facilitating the effective government-wide access to all source maritime information and data critical to intelligence production. Monitoring and recommending improvements to the all source maritime intelligence collection, analysis, and integration effort in support of the operational communities it serves.

(U) Resources are executed in the following areas:

- The Foreign Relations Office coordinates and oversees IC policies pertaining to foreign intelligence relationships, exchange agreements and foreign release actions, coordinates foreign visits to the DNI, and manages the Foreign Relations Coordinating Committee (FRCC).

- The National Intelligence Priorities Framework (NIPF) Office manages the NIPF process, supports DNI and NSC intelligence priorities reviews; oversees the implementation of NSC decisions related to national intelligence priorities; and conducts evaluations regarding IC responsiveness to national intelligence priorities.

- The Intelligence Capability Requirements Office manages the Mission Requirements Board (MRB) to validate intelligence capabilities; monitor intelligence capabilities reviewed by government departmental acquisition authorities; provide validated future capability needs to inform R&D strategic planning and resource allocation; and work with IC members to translate intelligence needs into capability gaps/shortfalls.

- Support Offices (Military, Homeland Security & Law Enforcement, Policy & Diplomatic Support) provide customers of national intelligence entrée to the IC; review customer requirements for collection, processing, analysis, production and dissemination of national intelligence; ensure the IC is working to address those requirements; survey customer satisfaction; and provide periodic reports to the DNI.

(U) Performance Information

(U) The performance goals of Requirements support Mission Objective (MO) 5 through periodic and extensive customer outreach and liaison, and advocacy that helps identify critical developments, opportunities and vulnerabilities of strategic concern. Additionally, they support Enterprise Objective (EO) 5 by assessing customer requirements to improve information sharing/data access so IC members and customers can access the intelligence they need when they need it.

(U) In FY 2007:

- Conduct surveys of customer satisfaction and identify industry wide best practices to incorporate into the DNI structure that will facilitate the identification of critical developments, opportunities and vulnerabilities of strategic concern. (MO 5)

- Develop the tools and interfaces to assess IC-wide analytic and collection resource allocation and performance against all NIPF priorities. (MO 5)

- Develop the tools and interfaces, particularly IT connectivity, to assess IC-wide efforts to manage their foreign relationships to ensure that the collection and analytic exchanges and programs are meeting US national security needs. (MO 5)

- Oversee the implementation and refinement of plans, via the Information Sharing Implementation Team (ISIT) to ensure IC members and customers can access the intelligence they need when they need it. (MO 5, EO 5)

- Report annually to the DNI and Secretaries of Defense and Homeland Security, the status of the global maritime community of interest intelligence enterprise and make recommendations for changes to authorities, responsibilities, programs and operations of the members of the enterprise. (MO 5)

(U) In FY 2008:

(U) Implement the recommendations from the FY 2007 surveys of customer satisfaction by incorporating the best possible customer survey/outreach practices that will help ensure Requirements identifies critical developments, opportunities and vulnerabilities of strategic concern and reports these to the DNI. (MO 5)

- Fully implement the FY 2007 tools and interfaces, particularly IT connectivity, to assess IC-wide efforts to manage their foreign relationships to ensure that the collection and analytic exchanges and programs are meeting US national security needs. (MO 5)

- Establish and implement a Federal Advisory Board (FAB) to connect federal, state, local and tribal entities with the private sector to enhance the IC's homeland security and intelligence efforts. (MO 5, EO 5)

• Report annually to the DNI and Secretaries of Defense and Homeland Security, the status of the global maritime community of interest intelligence enterprise and make recommendations for changes to authorities, responsibilities, programs and operations of the members of the enterprise. (MO 5)

HUMAN CAPITAL TRANSFORMATION

- **Implementing EO 4 — IC Strategic Human Capital Plan**
  - Progress rated "Green" by OMB for 5 straight quarters; 2nd annual Employee Survey completed

- **Building an All Source Workforce — Inventory of Core Contractors**
  - Preliminary results show 34,000+ FTEs; policy on appropriate use under development

- **Assuring Accountability — Personal Performance Agreements (PPAs)**
  - DNI executed PPAs for agency heads, subordinate senior executives

- **Creating a National Intelligence "Service" — Joint Duty Program**
  - Joint Duty ICD issued, implementation procedures being developed

- **Recruiting, Rewarding Top Talent — Performance-Based Pay System**
  - Feasibility study completed, DNI directed detailed system design

- **Sharing Critical Information — Common IC HR Information System**
  - Business case completed

- **Strengthening Our Diversity — Centers for Academic Excellence**
  - Added 6 new minority serving universities (for total of 10), 3 with foreign language focus

- **Retaining Critical Expertise — National Intelligence Reserve Corps**
  - Allows penalty-free re-employment of retired IC professionals to augment workforce

- **Strengthening the Community — Common Benefits**
  - Extended FBI health benefit plan, CIA supplemental insurance plans to all IC civilians

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(U) Description

(U) Community Management – Management Project includes resources to support the DNI in oversight of the IC through program evaluation and resource management, cost analysis and acquisition management of major NIP-funded programs; workforce development; policy formulation; strategic and performance management.

(U) This project accomplishes its mission through these activities:

• The Office of the Chief Financial Officer (CFO) leads all ODNI efforts to implement DNI authorities to develop, determine and present the National Intelligence Program (NIP) budget to the President and the Congress, and to use DNI resource management authorities to lead and manage the IC. CFO conducts all budget analysis, formulation, justification and execution monitoring efforts on behalf of the DDNI/Management for the ODNI. The four main activities within CFO are: resource management, including fiscal guidance and direction; program assessment and evaluation; performance planning; and cost analysis.

• The IC Chief Human Capital Officer (CHCO) supports the *National Intelligence Strategy* (NIS), the IC, and DNI in prescribing human capital strategies, plans, policies, programs, and systems for overall management of the IC workforce, comprised of military,

contractor, and civilian members. The CHCO's responsibilities include: enterprise-wide workforce planning and policies for civilian and military personnel; establishment of community-wide, competency-based qualification, performance, promotion, and leadership development standards; recruitment and career development policies and programs, including program management responsibility for centrally-funded scholarship programs and the Centers for Academic Excellence (CAE); policies and programs dealing with IC-wide civilian pay and benefits, performance management, leave and other entitlements, and work/life and family support programs; leadership and management development and succession planning (including the IC civilian joint duty system); and human resource data and information standards and systems requirements.

• The Senior Acquisition Executive (SAE) focuses on the policy, processes, and personnel for acquisition and systems analysis and integration that have been shown to enhance the probability of a successful acquisition. SAE monitors the largest or highest interest programs across the IC based on DNI acquisition policy and policy guidance (both developed and maintained by the SAE). The SAE supports the DNI in applying milestone decision authority (MDA) including the delegation of MDA to IC elements. The SAE pursues the creation of program management plans (PMP) for major system acquisitions (MSA) by IC elements, monitors the status of MSAs

performance relative to their PMPs, and reports to the Congress on the PMP status. The SAE implements acquisition workforce improvement initiatives to ensure personnel with experience and the appropriate skills manage the MSAs.

• Strategy, Plans, and Policy (SPP) leads the Community in developing and implementing the NIS by: providing forecasts of future needs and capabilities for an integrated intelligence enterprise; facilitating the development of enterprise-wide strategic plans and evaluations of progress against achieving the NIS mission and enterprise objectives; orchestrating the development of IC policy (ensuring a unified, coordinated and effective intelligence enterprise and resolution of issues that impede progress); stimulating and nurturing new and innovative ideas to improve US intelligence; and documenting the founding and functioning of the ODNI and the IC as a system of systems. SPP aligns its resources with its three core mission areas—strategy, plans, and policy—each with unique and complementary functions.

(U) Performance Information

(U) Community Management – Management performance goals are primarily aligned to Enterprise Objective (EO) 10, EO 4, and EO 9. The project supports these goals through the following activities:

• CFO implemented a revised NIP budget structure for the FY 2008 President's Budget to increase reporting consistency across NIP programs and serve as a foundation for budget performance integration.

• CHCO has a primary responsibility for implementing EO 4, which calls upon the IC to "attract, engage, and unify an innovative and results-focused IC workforce." Under EO 4 the CHCO developed, coordinated and published the first-ever Strategic Human Capital Plan, approved and issued by the DNI in June 2006. The Plan details a five-year strategy to strengthen the Community through common, state-of-the-art personnel policies, programs and practices.

• SAE's performance goals are mapped to the Acquisition Cross Cutting Emphasis Area (ACCEA) – linking acquisition to the NIS and EO 10.

• SPP is mapped to EO 9, which directs the Community to "learn from our successes and mistakes to anticipate and be ready for new challenges." Approved by the DNI in 2006, the performance plan includes goals to institutionalize a culture of self-evaluation and continuous improvement, to enable the Community to respond effectively to crises, and to establish/maintain/exercise continuity of operations and continuity of government programs. SPP has established an innovation team as a focal point for new Community concepts and ideas, formed a senior historians panel to integrate disparate agency efforts, developed a Community performance evaluation process or NIS Performance Review (NISPR) to assess progress against the NIS, developed a capability to assess the effects of new policy implementation, and created an IC exercise coordinator to bring coherence to Community participation in various agency and national exercise activities.

(U) In FY 2007:

(U) CFO:

• Improve financial management within ODNI and NIP, including assisting NIP financial managers' progress toward preparing auditable financial statements and unqualified audit opinions. (EO 10)

• Enhance performance measurement by strengthening the linkage between outcomes and budget, leading to a Performance Budget in FY 2009. (EO 10)

• Improve programmatic analysis and oversight by harnessing the expertise of all elements of the ODNI to address cross-NIP issues, including those affecting both domestic and defense intelligence activities. (EO 10)

• Improve capabilities for participating in the development of the Military Intelligence Program. (EO 10)

• Enhance Intelligence Resource Information System (IRIS) to provide an end-to-end financial management/information sharing system to support all ODNI resource management responsibilities. (EO 10)

• Develop cost assessment metrics and continually track, evaluate, and improve the accuracy of estimates. (EO 10)

• Enhance coordination with OMB and Congressional overseers of non-DoD NIP elements. (EO 10)

• Create a career development program for CFO staff. (EO 4)

(U) CHCO:

• Continue implementing the IC Five Year Strategic Human Capital Plan ensuring accountability and alignment across the IC, and a structure to measure and track progress in implementing the plan. (EO 4)

• Publish Intelligence Community Directive (ICD) 600 "Human Capital," as Capstone Directive for IC human capital management. (EO 4)

• Develop and begin implementation of a requirements-based workforce planning system and implement staffing strategy that achieves the Presidential Directive on increasing civilian employment in mission-critical IC occupations. (EO 4)

• Fully implement IC-wide recruiting campaign; improve functionality of IC recruiting Web site, to include resume intake capability; develop and enhance marketing/advertising programs to promote the IC employment opportunities and outreach programs. (EO 4)

• Complete detailed design and development of common IC civilian pay-for-performance system; complete design and development and begin initial deployment of a common IC-wide performance management/appraisal system to support pay-for-performance; establish common, IC-wide awards policy and directive; develop and implement a comprehensive IC-wide family support program for deployed officers. (EO 4)

• Begin phased implementation of joint-duty system; develop IC-wide procedures for identifying non-ODNI joint duty positions, exempting or waiving joint duty requirements. (EO 4)

• Design and develop career management policy and program structure for major IC professional communities; complete validation of competency models for collection, science and technology, and acquisition occupations; begin competency modeling and validation for remainder of IC professional occupations; develop and implement common, IC-wide qualification, performance, and promotion standards for major occupational groups; complete functional design and development of IC Capabilities Catalog and begin initial acceptance testing. (EO 4)

• Establish Program Executive Office to manage consolidation and integration of all IC HR information systems. Develop, test, and begin deployment of IC-wide HR enterprise information system (EIS) as a data warehouse containing key HR information for reporting and program/performance evaluation. (EO 4)

• Fund analysis and administration of the second and third annual IC-wide employee climate survey. (EO 4)

(U) SAE:

• Promulgate the IC Policy Guidance on Acquisition. (ACCEA G2, EO 10)

• Establish Acquisition as a crosscutting emphasis area for the NIS; promulgate the Acquisition Crosscutting Emphasis Area (ACCEA) Plan. (EO 10)

• Conduct first complete review of program management plans (PMP) at IC elements. (ACCEA G2, EO 10)

• Review IC elements and recommend initial delegations for DNI MDA. (ACCEA G2, EO 10)

• Create and issue expanded annual report to Congress on adherence to the PMP for IC Acquisitions. (ACCEA G2, EO 10)

(U) SPP:

- Oversee and coordinate IC exercises to establish proficiency baselines and demonstrate improving effectiveness. (EO 9)

- Develop an IC-wide approach to doctrine and an agreed delineation of roles, responsibilities and actions. (EO 9)

- Conduct a review of the NIS and consider the necessity of any modifications. (EO 9)

- Promulgate an IC-wide process for Enterprise concept development. (EO 9)

- Assess the Community's progress against the 2005 Quadrennial Intelligence Community Review (QICR). (EO 9)

- Conduct quarterly evaluations of Progress against the NIS. (EO 9)

- Create a process to facilitate planning and action in Cross-Cutting Emphasis Areas like Acquisition, Diversity, and CI. (EO 9)

- Complete and implement DNI Capstone policies to provide overarching guidance across DNI functions and missions. (EO 9)

- Develop DNI Policy to support NIS objectives, promulgate DNI direction, and respond to IC policy needs. (EO 9)

- Develop process and metrics for assessing implementation and effectiveness of DNI policy. (EO 9)

- Establish framework and implement process for development and coordination of internal ODNI instructions. (EO 9)

- Develop and utilize web-based processes for dissemination of DNI policy and policy-related communication with the IC. (EO 9)

- Ensure that all IC elements identify and staff a professional historical capability. (EO 9)

- Publish a history of the founding of the ODNI and begin histories of the IC and the early work of the ODNI. (EO 9)

- Establish a Senior Historians Panel (SHP) to study and recommend standards for IC historical training, access, and performance. (EO 9)

- In conjunction with the SHP, inventory IC historical research, identify gaps, and recommend ways to bridge them. (EO 9)

- Ensure all IC historical elements have access to secure data and voice communications with the rest of the IC. (EO 9)

- In conjunction with the IC Lessons Learned Center and the SHP, establish and improve on-line databases and publications to grow and spread knowledge of the IC's historical experience. (EO 9)

(U) In FY 2008:

(U) CFO:

- Field compliant financial management systems that support required financial management functions and capabilities. (EO 10)

- Integrate budget and performance data in Congressional budget justifications. Establish an Intelligence Program Resource Database (IPRD) to support program and trend analysis. (EO 10)

- Develop a performance measurement hierarchy; integrating outcome metrics, other IC-wide metrics, and measures directly aligned with the NIP budget structure. (EO 10)

- Develop IC solutions for requirements identified by the IC Senior Financial Management Steering Group, beginning with Fund Balance with Treasury. Establish procedures for NSA and DIA to establish Treasury Appropriations Fund Symbols. (EO 10)

- Develop financial management policy for the IC. (EO 10)

- Expand IRIS into an integrated platform for formulation, monitoring and analysis of IC budget and performance. (EO 10)

- Develop and refine methodologies for value-driven assessments in order to realign funds and positions in a resource-constrained environment. Improve ability to perform program analysis and functional capabilities comparisons. (EO 10)

- Lead the IC to achieve auditable financial statements. (EO 10)

(U) CHCO:

- Fully deploy the IC workforce planning system in support of the budget process to determine future military and civilian human resource requirements. (EO 4)

- Continue to manage centrally-funded IC scholarship programs; implement uniform, IC-wide qualification standards and procedures for hiring new employees; design, develop, and implement a prototype shared-service model for improved hiring processing efficiencies. (EO 4)

- Implement a career management structure for major IC professional communities; complete validation of competency models for remainder of IC professional occupations; achieve final functional operating capability for the IC Capabilities Catalog. (EO 4)

- Develop, deploy, and manage a common enterprise human resource (HR) information systems architecture for the IC. Manage the consolidation and integration of all IC HR information systems; achieve final technical operating capability of the EIS data warehouse and the IC Capabilities. (EO 4)

- Ensure that compensation, benefits, promotion policies and other IC-wide HR policies and programs are competitive. Complete deployment of a common IC-wide employee appraisal system to support pay-for-performance; begin phased implementation of common IC civilian pay-for-performance system. (EO 4)

- Establish and manage a civilian joint-duty program for the IC. Implement a common senior officer performance management system for the IC; complete phased implementation and begin operational administration of IC civilian joint-duty system; implement common IC-wide joint-duty requirements for promotion and performance for managers and executives. (EO 4)

- Complete implementation of a modernized IC Officers Program. (EO 4)

- In coordination with the ADDNI/Training and Education, complete implementation of a mandatory joint-duty education and training curriculum for all joint-certified IC officers, and begin implementation of a mandatory IC-wide leadership development program for all IC managers and executives. (EO 4)

- Ensure that all ten CAE schools have viable programs, trained faculty, and high-quality, intelligence-related courses and curricula; develop and implement placement mechanisms to ensure that the majority of 2008 CAE graduates are considered and employed by IC agencies. (EO 4)

- Fund analysis and administration of the third and fourth annual IC-wide employee climate survey. (EO 4)

(U) SAE:

- Conduct quarterly reviews at CIA, NRO, NGA, NSA, and DIA/GDIP to assess program management plan (PMP) adherence. (ACCEA G2, EO 10)

- Monitor and report metrics for acquisition crosscutting emphasis area in the NIS. (ACCEA G1 & G2, EO 10)

- Recommend revised MDA delegations to IC elements, as needed. (ACCEA G1 & G2, EO 10)

- Support ODNI execution of MDA and oversight of MDA at IC elements for delegated MDA. (ACCEA G1 & G2, EO 10)

- Create and issue annual report to Congress on adherence to the PMP for IC Acquisitions. (ACCEA G1 & G2, EO 10)

- Promulgate policy guidance on acquisition workforce excellence. (ACCEA G3, EO 10)

(U) SPP:

- Lead the effort to publish cornerstone Enterprise doctrinal statements. (EO 9)

- Assess the Community's progress against the 2005 QICR. (EO 9)

- Conduct a review of the NIS and consider the necessity of any modifications. (EO 9)

- Conduct quarterly evaluations of Progress against the NIS (NISPR). (EO 9)

- In coordination with CFO, transition to a performance based budget. (EO 9, EO 10)

- Continue development of ODNI policy consistent with NIS mission and enterprise objectives. (EO 9)

- Evaluate DNI policy implementation. (EO 9)

- Complete the shift of IC policy from the DCIDs to ICDs. (EO 9)

- Continue development of internal ODNI instructions. (EO 9)

- Fully exploit web environment to support all DNI policy consumers. (EO 9)

- Create an outside advisory panel to offer guidance on the writing of history in the IC. (EO 9)

- Publish histories of the IC and the early work of the ODNI. (EO 9)

- Develop DNI Policy to support NIS objectives, promulgate DNI direction, and respond to IC policy needs. (EO 9)

- Foster the SHP as a body to enhance the quality of IC histories and promote inter-agency historical research filling the gaps identified in the effort listed above. (EO 9)

- Monitor the progress of the improvement of standards for IC historical research, training, and performance, and recommend solutions to shortfalls. (EO 9)

- Begin assessment of policy implementation. (EO 9)

- Develop ODNI instructions to support the management of ODNI internal functions. (EO 9)

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(U) Description

(U) The Community Management – Office of the Director of National Intelligence (ODNI) supports the DNI and the Principal Deputy DNI (PDDNI) in carrying out their core mission to lead the Intelligence Community (IC) and build an integrated IC that provides intelligence to the President, US National Policy makers, the military, and homeland security and law enforcement officials. The DNI leads integrating the IC by sharing information, focusing on customer needs and service, improving security, and reaching targets for information in tactical, operational, and strategic decision-making.

(U) Resources in this project are used to provide day-to-day staff support and to help the DNI lead the IC, serve as principal intelligence advisor to the President, and implement the National Intelligence Program (NIP). Key elements of the DNI's immediate office include:

- Chief of Staff, Protocol, Public Affairs, Executive Secretariat, Watch Office, and Legislative Affairs.

- General Counsel (OGC) – provides accurate and timely legal guidance and counsel to the DNI and to the ODNI to ensure all employees and contractors assigned to the ODNI comply with US law and applicable regulations and directives. OGC's mission also includes supporting the DNI in carrying out his statutory responsibility to ensure compliance with the Constitution and laws of the US by elements of the IC that are part of the NIP.

- Civil Liberties and Privacy Office (CLPO) – ensures the protection of civil liberties and privacy is appropriately incorporated in the policies and procedures developed for and implemented by the ODNI and the elements of the IC within the NIP.

- Equal Employment Opportunity (EEO) – serves as a senior policy advisor to the DNI on EEO and diversity matters and as a resource to senior ODNI leaders. The mission includes working with all IC agencies on diversity, recruitment and retention.

- Inspector General (IG) – Conducts audits, inspections, investigations, and provides consulting and advisory support to the ODNI and the IC with the goal of promoting economy and efficiency within the ODNI, and across the Community.

(U) Performance Information

(U) Community Management – ODNI performance goals are aligned to Enterprise Objective (EO) 10. The ODNI will be investigating unnecessary redundancy throughout the IC through multiple initiatives.

(U) In FY 2007:

Lead the IC in the implementation of the requirements for change in the intelligence posture as mandated in the Intelligence Reform Act. (EO 10)

Determine the IC budget to accomplish the NIS goals and objectives. (EO 10)

(U) In FY 2008:

Determine the IC budget to accomplish the NIS goals and objectives. (EO 10)

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – SCIENCE AND TECHNOLOGY

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(U) Description

(U//FOUO) The Community Management – Science and Technology project includes resources for the Associate Director of National Intelligence for Science and Technology (ADNI/S&T) to execute his core mission as the DNI's chief staff proponent for science and technology.

(U//FOUO) Activities include establishing a Community-wide strategy for S&T, ensuring that the IC Advanced Research and Development (AR&D) efforts reflect cutting-edge scientific and technological advances, and guiding the science and technology investments of the IC. ADNI/S&T also oversees and guides the Intelligence Advanced Research Projects Activity (IARPA), National Intelligence Science and Technology Committee (NISTC), Intelligence Science Board (ISB), DNI Science and Technology Fellows and Ambassadors Programs, and the Rapid Technology Transition Initiative.

(U//FOUO) The ADNI/S&T focuses on engendering speed, surprise, and synergy in the IC's AR&D activities.

• Strengthening relationships with and among other US Government (USG), industry, academic, and foreign partners and with customers

(U) Performance Information

(U//FOUO) S&T is a key enabler of collection, analysis, information sharing and other core functions of the IC. Constant technical innovation and transition is increasingly essential to the success of all facets of intelligence operations. The Community Management – Science and Technology activities will strengthen innovation and focus enabling initiatives in support of: Mission Objective (MO) 1 by creating advanced analytical tools and techniques to identify and disrupt terrorist organizations; MO 2 by enhancing global identification of materials and cueing of location or opportunities; MO 4 by developing unique and disruptive approaches to understanding hard target environmental and forensic elements; and MO 5 by consolidating critical information and facilitating outreach and commercial development.

(U//FOUO) The ADNI/S&T activities will focus on:

• Developing and overseeing management initiatives to reduce technological transition time from lab development to customer use (Speed).

• Increasing focus on high-impact, revolutionary (or disruptive) technology development (Surprise).

so as to leverage cutting-edge, scientific and technical advances and ensure developed technologies meet user needs (Synergy).

• Expanding initiatives to increase the quality and quantity of IC S&T personnel through novel recruitment, retention, and community-building programs and practices.

(U//FOUO) In FY 2007:

• Increase informal networks through the establishment of new incentives and programs for improving and enhancing collaborative networks.

• Establish a survey of customers to measure their satisfaction with transitioned technology and its ability to meet the need of the consumer.

• Establish community-wide strategy for review and guidance of scientific and technological initiatives.

(U//FOUO) In FY 2008:

• Establish an average year baseline of the number of new technical capabilities successfully transitioned to mission operations.

• Identify the impediments to rapid transition of capabilities to customers.

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – SECURITY

(U) Description

(U) Community Management – Security includes resources for the Assistant Deputy Director for Security (ADDNI/SEC) to execute his responsibilities as senior security advisor to the DNI. ADDNI/SEC provides oversight to the Center for Security Evaluation (CSE) and the DNI Special Security Center (SSC), and direction to the IC to enable the worldwide protection of intelligence, intelligence products, and sources and methods from unauthorized disclosure, and to ensure the protection of IC personnel, facilities, and information.

(U) Through CSE and SSC, the ADDNI/SEC develops clear, uniform, IC-wide security standards and practices governing issues such as access to facilities, electronic access to systems and databases, clearance of personnel, physical and technical security standards, and security education.

(U) CSE is the ADDNI/SEC's program management staff for protecting, in partnership with the Department of State and IC security elements, IC equities in the planning, construction, and operation of US diplomatic and consular facilities overseas. Additionally, CSE is responsible for planning and execution of the ODNI Emergency Management Program. CSE activities include:

• Protecting intelligence sources and methods information in US diplomatic and consular facilities abroad.

• Providing advice to the DOS regarding the Secretary of State's responsibilities for protecting those facilities.

• Developing security policies, standards, recommendations, and countermeasures.

• Serving as the program management office for the ODNI Emergency Management Program.

(U) SSC manages community-wide initiatives to improve security business practices, standardize the implementation of security policy across the IC, resolve long-standing security issues, and remove roadblocks to information sharing. SSC has four primary activities:

• Community Services include the Scattered Castles repository of SCI security clearances, security research program, community security training, and leadership of the IC Badge Interoperability Program.

• Policy & Planning reviews and develops security policies to adapt to changes in technology, threats, and priorities while balancing risk with operational efficiencies.

- Oversight and Liaison is the ODNI focal point for the IC for reporting and coordination of unauthorized disclosures of intelligence information.

- Controlled Access Program Coordination Office (CAPCO) provides oversight and management to the overall system of compartmented control systems and operates the IC Register of Authorized Classification and Control Markings.

(U) Performance Information

(U) Community Management – Security performance goals are aligned to Enterprise Objective (EO) 7, developing greater reliability and consistency in our security practices in order to protect our intelligence sources and methods, and protect our nation from hostile adversaries.

(U) CSE protects intelligence sources and methods at US diplomatic and consular posts abroad. Additionally, CSE enables EO 7 by providing IC advice to the DOS in carrying out the Secretary of State's statutory responsibility to develop and implement policies and programs for the protection of foreign posts. CSE has the overall responsibility for the DNI's emergency management/continuity programs that support the President's overarching effort to ensure the continuation of the federal government under all hazard environments. (EO 9)

(U) SSC continues the expansion of security services to automate and standardize IC processes, review and revise security policy to improve efficiency and resolve legacy policy with Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) requirements, manage processes for reporting on authorized and unauthorized disclosures, and review the security compartmentation systems used to protect sensitive intelligence for potential restructuring. (EO 7)

(U) In FY 2007:

(U) CSE–Chair and manage the Construction Security Working Group. This group ensures that all Construction Security Plans for overseas diplomatic and consular posts are thoroughly reviewed, are

coordinated with all concerned stakeholders, and are complete. The goal is to provide timely security review and oversight of ███████ overseas construction projects annually, without adverse impact to project scheduling. This is a critical function for the protection of overseas IC personnel, and for the protection of intelligence gathering operations. (EO 7)

- CSE–Chair and lead the Human Threat Working Group. This group is responsible for conducting regular reviews of the Human Threat to overseas posts, and contributing to the Security Environment Threat List (SETL). The goal is to review, establish, justify, and publish the Human Threat estimate for ███ diplomatic and consular posts on a three-year rotation. (EO 7)

- CSE–Chair and lead the Technical Threat Working Group. This group is responsible for conducting regular reviews of the Technical Threat to overseas posts, and contributing to the Security Environment Threat List (SETL). The goal is to review, establish, justify, and publish the Technical Threat estimate for ███ diplomatic and consular posts on a three-year rotation. (EO 7)

- CSE–Develop a high-level Technical Security Countermeasures (TSCM) plan for a national TSCM program that consists of near-term and long-term program objectives. (EO 7)

- CSE–Assist SSC to draft and establish a new TSCM IC Directive. (EO 7)

- CSE–Finalize and test the ODNI COOP plan for the ODNI headquarters facility and staff. (EO 9)

- SSC–Expand Scattered Castles throughout the IC agencies and industry and add more special clearances to the database. (EO 7)

- SSC–Complete Phase 1 of IC Badge Interoperability Program and begin phase 2. (EO 7)

- SSC–Convert and update DCI Security Directives into DNI policy and provide greater information sharing across the IC. (EO 7)

- SSC–Implement IC-wide reporting on authorized disclosures in support of WMD Commission recommendations. (EO 3)

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- SSC–Conduct review of compartmented program structure in first cycle under DNI authorities. (EO 7)
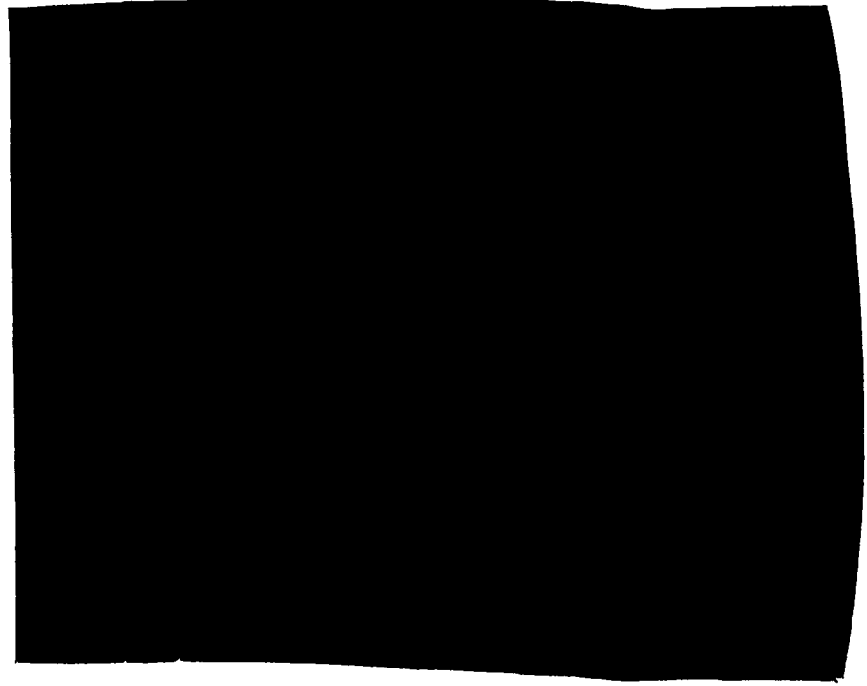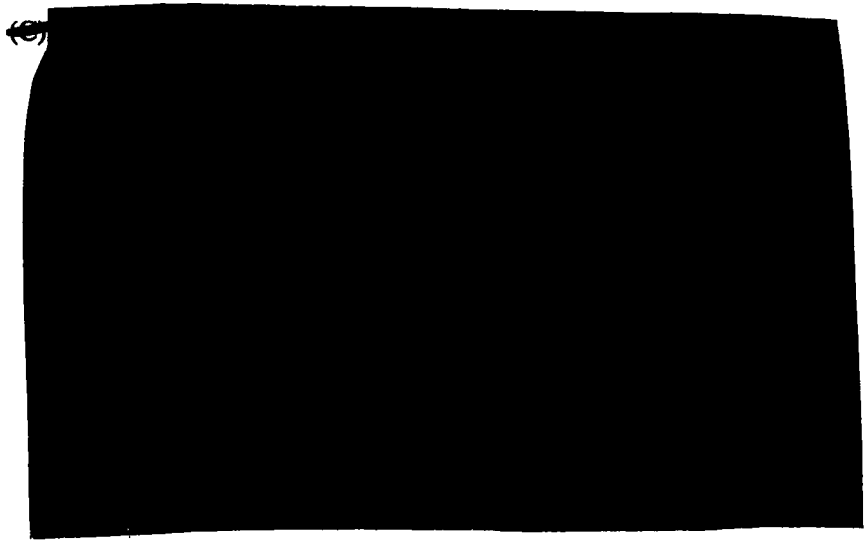
(U) Description

(U) The DNI has designated the ADDNI/Education and Training (ADDNI E&T) as the Chancellor of the National Intelligence University (NIU); as the senior authority responsible for education, training and related research and partnerships for the IC; and as the senior authority responsible for guidance and oversight of foreign language issues for the IC. The ADDNI/E&T is comprised of four functional areas: the Foreign Language Program Office (FLPO), the Instructional Programs Office, the IC Lessons Learned Center (IC LLC), and the Outreach and Professional Development Office.

(U//FOUO) The FLPO provides guidance and oversight of foreign language issues for the IC, including personnel, education and training, testing and assessment, research, technology development, operations, and language outreach programs. The Director of the FLPO, serving as IC Senior Language Officer, chairs the Foreign Language Executive Committee (FLEXCOM), and provides oversight and direction to its supporting Expert Groups on Foreign Language Education and Instructional Technology, Testing and Assessment, Language Technology, and Operations. Through consultation with these committees, the FLPO provides advice on foreign language issues to the ADDNI/E&T, the Chief Human Capital Officer (CHCO), the ADNI/S&T, DDNI/A, DDNI/C, CFO, and other IC entities.

(U//FOUO) The FLPO is establishing a process to determine IC language requirements that will meet the needs of the National Intelligence Priorities Framework (NIPF), develop a system to track capabilities and measure progress in meeting those requirements. The FLPO is responsible for writing and directing implementation of the IC Foreign Language Human Capital Strategic Plan, which will incorporate this process for the Community. The FLPO also serves as the advocate for language-capable professionals, to support research to enhance language training and performance, as well as research, development, and fielding of critically needed tools and technology, in close cooperation with the FLEXCOM Technology Expert Group, ADNI/S&T, DDNI/A, and DDNI/C. The FLPO ensures coordinated development of training and testing instruments to meet community needs. The FLPO also oversees investments promoting national foreign language education and recruiting programs, such as the National Security Education Program and the National Security Language Initiative. The FLPO is responsible for implementing STARTALK, a program to provide K-16 summer language training for students and teachers in critical languages, under the National Security Language Initiative. The FLPO Director is a member of the Steering Committee for the National Security Language Initiative and advises that body on IC requirements and investments to support IC needs.

(U) The Instructional Programs Office focuses on education and training mission areas for the IC at large, including: Curricula Development, Learning Standards Development, Distance Learning, Registrar, Evaluation, Leadership Training and IC Officer Training Programs. This Office's strategic goals are to 1) identify and assess training and educational offerings in the IC in order to facilitate access to and improve training and education in the Community; and 2) facilitate and oversee the development of an appropriate mix of training and educational offerings to better prepare IC personnel to perform their assignments, develop their careers, and serve in the IC. The Instructional Programs Office will cultivate jointness in the IC through development of and support to interagency training and education. This will include enhancing access to IC training and education through expanding the use of on-line connectivity and offering increased availability to courses in the Community.

(U) The IC LLC will determine and issue Community standards for lessons learned, serve as the focal point for the IC-wide sharing of lessons learned and best practices, provide input for education and training programs, and maintain an IC LLC website that integrates knowledge sharing and captures lessons learned. At the direction of the DNI, the IC LLC will undertake or publish selected studies and lessons learned.

(U) Through Outreach and Professional Development initiatives, relationships with education and training components of the IC, other US Government (USG) schools, and schools outside the USG will be fostered. In addition, conferences will be sponsored dealing with IC areas of current and enduring interest; and professional development will be promoted through established or ad hoc intelligence community councils, boards, committees, or working groups. Professional development will seek education and training opportunities to support the intelligence disciplines of analysis, collection, S&T, language, leadership and mission support as well as those of a cross-disciplinary nature.

(U) Education and training-related research is a grants program intended to foster unique research approaches being pursued in IC schools, colleges, universities, and other institutions of learning and research that benefit the IC, and to lend NIU sponsorship and support to such research.

(U) Performance Information

(U) The majority of the performance goals of Education and Training are aligned to Enterprise Objective (EO) 4. The NIU, in collaboration with the IC entities, will focus on training and professional development to achieve a high quality IC workforce. Additionally, E&T supports Enterprise Objective (EO) 9 through the IC LLC, by serving as the focal point for the IC-wide sharing of lessons learned and best practices.

(U) In FY 2007:

• Continue to build the NIU and instructional programs in the established education and training mission areas, cultivate education and training related research, and broaden outreach and professional development to achieve a high quality IC workforce. (EO 4)

• Improve lessons learned capabilities by increasing research, assessment, and publication of nominated and directed studies, and enhancing flows of IC-wide lessons learned and best practices to education and training programs and to the operational community. (EO 9)

• Enhance IC foreign language capabilities by implementing the pilot program for the STARTALK language initiative to promote summer language learning for high school students and high school and college teachers in Chinese and Arabic as part of the National Security Language Initiative in partnership with the Departments of State, Defense and Education. Implement expanded programs for advanced-level training in critical languages for analysts and operators who may be deployed overseas. (EO 4)

(U) In FY 2008

• Further refine the NIU, expand instructional programs, expand education and training related research, and step up outreach and professional development to identify unnecessary duplications and redundancies in training programs and redeploy associated resources to fill critical gaps and deficiencies in current E&T offerings. (EO 4)

• Further develop and integrate knowledge sharing by continuing to develop information on existing lessons learned and best practices. (EO 9)

• Increase IC contribution to the National Security Language Initiative STARTALK program, by expanding the program to additional languages, locations, and student and teacher levels. Implement DNI-sponsored initiatives to improve IC-sponsored language training and expand recruitment of heritage and other high-level speakers of critical languages. (EO 4)

(U) CONGRESSIONAL REPROGRAMMING ACTIONS

(U) There were no Congressional Reprogramming Actions in the Community Management Account during FY 2006.

(U) COMMUNITY MANAGEMENT ACCOUNT FY 2008 – FY 2013 PERFORMANCE PLAN

(U) Overview

(U) The Community Management Account includes funding for the Office of the Director of National Intelligence (ODNI). During the DNI's first two years much of the community management focus was on establishing the management and organizational framework for creating a more unified, coordinated, focused, and effective intelligence community. The established management framework is anchored by the DNI's *National Intelligence Strategy* (*NIS*) with its 15 Strategic Objectives. For each objective, the ODNI established detailed implementation plans with specific goals and initiatives. Elements of the ODNI support one or more of these objectives with specific implementing responsibilities. In fiscal year 2008, the DNI's focus will be on fully implementing and executing these plans and strategies and ultimately achieving the DNI's established goals and objectives. Accordingly, in fiscal year 2008, the ODNI expects to (1) increase and improve Intelligence Community data collection and analysis capabilities through both human and technical means, (2) increase collaboration, communication, coordination, and information sharing, and (3) more effectively align resources to highest priorities.

(U) This CMA Performance plan highlights representative CMA key project results that will contribute to accomplishment of aligned objectives for FY 2007 and FY 2008. Some CMA results address multiple *NIS* objectives. To avoid duplication, the tables below include results under the *NIS* objective where they make the most impact. Progress for both mission and enterprise objectives will be tracked to ensure the IC is successful. The IC-wide performance planning effort will be the mechanism used to focus finite NIP resources on the priorities called out in the *NIS* and strategic objective plans, and to define annual targets for performance measures that are consistent with resources requested.

(U) Mission Objective Overview

(U//FOUO) The five mission objectives of the *National Intelligence Strategy* represent the principal goals of the Intelligence Community. The focus of the mission objectives is to predict, penetrate, and pre-empt threats to our national security. The five mission objectives are drawn from the National Security Strategy of the United States of America. The CMA Mission Objectives Funding Summary chart depicts CMA funding associated with each mission objective. Budget projects are mapped to the mission objectives they support. Acquisition projects that have not achieved an initial operating capability are not included. Since many projects support more than one mission objective, the total funding shown exceeds the CMA budget request.

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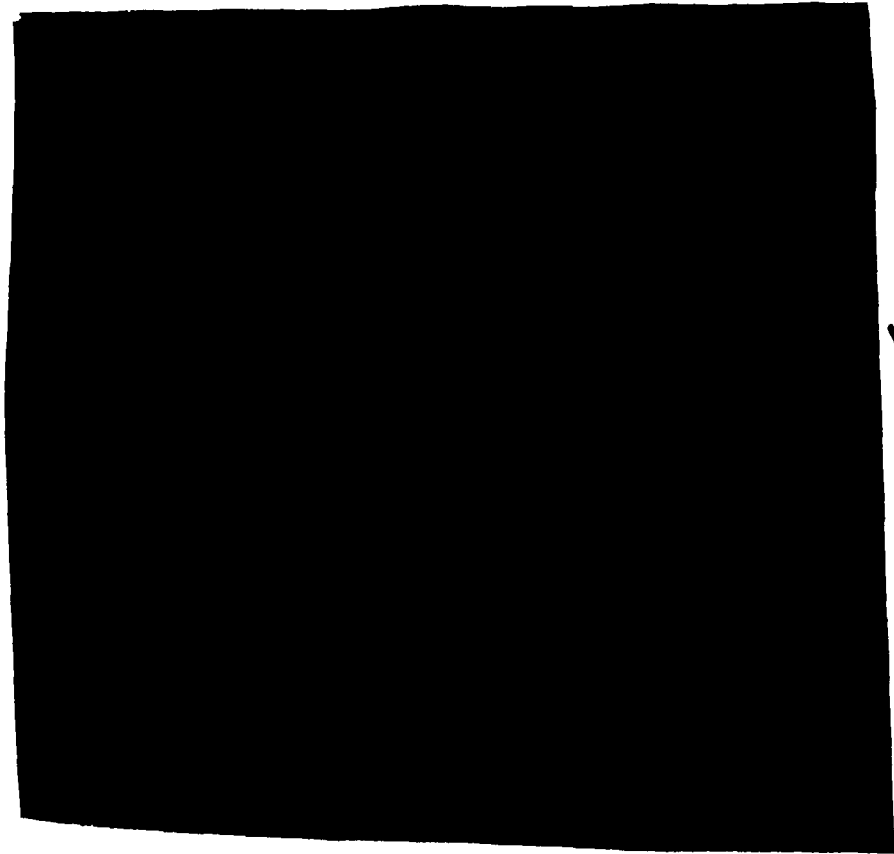
(U//FOUO) NIS Strategic Objective MO 1

Defeat terrorists at home and abroad by disarming their operational capabilities and seizing the initiative from them by promoting the growth of freedom and democracy

(U//FOUO) NIS Strategic Objective MO 2

Prevent and counter the spread of weapons of mass destruction
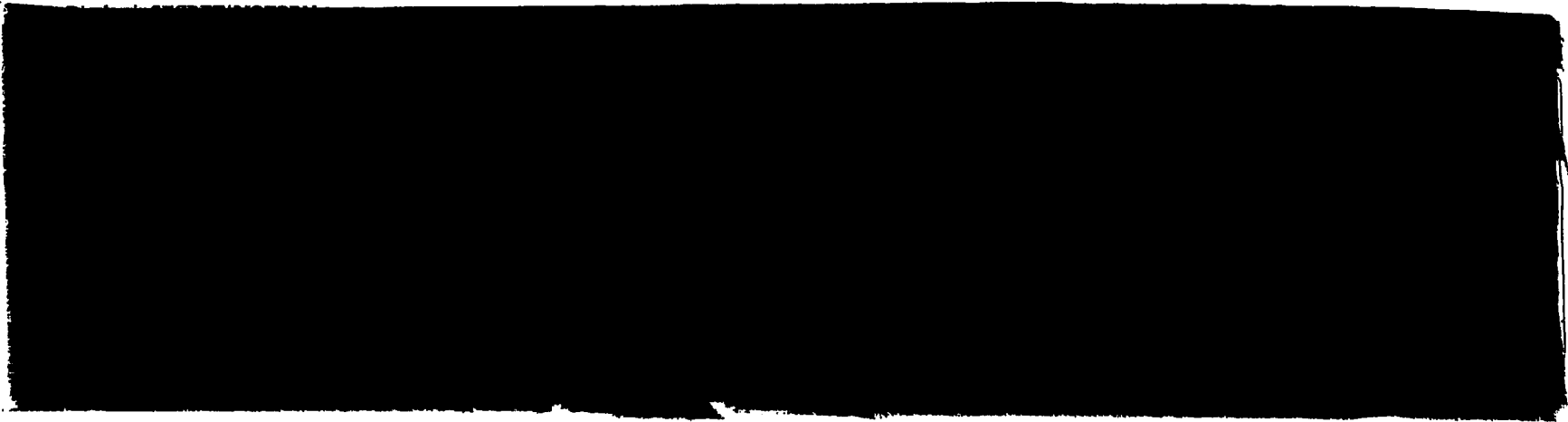
(U/FOUO) NIS Strategic Objective MO 3

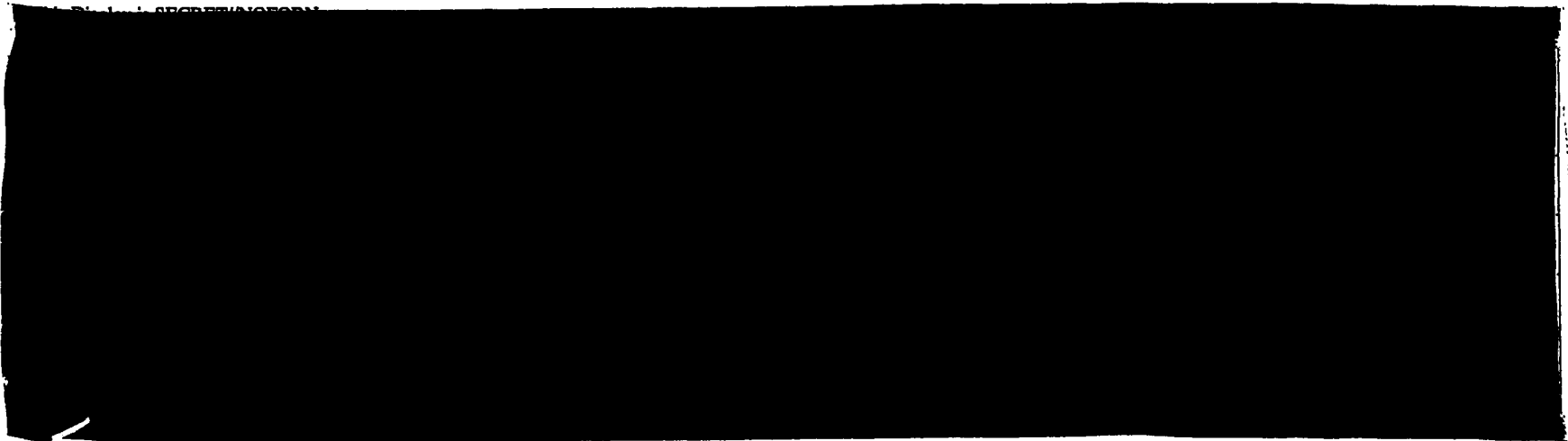*Bolster the growth of democracy and help sustain peaceful democratic states*

(U//FOUO) NIS Strategic Objective MO 4
Develop innovative ways to penetrate and analyze the most difficult targets

(U//FOUO) NIS Strategic Objective MO 5

Anticipate developments of strategic concern and identify opportunities as well as vulnerabilities for decision-makers

(U) Enterprise Objective Overview

(U) The CMA Enterprise Objectives Funding Summary chart below maps CMA resources to the enterprise objectives. Each budget project is mapped to the enterprise objectives that it supports. Each project is mapped to one primary objective, and can be aligned to one or more secondary objectives. Therefore, the "primary" mapping equals the CMA budget request less a small number of facilities and logistics-related projects, while the combined primary and secondary totals exceed the CMA budget request.
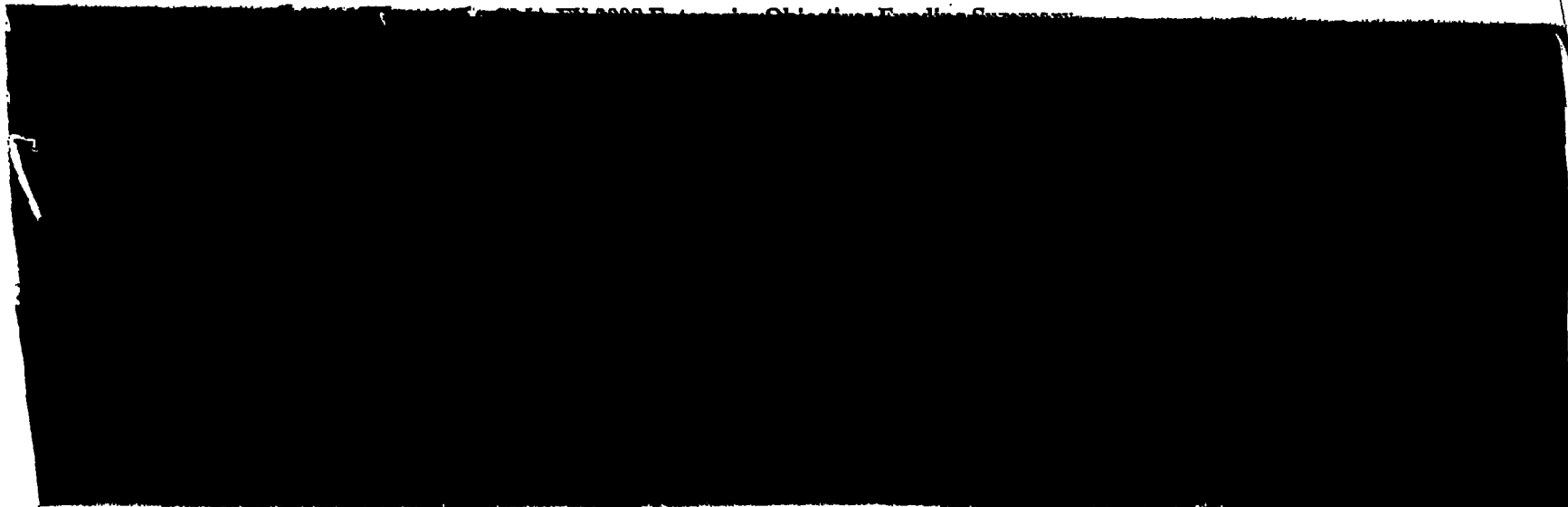
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(U//FOUO) NIS Strategic Objective EO 1

Build an integrated intelligence capability to address threats to the homeland, consistent with US laws and the protection of privacy and civil liberties

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(U//FOUO) NIS Strategic Objective EO 2

Strengthen analytic expertise, methods, and practices; tap expertise wherever it resides; and explore alternative analytic views

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(U//FOUO) NIS Strategic Objective EO 3

Rebalance, integrate, and optimize collection capabilities to meet current and future customer and analytic priorities

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(U//~~FOUO~~) NIS Strategic Objective EO 4

Attract, engage and unify an innovative and results-focused Intelligence Community workforce

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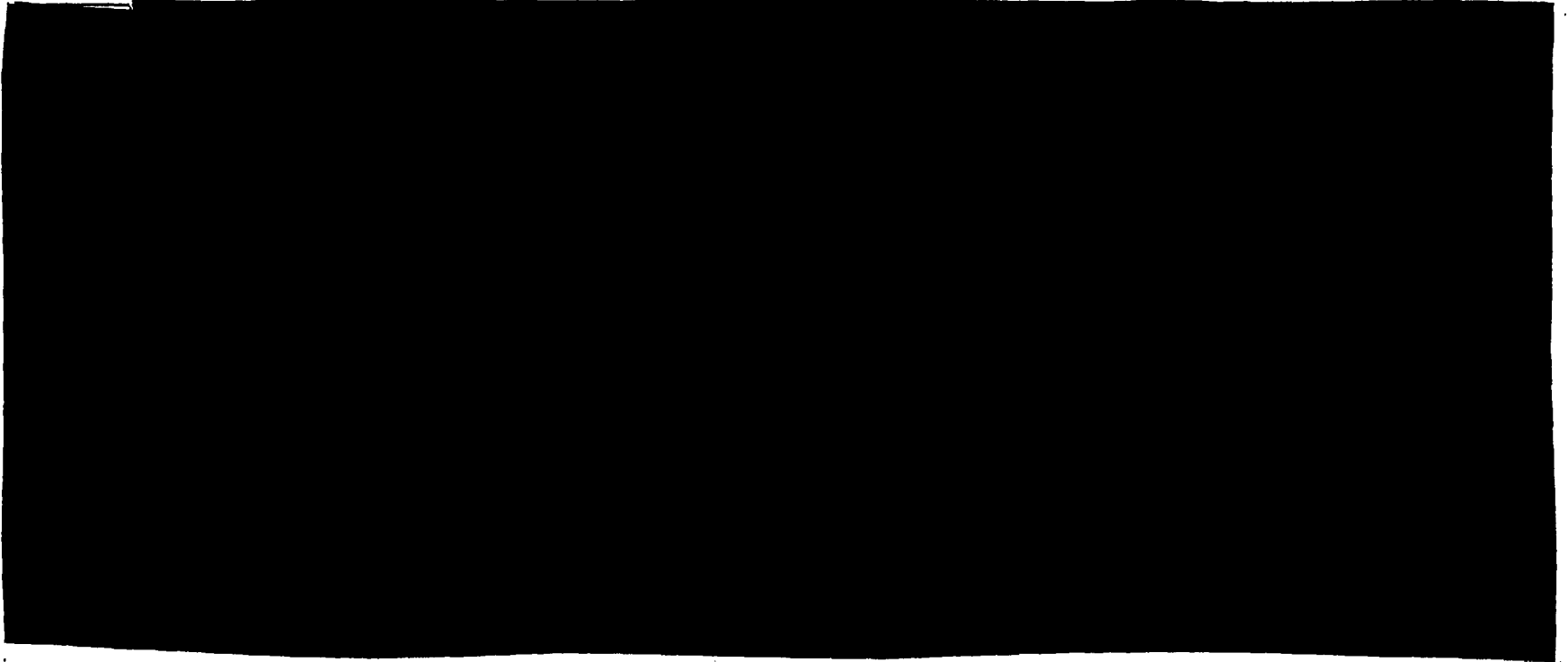
(U//~~FOUO~~) NIS Strategic Objective EO 5

Ensure that Intelligence Community members and customers can access the intelligence they need when they need it

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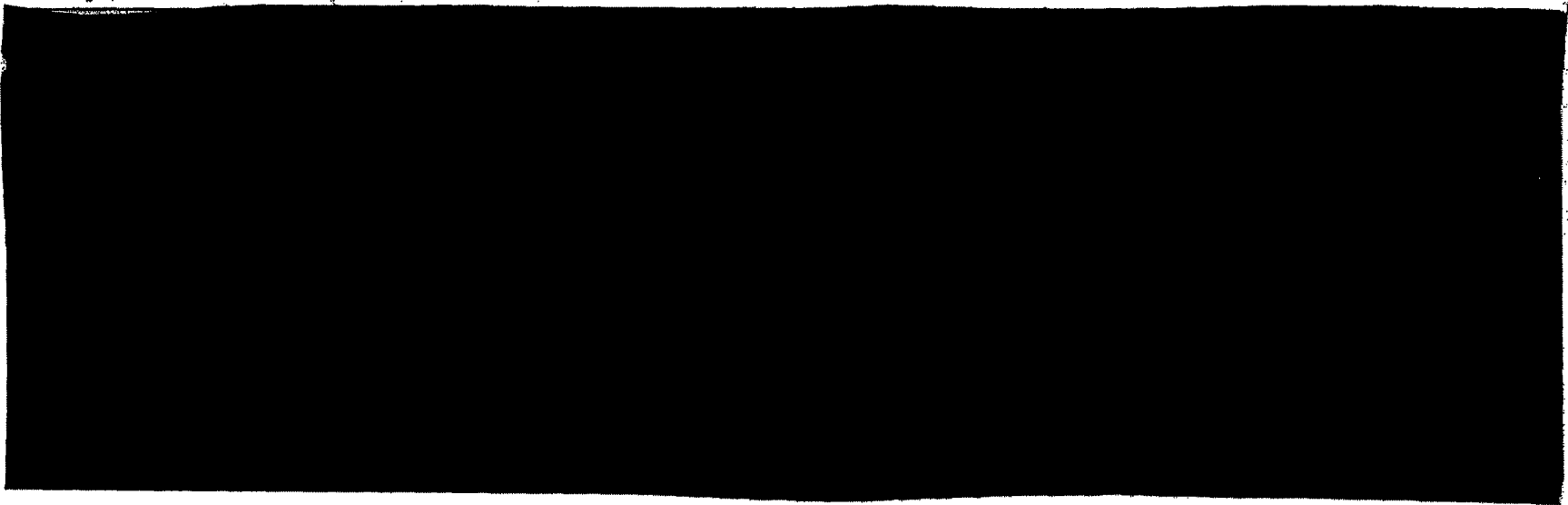
(U/~~FOUO~~) NIS Strategic Objective EO 6

Establish new and strengthen existing foreign intelligence relationships to help us meet global security challenges
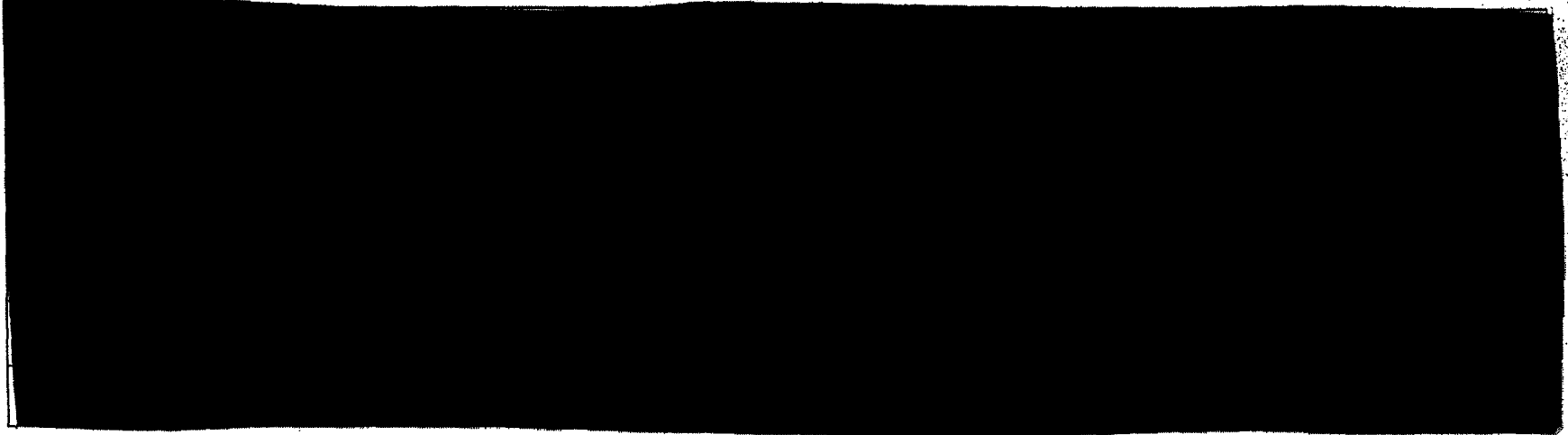
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(U//~~FOUO~~) NIS Strategic Objective EO 7

Create clear, uniform security practices and rules that allow us to work together, protect our nation's secrets, and enable aggressive counterintelligence activities
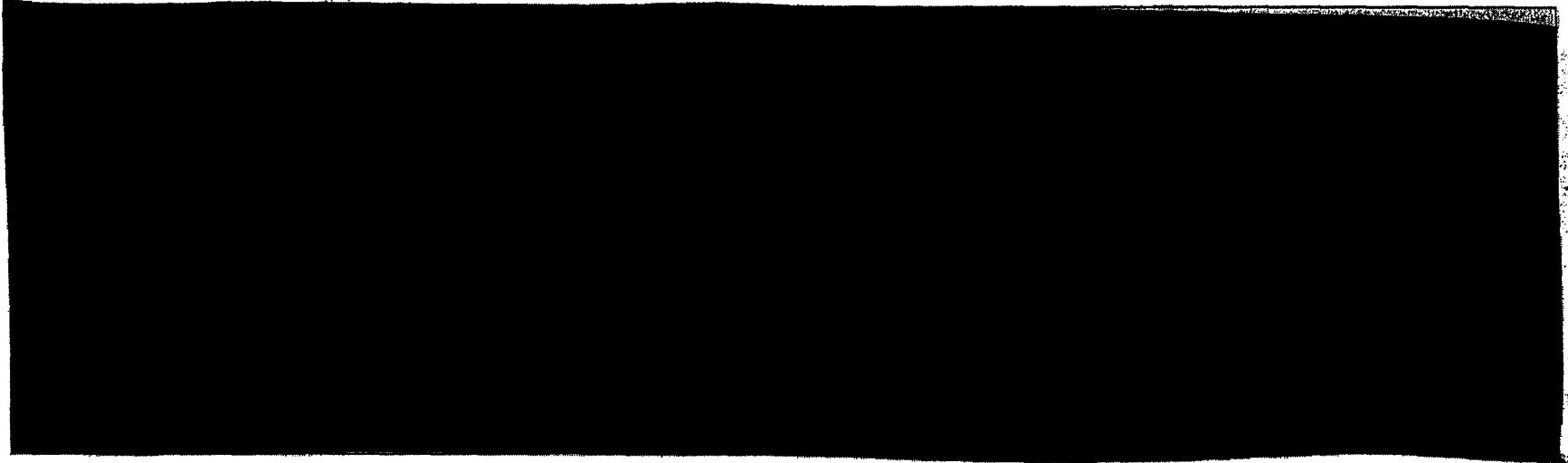
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(U//~~FOUO~~) NIS Strategic Objective EO 8

Exploit path-breaking scientific and research advances that will enable us to maintain and extend intelligence advantages against emerging threats
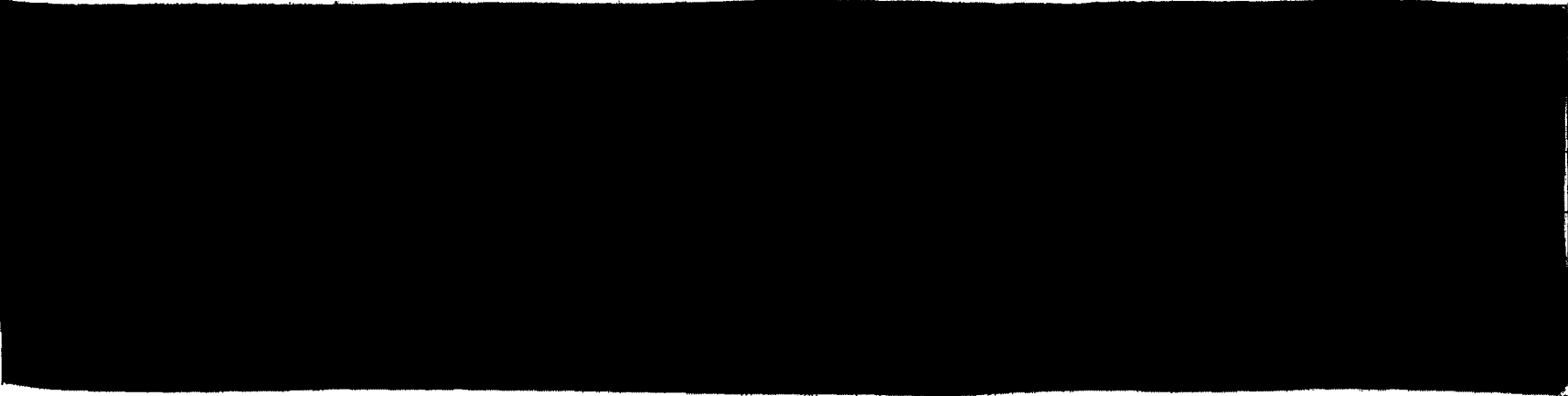
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(U//~~FOUO~~) NIS Strategic Objective EO 9

Learn from our successes and mistakes to anticipate and be ready for new challenges
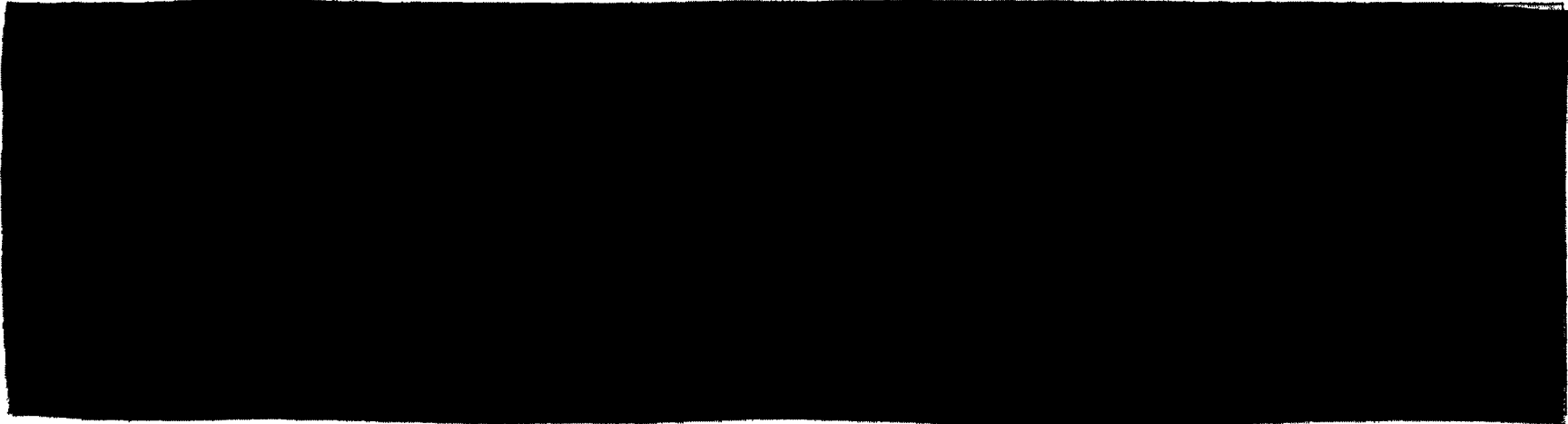
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(U//FOUO) NIS Strategic Objective EO 10

Eliminate redundancy and programs that add little or no value and re-direct savings to existing and emerging national security priorities

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(U) RESOURCE EXHIBITS

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(U) GLOSSARY

(U) ADDNI/ET—Assistant Deputy DNI for Education and Training

(U) ADDNI/S—Assistant Deputy DNI for Security

(U) AIS—Office of Analytic Integrity Standards

██████ Analyst Yellow Pages—Derived from the Analytic Resources Catalog (ARC), the DNI Analyst Yellow Pages is a searchable directory of expertise and contact information for Intelligence Community analysts. It was intended to facilitate collaboration among analysts by enabling them to search across the IC for their counterparts.

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(U) AR&D—Advanced Research and Development. Basic and applied research, technology development and assessments, and future concepts development. Not included are resources used to acquire capabilities necessary for existing systems or an approved and authorized future system.

(U) ARC—Analytic Resources Catalog. The ARC is a database containing information about the skills, experience and expertise of the analysts in the IC. The ARC provides management information, such as the numbers of analysts currently working specific intelligence topics. The ARC is also the basis of the Analyst Yellow Pages, a directory available on JWICS providing contact information for analysts working certain countries and topics.

(U) BPI—Budget Performance and Integration

(U) BRAC—Base Realignment and Closure

(U) BW—Biological Weapons or Warfare

(U) CAE—Centers for Academic Excellence provide grants to minority-serving colleges and universities to develop curriculum and programs that support the IC and improve the diversity of the IC's applicant pool.

(U) CAG—Congressional Actions Group has evolved into the Legislatives Affairs under the DNI and manages all Community-wide Congressionally Directed Actions.

(U) CAIG—Cost Analysis Improvement Group performs independent analyses of the costs and schedule, technical, and programmatic risks in major National Intelligence Program acquisition programs.

██████ CAPNet or the *Capital Network*—A secure private network permitting electronic connectivity between the Legislative Branch of the Federal Government, principally the intelligence oversight committees, and certain intelligence community personnel, primarily in the legislative liaison offices.

(U) CARC—Community Acquisition Risk Center. CARC is charged with developing and deploying a common risk assessment methodology across the IC to ensure, to the maximum extent feasible, that NIP acquisitions are shielded from foreign exploitation.

(U) CASE—Collaboration and Analyst/Systems Effectiveness. CASE seeks to improve the analytic process by surrounding the human analyst with a variety of powerful, yet transparent, machine-reasoning systems to augment human abilities.

(U) CBRN—Chemical, biological, radiological and nuclear targets. This term applies to the intelligence collection targeted against foreign weapons of mass destruction.

(U) CBRNE—Chemical, biological, radiological, nuclear and explosive targets. This term applies to the intelligence collection targeted against foreign weapons of mass destruction.

(U) CCID—Center for Security Evaluation (CSE) China and Critical Issues Division

(U) CCP—Consolidated Cryptologic Program

(U) CDA—Congressionally Directed Action

(U) CDS—Cross Domain Solution. The Federal portion of the ISE will encompass policies, business processes, and technologies to ensure that terrorism information can be freely and transparently shared across three broad security domains—SCI, Secret, and SBU information.

(U) CFIUS—Committee on Foreign Investments in the US. Twelve-agency committee chaired by the Department of the Treasury, originally established by Executive Order in 1975 to monitor and evaluate the impact of foreign investments in the US. The National Intelligence Council's CFIUS Support Group under the NIO for Military Issues is the Intelligence Community interlocutor with CFIUS.

(U) CFO—Chief Financial Officer

(U) CHCO—Community Human Capital Officer supports the DNI in prescribing policy mechanisms for overall strategic management of the IC workforce, comprised of over 80,000 military and civilian members, including workforce planning, recruiting and career development, Centers of Academic Excellence (CAE), retention, pay and benefits, performance management and recognition, work/life programs, and information system requirements.

(U) CIA—Central Intelligence Agency

(U) CIAP—Central Intelligence Agency Program

(U) CIISO—Community Interoperability and Information Sharing Office

(U) CIO—Chief Information Officer

(U) CMA—Community Management Account. This budget funds activities that support the DNI as head of the IC.

(U) CND—Computer Network Defense. Efforts to defend against Computer Network Operations (CNO) of others, especially that directed against US and allied computers.

(U) CNO—Computer Network Operations. CNO includes hardware, software, techniques, or procedure used in conducting computer network operations. These tools include operational, design, and test tools and exist at various classification levels.

(U) COG—Continuity of Government. A coordinated effort within the Executive Branch that ensures the continuation of minimum essential functions in any emergency situation, including catastrophic emergencies that impair or threaten day-to-day operations of departments/agencies within the branch. COG activities involve ensuring the continuity of minimum essential functions utilizing infrastructures outside the Washington Metropolitan Area (WMA) and must be capable of implementation with and without warning.

(U) COOP—Continuity of Operations. Ensures the capability exists to continue essential functions across a wide range of potential emergencies that impair or threaten IC day-to-day operations, including localized acts of nature, accidents, and technological and/or attack-related emergencies up to and including terrorist attacks using weapons of mass destruction centered in Washington, DC. COOP activities involve ensuring the continuity of essential functions by leveraging existing infrastructures both within and outside the WMA.

(U) CSE— Center for Security Evaluation. Supports the DNI in protecting intelligence sources and methods information at US diplomatic posts abroad. CSE provides IC advice to the DOS in carrying out the Secretary's statutory responsibility to develop and implement policies and programs for the protection of US diplomatic posts abroad.

(U) CSD—CSE's Construction Security Division

(U) CSSB—Customer Service Synchronization Board is a forum composed of the ODNI and intelligence components in federal departments and . agencies outside the traditional intelligence community.

(U) CSWG—Construction Security Working Group. CSE chairs the Construction Security Working Group, composed of representatives of NSA, CIA, CSA, DIA and the FBI. CSWG reviews construction security plans and designs reviews for construction or major renovation projects to ensure that appropriate and adequate security has been

included in accordance with Public Law 100-204. The DNI has delegated to the Director, CSE the authority to provide written notification to Diplomatic Security of recommended countermeasures.

(U) CT—Counterterrorism. Offensive measures taken to prevent, deter, and respond to terrorism.

(U) CTC—The CIA Counterterrorist Center

(U) CTD—The FBI's Counterterrorism Division

(U) CTIP—Counterterrorism Intelligence Plan

(U) CTISS—Common Terrorism Information Sharing Standards

(U) CUI—Controlled Unclassified Information. CUI is defined as categories of unclassified information that require controls that protect it from public release, both to safeguard the civil liberties and legal rights of US citizens and to deny information advantage to those who threaten the security of the nation.

(U) CVMM—Cuba-Venezuela Mission Manager

(U) CW—Chemical Weapons or Warfare

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(U) DARPA—Defense Advanced Research Projects Agency. Defense "think tank" and technology development entity that conducts counternarcotics-related (and other) technology research and development.

(U) DCIIS—Defense Counterintelligence Information System

(U) DDNI/A—Deputy Director of National Intelligence for Analysis

(U) DDNI/C—Deputy Director of National Intelligence for Collection

(U) DDNI/M—Deputy Director of National Intelligence for Management

(U) DDNI/R—Deputy Director of National Intelligence for Requirements

(U) DEA—Drug Enforcement Administration

(U) DHS—Department of Homeland Security

(U) DIA—Defense Intelligence Agency

(U) DNI—Director of National Intelligence

(U) DNI CIO— Chief Information Officer, now called the CIO, manages IC activities relating to IT infrastructure and enterprise architecture; directs and manages all IT-related procurements; and ensures that all expenditures for IT and research and development activities are consistent with IC enterprise architecture and strategy.

(U) DNI Procurement Executive—Office within ADDNI SAE responsible for implementation of the responsibilities of the Director of National Intelligence for Management (DDNI/M) relative to IC contracting and procurement activities that translate revenues into expenditures for goods, systems, and services, and result in the obligation of National Intelligence Program funding on contracts.

(U) DoD—Department of Defense

(U) DoD FCIP—DoD Foreign Counterintelligence Program

(U) DOE—Department of Energy

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(U) DOJ—Department of Justice

(U) DTO—Disruptive Technology Office, now incorporated into IARPA, is a project that provides funds to agencies for R&D activities that benefit the whole IC or do not fit into existing agencies.

(U) E&T—Education and Training

(U) EAD-NSB—Executive Assistant Director National Security Branch, FBI

(U) EC—Expenditure Center

(U) EDS—Electronic Directory Services required by IRTPA; identifies "people and organizations" associated with terrorism information sharing.

(U) EIS—Executive Intelligence Summary. The EIS is a daily, web-based compendium of finished analytic products from across the IC intended for senior executives, briefers, and analysts. It includes articles from CIA's WIRe, the DIA/J2 Executive Highlights and Notes in Brief, and products from State INR, NSA, NGA, and others and is generated using software that searches for new products posted by analytic components within the last 24 hours. Currently, the highest classification for items in the EIS is TS/SI/TK.

(U) EO—Enterprise Objective

(U) FDDC—Foreign Denial and Deception Committee, chaired by the National Intelligence Officer for Science and Technology, advises and assists the DNI on foreign activities that thwart US intelligence through denial and deception (D&D), promotes the effective use of IC resources to counter foreign D&D, and serves as one of four DNI Production Committees.

(U) FISA—Foreign Intelligence Surveillance Act

(U) FLEXCOM—Foreign Language Executive Committee. FLEXCOM, chaired by the Senior Foreign Language Officer provides guidance and oversight to the Foreign Language Project to build comprehensive and robust IC foreign language policy.

(U) FLP—The Foreign Language Program in the National Intelligence University focuses on long-term investment to enhance and sustain foreign language capabilities within the IC.

(U) FLPO—Foreign Language Program Office. A DNI office established to promote deeper cultural understanding and better language proficiency; integrate language technology and translation/document exploitation processes to maximize resources; and define, measure, and track IC language capabilities and readiness against mission objectives.

(U) FOC—Full Operational Capability

(U) FRCC—Foreign Relations Coordinating Committee; chaired by the Assistant Deputy DNI for Foreign Relations (ADDNI/FR) to coordinate and synchronize IC elements (CIA, DIA, NGA, NSA, FBI, NCTC, DHS/IE) conduct of foreign relationships.

(U) GDIP—General Defense Intelligence Program

(U) GEOINT—Geospatial Intelligence

(U) GERP—The Global Expertise Reserve Program, renamed the National Intelligence Council Associates Program, is designed to expand the global coverage of the Intelligence Community by tapping the expertise of analysts and experts outside the government on issues that are not currently receiving adequate coverage.

(U) GMII—Global Maritime Intelligence Integration is one of 8 supporting plans to the National Strategy for Maritime Security. GMII staff is charged with the effective government-wide access to maritime information and data critical to intelligence production.

(U) GWOT—Global War on Terrorism

(U) HI—Horizontal Integration. Processes and capabilities that enable disparate organizations and systems to act in unison/concert to better acquire, synchronize, correlate, and deliver intelligence that is timely and responsive to those who make and execute national security policy.

(U) HUMINT—Human Intelligence. A category of intelligence information derived from human sources.

(U) HR EIS—Human Resources Enterprise Information System is a "data warehouse" containing key HR information for reporting and program/performance evaluation across the IC.

(U) HRIS—Human Resources Information System Modernization Program: The integration of HR data and systems to manage the IC workforce and ensure information sharing across organizational boundaries.

(U) IARPA—Intelligence Advanced Research Projects Activity. A DNI sponsored organization to enhance innovation and the achievement of technological surprise across the IC. Highly adaptive and without the

encumbrances of legacy agencies, IARPA operates at the forefront of the technology development 'wave' addressing critical DNI issues and gaps where individual agencies do not operate effectively.

(U) IC—Intelligence Community

(U) IC COOP—Intelligence Community Continuity of Operations. Each IC agency is required by PDD-67 to prepare a COOP Plan detailing the procedures it undertakes to maintain its operational role during periods of emergencies and capabilities to fulfill its role of providing intelligence support to policymakers.

(U) IC CSP—Intelligence Community Common Services Provider. The INTELINK Management Office (IMO) is the de facto IC CSP for the ICSIS architectural direction for information technology within the Community.

(U) IC LLC-Intelligence Community Lessons Learned Center

(U) IC MAC—Intelligence Community Metropolitan Area Communications. IC MAC is creating a cost-effective, high-capacity communications infrastructure within the Washington, D.C., area that supports the IC's need to collaborate, produce and disseminate electronic intelligence products in a timely manner.

(U) IC MAP—Intelligence Community Multi-Intelligence Acquisition Program is now called the Integrated Collection & Analysis Requirements System (ICARS) to reflect change in program strategy from a multi-int acquisition program to an operational community requirements system.

(U) IC4—IC COOP Coordination Center. A DNI capability that keeps the DNI, IC Leadership and significant IC customers and partners informed of each members' capability to continue essential missions under emergency conditions. By acting as an information conduit, the IC4 coordinates and facilitates actions IC members may take, individually or collectively, to maintain their continuity of operations during periods of increased readiness levels or actual emergency.

(U) ICA—Integrated Collection Architecture

(U) ICAP—Intelligence Community Assignment Program. This project fosters the development of a cadre of intelligence professionals with a broad Community perspective and experience, applied expertise, and strategic outlook.

(U) ICARAS—Intelligence Community Acquisition Risk Assessment System. The Intelink based common risk assessment methodology for NIP acquisitions being developed for deployment across the IC.

(U) ICARS—Integrated Collection and Analysis Requirements System, formerly known as IC-MAP. Name change reflects its operational status and transition from a multi-int acquisition program to a systems management activity.

(U) ICATEC—Intelligence Community Analytic Training and Education Council

(U) ICDC—Intelligence Community Deputy's Committee. The ICDC is the initial review forum and principal advisor to the Intelligence Community Principals Committee (ICPC) for the development and implementation of Intelligence Community policies, plans, and processes.

(U) ICDO—The Integrated Concepts Development Office, under the auspices of the DDNI/C, brings together collectors and analysts to study regional or issue areas of concern, study collection problems, and develop new tools and methods to help understand and assess prospective collection processes.

(U) ICE—Independent Cost Estimate. A third-party analysis of a program's funding profile and real costs.

(U) ICMA—Intelligence Community Management Account

(U) ICO—Intelligence Community Officer. The ICO is an IC professional, GS-13 or above, with certified IC experience, perspective, and expertise in at least one IC discipline.

(U) ICOC—Intelligence Community Officer Course. One of the three IC Officer Programs designed to foster the development of a cadre of intelligence professionals with a broad Community perspective and experience, applied expertise, and strategic outlook.

(U) ICON—Intelligence Community Collaborative Operations Network. ICON develops and facilitates the implementation of an Information Technology (IT) network architecture that enhances the free flow of data and improves collaborative capabilities between Intelligence Community members.

(U) ICS—Integrated Collection Strategies, formerly called Collection Allocation Planning, supports Multi-INT collaboration to prioritize collection and allocate collection resources.

(U) ICSIS—Intelligence Community System for Information Sharing. The IT enterprise architecture and infrastructure required for effective information sharing and improved collaboration across the IC.

(U) IIC—Information Integration Cell. A small, physically separated, unit composed of officers from multiple agencies who have the authority to access all terrorist related data of their agencies; explore alternative sources of information; and develop new techniques, processes, and tools to detect indicators and patterns of terrorist organizations and their operations. Although the objective is to develop new capabilities, a critical component of this effort is the inclusion of privacy and legal advisors to ensure compliance with current statutes and policies and develop recommendations for possible changes in the future to detect terrorists while also protecting the rights of US persons.

(U) IMINT—Imagery Intelligence. The products of imagery and photographic interpretation processed for intelligence use. Representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media for intelligence purposes.

(U) IMM—Iran Mission Manager

(U) IMO—INTELINK Management Office. IMO was established to guide and direct INTELINK services and standards across the IC. INTELINK is a web-based service that currently operates across the Community at the TS/SI TK level on the Joint Worldwide Intelligence Communication System (JWICS) network and at the SECRET level on the Secret Internet Protocol (SIPRNet) network.

(U) INR—Bureau of Intelligence and Research (Department of State)

(U) IO—Information Operations

(U) IOC—Initial Operational Capability

(U) IPBS—Intelligence Program Budget Submission. The IPBS, a process for budget formulation that combines the Intelligence Program Objective Memorandum (IPOM) and Intelligence Budget Estimates (IBES).

(U) IRIS—Intelligence Resource Information System. An automated system for collecting and maintaining IC budget formulation and execution data.

(U) IRTPA-Intelligence Reform and Terrorism Prevention Act of 2004. Set in motion the reform of the Intelligence Community and establishment of the DNI.

(U) ISB—Intelligence Science Board. Senior experts from industry and academia who advise the DNI on science, technology, and engineering issues, especially technology-related plans, strategies, and developments outside the Community.

(U) ISC—Information Sharing Council was established by E.O. 13388 – Further Strengthening the Sharing of Terrorism Information, to work in conjunction with the PM-ISE to implement the ISE.

(U) ISE—Information Sharing Environment was established under section 1016 of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) in direct response to recommendations of the 9/11 Commission aimed at creating a "trusted information network" to promote the sharing of terrorism information among Federal, State, local, and tribal governments and the private sector.

(U) ISEAA—ISE Enterprise Architecture. The ISEAA Framework and its associated FEA-ISE Profile describe and map ISE business processes and technology into Federal information resources, and identify the connection points for information resources of SLT governments, the private sector, and foreign partners.

(U) ISE IP—Information Sharing Environment Implementation Plan was promulgated in November 2006 to guide the development and implementation of the ISE.

(U) ISRC—Information Security Research Council. A collaborative research exchange, consisting of US Government sponsors of information security research from the DoD, the IC, and other Federal Civil agencies, to coordinate all future IT research investments.

(U) ITIC—Intelligence Technology Innovation Center. Now incorporated into IARPA, a project that provides funds to agencies for R&D activities that benefit the whole IC or do not fit into other existing agencies.

(U) JWICS—Joint Worldwide Information Communication System. The sensitive compartmented information portion of the Defense Information System Network.

(U) KDD—Knowledge Discovery and Dissemination. An ITIC program to build tools that filter, link, fuse, analyze, and disseminate all-source information in any language.

(U) LDC—Leadership Development Center. A partnership between the NIU and CHCO to establish and refine professional competencies, standards, and training and education for IC leadership and management.

(U) LINGNET—Linguistic Network. A Web-based foreign language training system.

(U) LLC—Lessons Learned Center. The IC LLC will collect, perform, and share studies and lessons learned in order to incorporate best practices into training and education, and promote culture change in the IC.

(U) LNI—Library of National Intelligence. A repository of all IC disseminated products providing community services such as a searchable card catalog, alerts, and qualitative measures.

(U) LRAU—Long Range Analysis Unit. Established in response to a 2005 WMD Commission Report recommendation, engages in strategic long-range research and production on broad issues that transcend traditional categories of analysis.

(U) LTPG—Long Term Performance Goals

(U) MASINT—Measurement and Signature Intelligence. Intelligence derived from the measurement and signature analysis of radar, laser, infrared, and other emanations.

(U) MDA—Maritime Domain Awareness is the effective understanding of anything associated with the global maritime domain that could impact the security, safety, economy, or environment of the United States.

(U) MIEs—Multidisciplinary Intelligence Experiments serve to identify innovative methods for leveraging cross-agency systems and processes to address difficult, high priority intelligence problems. The MIE Program is a collaborative effort by the CIA, DIA, NGA, NSA, NRO and FBI to develop, evaluate and analyze new concepts for operating in an integrated and synchronized manner.

(U) MILSD—CSE's Marine Security and Inspections Liaison Division

(U) MINTWG—The Director of National Intelligence Multi-INT Working Group, chaired by the Assistant Deputy DNI for Analytic Technology and Transformation, oversees the execution of the MIEs and addresses impediments to improving cross-community cooperation and information sharing.

(U) MO—Mission Objective

(U) MRB—Mission Requirements Board was established as the senior validation and approval authority of the DNI for future intelligence requirements.

(U) MT—Machine Translation. An ITIC Program to build translation-triage support tools for intelligence missions and applications.

(U) Multi-INT—Multi-Intelligence

(U) NCCE—NCTC Common Computing Environment. NCCE supports the transition of NCTC away from the stovepiped systems and networks that support NCTC's analytic environment today. NCCE supports the transition of NCTC applications, tools, and data holdings to the JWICS network and the separation of the data holdings from the applications. This transition enhances information sharing, decreases

operation and maintenance costs, and improves the capability of the analysts to identify critical information regardless of which agency collected the information.

(U) NCIX—National Counterintelligence Executive. Established to lead national-level counterintelligence and to coordinate and support the critical counterintelligence mission of the US Government.

(U) NCPC— National Counterproliferation Center was established on 21 November 2005 in response to the WMD Commission's recommendation to create a Center that manages and coordinates analysis and collection on nuclear, biological and chemical weapons across the IC.

(U) NCTC—National Counterterrorism Center (formerly Terrorist Threat Integration Center (TTIC)).

(U) NDIC—National Drug Intelligence Center

(U) NEC—New Embassy Compound

(U) NGP—National Geospatial-Intelligence Program

(U) NIAPB—National Intelligence Analysis and Production Board, chaired by the Deputy DNI for Analysis, with senior reps from all analytic components across the Intelligence Community. Serves as the DDNI/A's board of directors advising on the direction of the analytic community.

(U) NIC—National Intelligence Council, chaired by the Deputy DNI for Analysis, which was established in 1979; the NIC serves as a connection for the intelligence and policy communities and is a source of expertise on intelligence matters, as well as a facilitator of IC collaboration.

(U) NIC Associates—Individuals from academia, the corporate world, and think tanks. Associates typically are asked to prepare written assessments in their area of expertise, participate in conferences, and meet with analysts at informal seminars. In some cases, they may be asked to contribute their perspective to such products as National Intelligence Estimates. The Intelligence Community shares unclassified information with Associates as appropriate.

(U) NICB—National Intelligence Collection Board. The NICB assists the DNI in managing the overall intelligence collection requirements process, ensuring coordination among the major collection disciplines, and evaluating performance in satisfying consumer needs for information.

(U) NICOLE—NIC Collaborative Environment that is a critical tool that supports IC coordination of National Intelligence Estimates and other high interest Community products.

(U) NIE—National Intelligence Estimate. Produced by the NIC, it is the DNI's most authoritative written assessments on national security issues and is distinguished from current intelligence publications in presenting a forecast, not a snapshot of the current situation.

(U) NIO—National Intelligence Officer. The senior staff of the DNI for an assigned area of functional or geographic responsibility. The NIO manages estimative and interagency intelligence production on behalf of the DNI. Thirteen NIOs, along with a Chairman, Vice Chairman, and two Directors, comprise the NIC.

(U) NIP—National Intelligence Program, formerly called the National Foreign Intelligence Program.

(U) NIPC—National Infrastructure Protection Center. The FBI's NIPC is charged with detecting, preventing and responding to cyber and physical attacks on US critical infrastructure and overseeing computer crime investigation conducted by FBI field offices.

(U) NIPF—National Intelligence Priorities Framework. The NIPF matrix is the DNI's definitive statement of intelligence priorities for the IC.

(U) NIP-WoT—National Implementation Plan for the War on Terror

(U) NIS— The National Intelligence Strategy is the DNI's guidance to the IC for the accomplishment of the goals set forth in the President's National Security Strategy.

(U) NISPR—National Intelligence Strategy Performance Review. The DNI's senior decision-making body to consider how well the IC is accomplishing the NIS.

(U) NISTC—National Intelligence Science and Technology Committee. A committee consisting of the chief scientists and chief technology officers from the Intelligence Community, who provide scientific and technical advice to the Assistant DNI for Science and Technology. The committee coordinates the IC advanced research and development efforts in support of national security missions.

(U) NIU—National Intelligence University, under the Associate Deputy Director for Education and Training, is responsible for education and training of the IC workforce; and is responsible for guidance and oversight of foreign language issues for the IC.

(U) NKMM—North Korea Mission Manager

(U) NRP—National Reconnaissance Program

(U) NSB—National Security Branch, Federal Bureau of Investigation, was established on 12 September 2005 in response to a Presidential directive to establish a "National Security Service" within the FBI that combines the missions, capabilities, and resources of the counterterrorism, counterintelligence, and intelligence elements under one senior official.

(U) NSLI—National Security Language Initiative, a Presidential interagency program to promote national language learning.

(U) NSPD—National Security Policy Directives

(U) NSPD-26—National Security Presidential Directive 26 rescinds Presidential Decision Directive (PDD)-35 and establishes a more dynamic process for articulating intelligence priorities.

(U) NVTC—National Virtual Translation Center. Established in February 2003 "for the purpose of providing timely and accurate translations of foreign intelligence for all elements of the Intelligence Community."

(U) O&M—Operation and Maintenance

(U) OBO—Overseas Building Operation

(U) OCDP—Organizational Career Development Program. One of the three IC Officer Programs (ICO Programs) under the auspices of the Personnel Reform Project. OCDP is designed to foster the development of a cadre of intelligence professionals with a broad Community perspective and experience, applied expertise, and strategic outlook.

(U) OFM—Office of Foreign Missions. An office in the Department of State, Bureau of Diplomatic Security that has three missions: 1.) Protecting the interests of the US and its citizens from foreign diplomats' abuses of privileges and immunities, 2.) Improving the treatment of US personnel assigned abroad by imposing reciprocal treatment on foreign diplomats assigned to the US and 3.) Providing services to the foreign diplomatic community in a variety of areas. Programs include the review of all notifications by foreign missions of any intent to acquire property in the US and monitoring of foreign diplomatic travel.

(U) OIG—Office of the Inspector General

(U) OMB—Office of Management and Budget.

(U) OSINT—Open Source Intelligence. Publicly available information appearing in print or electronic form. It may include radio, television, newspaper, journals, the Internet, commercial databases, and videos, graphics, and drawings.

(U) OSIS—Open Source Information System. An unclassified network.

(U) OSPB—Overseas Security Policy Board. The OSPB is an interagency consultative body created to assist the Secretary of State to carry out statutory responsibilities to provide for the security of United States Government operations at US missions abroad. The OSPB considers, develops, coordinates, and promotes security policies, standards, and agreements on overseas security operations, programs, and projects that affect all US Government agencies under the authority of Chiefs of Mission abroad.

(U) PAEO—Program Assessment and Evaluation Office. PAEO directly supports the DNI in the management of the NIP by providing assessments of intelligence programs and systems.

(U) PART—Program Assessment Rating Tool is an evaluation methodology adopted by the Office of Management and Budget (OMB) to review program strengths and weaknesses or program performance.

(U) PDB—President's Daily Brief

(U) PCLOB—Privacy and Civil Liberties Oversight Board. Established by the IRTPA of 2004, it is a part of the White House, and has government-wide advice and oversight responsibilities relating to the protection of privacy and civil liberties in government efforts to protect the Nation from terrorism.

(U) PFIAB—President's Foreign Intelligence Advisory Board. The PFIAB's primary mission is to advise the President on the performance of US intelligence and to make recommendations regarding how intelligence activities can be improved. The current Executive Order (EO) establishing the PFIAB directs it to "assess the quality, quantity, and adequacy of intelligence collection, of analysis and estimates, and of counterintelligence and other intelligence activities."

(U) PKI—Public Key Infrastructure. An information technology term for secure public certificates that authenticate IC users on a network and enable communication and collaboration across the IC.

(U) PM-ISE—Program Manager, Information Sharing Environment. The Program Manager position was legislated in IRTPA in 2004 and established by the President in May 2005.

(U) PPG—Performance Planning Group provides performance, planning leadership guidance, and support to the ODNI and IC elements.

(U) PRISP—Pat Roberts Intelligence Scholars Program provides scholarships to ensure a diverse, high-quality applicant pool for mission-critical occupations and skills. The outreach program boosts IC recruiting and develops new analysts with critical skills.

(U) PSI— Proliferation Security Initiative is a response to the growing challenge posed by the proliferation of weapons of mass destruction (WMD), their delivery systems, and related materials worldwide. The PSI builds on efforts by the international community to prevent proliferation of such items, including existing treaties and regimes. The PSI seeks to involve in some capacity all states that have a stake in non-proliferation and the ability and willingness to take steps to stop the flow of such items at sea, in the air, or on land. The PSI also seeks cooperation from any state whose ships, flags, ports, territorial waters, airspace, or land might be used for proliferation purposes by states and non-state actors of proliferation concern.

(U) PTTR—The President's Terrorist Threat Report, produced by the NCTC, provides the President with a summary of the current threat situation, special analysis, and actions taken.

(U) QICR – Quadrennial Intelligence Community Review. The DNI's primary means to consider the long-range implications of changes in the IC.

(U) QFR—Questions for the Record

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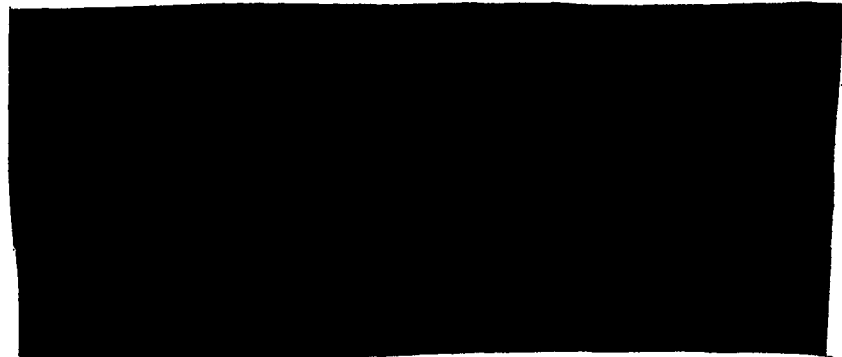
(U) RAID—Real-time Analytical Intelligence Database software, an NDIC product.

(U) RASER—Rapid Analytic Support and Expeditionary Response. A program within the Office of the ADDNI/Analysis for Analytic Technology and Transformation that focuses on preparing select analysts, usually with less than five years of IC experience, to deploy rapidly in support of critical U.S. Government missions at home and abroad. The program also tests innovative analytic tools, best practices, and tradecraft and explores whether younger analysts can be matured more quickly through intensified experiences and training.

(U) RDEC— Research Development Experimental & Collaboration. RDEC is a program tasked with bringing together members of the Intelligence Community to explore the use of new, advanced analytical

tools. RDEC excels in introducing new, advanced software tools that improve the efficiency and effectiveness of analysts' tasks to the IC. Allows rapid technology evaluation for consideration for operational transition.

(U) RDT&E—Research, Development, Test, and Evaluation.

(U) RMO—Resource Management Office. RMO is responsible for oversight of the National Intelligence Program (NIP) budget formulation, submission, justification, and execution.

(U) RTTI—Rapid Technology Transition Initiative. On a competitive basis, RTTI provides funds to intelligence organizations to assist the effective transition of Community Science and Technology (S&T) and R&D from S&T/R&D organizations to customers.

(U) S&T—Science and Technology

(U) SAE—Senior Acquisition Executive. Office responsible for overseeing and improving IC acquisition planning, processes, management, execution of ongoing NIP acquisition programs, and facilitating cross-Community integration.

(U) SAP—The NIC's Strategic Analysis Program combines the National Intelligence Estimates, the Strategic Estimates Program, and Strategic Transnational Threats Analysis.

(U) SBU—Sensitive But Unclassified. Presidential Guideline 3 requires procedures and standards be established across the Federal government for designing, marking, and handling SBU information.

(U) SCI—Sensitive Compartmented Information. All information and material bearing special controls for restricted handling within compartmented intelligence systems.

(U) SETL—Security Environment Threat List. A semiannual document published by the Department of State for all US diplomatic and consular posts worldwide. It contains ratings for the threat levels for each post in five categories: transnational terrorism, indigenous terrorism, political violence, technical HUMINT, and crime.

(U) SHARP—Summer Hard Problems Program. SHARP is a four-week seminar sponsored by the ODNI Office of Analytic Technology and Transformation. It is comprised of intelligence community, other governmental, and non-government experts and focuses on a single intelligence analytic challenge.

(U) SIAD—CSE's Standards and Information Assurance Division

(U) SIGINT—Signals Intelligence. Intelligence information derived from all communications intelligence, electronics intelligence, and foreign instrumentation signals intelligence, however transmitted or collected.

(U) SIPRNet—Secret Internet Protocol Routed Network. DoD SECRET-level communications network, which is also available for non-DoD users.

(U) SLT—State, local, and tribal government

(U) SMA—CSE's Senior Management and Administration

(U) SOIC—Senior Official of the Intelligence Community

(U) SOQ—Strategic Outlook Quarterly, an ADDNI-SPP hosted meeting for senior representatives of the NIS Plan Owners and the 16 IC elements to consider future requirements in strategy and strategic planning.

(U) SPP—Strategy, Plans and Policy, formerly called Office of the Special Assistant for Strategic Management Issues, was established to examine global issues with strategic implications for the IC. Under the DNI, expanded responsibilities include promoting transformational change in US intelligence in accordance with the IRTPA to serve the shifting national security needs of the US Government.

(U) SPG—Senior Planners Group. A DNI advisory group that reviews IC-wide strategic planning, development, and execution.

(U) SSC—The Special Security Center supports Community-wide initiatives to standardize the implementation of security policy across the IC, resolve long-standing security issues, and remove roadblocks to information sharing

(U) STAR—The Strategic Threat and Action Report is a combined NCTC-DHS product that provides a risk-based analysis for the President and senior leadership of the Federal Government on the current threat, the vulnerabilities of the potential targets, and the actions taken to reduce, neutralize, or negate the threat.

(U) STEP—Science and Technology Expert Partnership Program. NIC uses experts from this program to fill intelligence analysis and collection gaps, to generate fresh insights on key issues, and to develop detailed guidance to improve future collection efforts.

(U) STIC—Scientific and Technical Intelligence Committee. One of four NIC Production Committees, the mission of the STIC, in consultation with the Chairman, National Intelligence Council, is to advise and assist the DNI with respect to the production, coordination, and evaluation of intelligence on foreign scientific and technical developments, and to promote the effective use of Intelligence Community resources for this purpose.

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(U) TAP—The Threat Analysis and Production Department is the core of the NCTC, and provides the primary source of terrorist threat information for the Federal Government.

(U) TASS—Threat Analysis Support System that was originally used by CIA/CTC and is now used by NCTC.

(U) TID—Technology Integration Division. Formerly RED, CSE's Research and Engineering Division.

(U) TIDE—Terrorist Identities Data Environment replaces both TIPOFF (formerly a State Department/INR database used for intelligence analytic and consular purposes, and NCTC's Identities Tracking database to serve as the primary terrorist identifies database for NCTC.

(U) TSC—Terrorist Screening Center, a multi-agency activity established by HSPD-6 that will be responsible for establishing a National Watchlist.

(U) TPED—Tasking, Processing, Exploitation, and Dissemination. A term encompassing the functions, other than collection, that make up the end-to-end-imagery, geospatial, and MASINT cycle.

(U) TRAD—CSE's Threat and Risk Analysis Division.

(U) TRIDENT-T—NCTC's version of a CIA analytic tools suite.

(U) TSCM—Technical Surveillance Countermeasures Techniques and measures to detect and nullify a wide variety of technologies that are used to obtain unauthorized access to classified national security information, restricted data, and/or sensitive but unclassified information.

(U) TTL—Tagging Tracking and Locating. An ITIC initiative to conduct research and develop new offensive and defensive technologies for new spectral techniques for surveillance; new wireless and RF tools for tracking and locating people and objects; and new computer network tools for finding targets (information and individuals), as well as being able to track attempted theft of US data.

(U) WITS—Worldwide Incident Tracking System. WITS is the replacement database used to support the Department of State in the production of the Congressionally directed, annual report entitled *Global Patterns of Terrorism.*

(U) WMA—Washington Metropolitan Area

(U) WMD—Weapons of Mass Destruction

(U) WSSIC—Weapons and Space Systems Intelligence Committee. One of the four NIC Production Centers, the WSSIC is a panel of experts who produce strategic analyses and advise the DNI's STIC on all weapons and space disciplines, including aerodynamic missile systems, aerospace defense, air weapons, ballistic missile systems, chemical and biological warfare, electronic warfare, and space systems.