

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
WASHINGTON, DC 20511

Mr. Steven Aftergood
Federation of American Scientists
1725 DeSales Street NW
Suite 600
Washington, DC 20036

JAN 7 2008

Reference: DF-2008-00035

Dear Mr. Aftergood:

This responds to your 05 March 2008 email addressed to the Office of the Director of National Intelligence, wherein you requested, under the Freedom of Information Act (FOIA), **“...a copy of all unclassified portions of the ODNI Congressional Budget Justification Book (CJB) for Fiscal Year 2009.”**

Your request was processed in accordance with the FOIA, 5 U.S.C § 552, as amended. One document was located in response to your request. Upon review, it is determined that the document may be released in segregable form with deletions made pursuant to FOIA Exemptions 1 and 3, 5 U.S.C § 552, as amended, (b)(1) and (b)(3).

FOIA Exemption 1 protects information which is currently and properly classified in accordance with Executive Order 13526. Exemption 3 protects information that is specifically covered by statute. In this case, the applicable statute is the National Security Act, which protects information pertaining to intelligence sources and methods.

The document, as approved for release is enclosed. Should you wish to appeal this determination, please do so in writing within 45 days of the date of this letter, to:

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

If you have any questions, please call the Requester Service Center at (703) 874-8500.

Sincerely,



John F. Hackett
Chief, Information Data Management Group

Enclosure

National Intelligence Program



Deletions made
pursuant FOIA
Exemptions b1, b3

FY 2009
Congressional Budget Justification

Volume XII

Community Management Account

February 2008

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

(S//NF) [REDACTED]

(U) The solemn mandate of the IC is our responsibility to provide timely and objective support to customers across the government—from law enforcement officials, to warfighters, to the Congress, and the President. This intelligence is meant to provide a decision advantage to the leaders of our country. By decision advantage, we mean the ability to anticipate strategic surprise, monitor emerging threats and track known ones, and to adapt to changing circumstances.

(U) In response to Congressional interest, the DNI has studied the organizational structure necessary to achieve greater IC coordination and integration. Our model empowers an IC leader who manages the strategic planning, policy, and budgets for all national intelligence activities—but, with a few notable exceptions—does not exercise operational control over the elements that conduct these intelligence activities, or authority over the personnel in those elements.

(U) During 2007, the Office of the Director of National Intelligence (ODNI) established the Deputy Director of National Intelligence for Acquisition, and a Deputy Director of National Intelligence for Policy, Plans, and Requirements, to focus on critical areas. As we continually review the needs of the IC and ODNI staff required to address these needs, we understand that a limited corporate headquarters staff is

appropriate to carry such strategic direction as directed in the IRTPA such as: analytic and collection leadership, integration, and prioritization; IC-wide Science and Technology leadership; budget development and oversight; Information Technology integration; information sharing enhancement; human resources policy development and direction; Equal Opportunity and Diversity direction and management; Civil Liberties and Privacy Protection leadership and advocacy; and the Inspector General Office. In addition, the ODNI operates the following mission management-related centers and staff elements:

- (U) National Intelligence Council (NIC);
- (U) National Counterterrorism Center (NCTC);
- (U) National Counterproliferation Center (NCPC);
- (U) National Counterintelligence Executive (ONCIX);
- (U) North Korean Mission Manager (NKMM);
- (U) Iran Mission Manager (IMM);
- (U) Cuba/Venezuela Mission Manager (CVMM);
- (U) Office of Analytic Mission Management; and
- (U) National Intelligence Coordination Center (NIC-C).

(S//NF) [REDACTED]

(U) Part of the DNI's role as integrator of the IC is to create efficiencies and improve effectiveness in areas that need such critical attention, while promoting an environment where IC elements improve their individual and essential areas of expertise. Some examples of intelligence reforms implemented include, but are not limited to:

- (U) Enhancing intelligence collaboration across the IC in collection, analysis, and dissemination;
- (U) Establishing an Executive Committee (EXCOM) consisting of the IC leaders to address the tough issues facing the IC and to provide the DNI with decisionmaking support;
- (U) Resourcing the National Counterterrorism Center to ensure the integration of all strategic level information relevant to CT strategic analysis, as well as to promote all-source intelligence collection collaboration and tasking deconfliction;
- (U) Establishing the civilian Joint Duty program, which requires our future senior leaders to have experience at more than one intelligence agency, helping the IC create a more cohesive and collaborative community;
- (U) Integrating and coordinating the IC-wide budget to ensure hard choices are made now to prepare the community for the future;
- (U) Implementing the National Intelligence Coordination Center (NIC-C) to harmonize and manage IC collection requirements.

(U) The ODNI has made concrete progress toward strengthening IC integration and collaboration, two themes that have permeated IC reform studies over the past 60 years. In FY 2009 we will continue six focus areas for improving the IC:

(U) Create a Culture of Collaboration—To develop a workforce that knows, understands, and trusts one another, and regularly shares information to develop better products. Initiatives such as Joint Duty are critical to transforming our culture. We also are developing a compensation system appropriate for our high performing 21st century civilian workforce, which will also serve as a common bond to bring our community closer together.

(U) Accelerate Information Sharing—To improve the seamless flow of information among the different collection disciplines and analytic communities to provide the intelligence to make the right decisions. We must consolidate multiple, non-interoperable networks within the IC to promote information sharing. In FY 2009, we begin an effort called the Single Information Environment to unify the IC's disparate networks and further modernize our information sharing policies and procedures.

(U) Foster Collection and Analytic Transformation—To transform how we identify and address collection gaps by producing fused intelligence, creating better situational awareness and enabling better decision making. We must continue to organize the community around priority missions, not around specific intelligence disciplines and agency organization charts.

(U) Build Acquisition Excellence and Technology Leadership—To gain greater influence over our adversaries by exploiting America's unique advantages in technology and systems management. Under the leadership of the Deputy Director of National Intelligence for Acquisition, we are working to reform acquisition practices across the community, streamline the procurement process, and achieve greater synergies among science and technology communities.

(U) Modernize Business Practices—To field integrated planning, programming, budgeting, and performance management processes that align strategy to budget the ODNI's Chief Financial Officer will lead the implementation of timely, accurate, and reliable financial systems and the ability to provide an auditable financial statement.

(U) Clarify and Align DNI Authorities—We seek national intelligence authority that can focus, guide, and coordinate all IC agencies to ensure that our wide-array of intelligence consumers have the timely, tailored intelligence they need to make the best decisions possible. We continue to address these impediments to intelligence reform by exercising current authorities and working with the President to better clarify authorities and responsibilities. We are leading the drive to revise Executive Order 12333, an foundational policy directive, to create a more effective IC while maintaining and strengthening privacy and civil liberties.

(U) The ODNI is committed to building an IC-wide workforce that addresses the threats, but attracts and retains a wide-array of talent from varied backgrounds. Under the leadership of the IC Equal Employment and Diversity Office (EEOD), minority representation, hiring, and promotion continue to improve, including minority representation in higher grades and senior positions. For some specific race and national origin categories, the IC approaches or exceeds at least one external benchmark. For the first time, the IC has put in place an EEO and Diversity Strategic Plan, looking over the next five years at ways to

make lasting changes and shape the community. Improving diversity and opportunity throughout the IC is a goal, and as we make continued improvements, we will create an IC better able to understand, analyze, and operate in foreign cultures.

(S//NF)



(U//FOUO) This budget request fully integrates IC performance plans and includes performance information supporting the IC's migration to a complete performance budget by the FY 2010 request. Detailed performance measures are integrated throughout the request. This request, in concert with the FY 2007 IC Agency Financial Reports provided in November 2007, and the FY 2007 IC Highlights reports to be provided under separate cover, meets the requirement for an annual Performance Accountability Report (PAR) for the IC. I am committed to demonstrating that our resources produce measurable results.

(S//NF)



James Connell

(U) BUDGET OVERVIEW

(S//NF) [REDACTED]

(S//NF) [REDACTED]

- (S//NF) [REDACTED]

• (U) The National Intelligence Council (NIC), the IC center for midterm and long-term strategic thinking and supports the DNI in his role as head of the IC. The NIC leads the IC's coordinated strategic analytic production effort, with its premier products—the National Intelligence Estimates—providing assessments of future trends on a wide range of global issues. The NIC also prepares the DNI and PDDNI for participation in meetings of the Cabinet, Principals' and Deputies' Committee meetings, Homeland Security Council, and other National Security Council (NSC) meetings.

- (S//NF) [REDACTED]

- (U) ODNI oversight staff activities, such as plans, policies, collection, analysis, acquisition, resource management, human capital, and information technology.

(S//NF) [REDACTED]

(S//NF) [REDACTED]

- (S//NF) [REDACTED]
- (S//NF) [REDACTED]
- (S//NF) [REDACTED]
- (S//NF) [REDACTED]
- (S//NF) [REDACTED]

(U) Budget Request Highlights

(S//NF) [REDACTED]

- (S//NF) [REDACTED]

(U) MISSION MANAGEMENT

(U) The Mission Management Budget Category (BC) includes funding for the generation of intelligence needs; management of intelligence needs and requirements; and creation of strategies for collecting, processing, analyzing and disseminating information, especially involving multiple agencies and intelligence methods. Includes activities of the DNI Mission Managers. The table below displays the funding and contribution of this BC's Expenditure Centers (EC) to performance areas, including the *National Intelligence Strategy* (NIS) Mission Objectives (MO).



This Table is ~~SECRET~~/NOFORN

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

	FY 2007				

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(U) The Community Counterintelligence (CI) Project includes resources necessary to establish and implement priorities for a unified national CI program that will guide the conduct of all the nation's CI activities. Community CI integrates the CI community's efforts to identify, assess, prioritize, and counter intelligence threats from foreign powers, terrorist groups, and other non-state entities to the US. This integration is accomplished through rigorous policy, doctrine, standards, technology, evaluation, and by aligning policy and practice with DNI budgetary and operational priorities.

(S//NF)

(U) In FY 2009, funds will be used to continue activities in support of the *National Counterintelligence Strategy*, support the Office of Foreign Missions (OFM), DOS; and to strengthen CI capabilities against acquisition and cyber threats (as detailed in the separate Special Topics section on the Comprehensive National Cybersecurity Initiative). Specific activities include:

• (S//NF)

• (S//NF)

• (S//NF)

• (U) Conduct performance reviews and program budget evaluations to evaluate progress in accomplishing objectives of the National CI Strategy;

• (S//NF)

• (S//NF)

• (U)

• (S//NF)

• (S//NF)

• (S//NF)

- (S//NF) [REDACTED]

- (S//NF) [REDACTED]

- (S//NF) [REDACTED]

- (S//NF) [REDACTED]

- (U) Fund ONCIX operating budget to support infrastructure costs and CI mission requirements.

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

	FY 2007				

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(U//FOUO) The Integrated Collection and Analysis Requirements System (ICARS) addresses the increasing and diverse demands for a multi-intelligence, integrated collections and analysis requirements management capability to support the National Intelligence, Defense, Homeland Security, and Law Enforcement Communities. The program, formerly known as the IC Multi-Intelligence Acquisition Program (IC MAP), was modified substantially to focus on customer-driven enhancements and priorities, quicker delivery of enhancements and system improvements, access to all national collection requirements in one place, and transition from an acquisition only program to an operational system with continuing enhancement efforts. It is entirely web-accessible to enable lower system costs and provide the broadest possible user access.

(U//FOUO) ICARS provides a secure, web-based, single point-of-entry for management of collection requirements. The system enables analysts to:

- (U//FOUO) Work collaboratively through a workflow process with collection and discipline managers to develop and coordinate integrated multi-INT collection strategies, based on a greater awareness of the interrelationships of community resources and activities;

- (U//FOUO) Access updated IC products and subscription services to current collection requirements in order to minimize redundant requirements;
- (U//FOUO) Track end-to-end requirements status; and
- (U//FOUO) Evaluate provider products and provide follow-up questions to refine the collection requirements management processes and to aid policy and decision-makers as they adapt to an ever-changing environment. Such universal sharing of information provides a more complete intelligence picture and knowledge base for all ICARS users.

(U//FOUO) FY 2009 resources will expand access to collection information; sustain SCI Collection Requirements Management (CRM) and Search services; improve system usability, availability, and performance; add an alternate operations capability for COOP and system failover; provide technology enhancements geared toward improved functionality; expand user access to IC product libraries and subscription services; facilitate collaboration; and will provide ICARS services for users beyond the SCI domain.

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

	FY 2007								

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(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.

[REDACTED]

(U//FOUO) [REDACTED]

[REDACTED]

(S//NF) [REDACTED]

• (E) [REDACTED]

• (S//NF) [REDACTED]

• (E) [REDACTED]

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

	FY 2007				

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(U//FOUO) The National Counterproliferation Center (NCPC) manages and integrates the IC's collection, analysis, interdiction and planning related to the proliferation of WMD-

[REDACTED] ion

(S//NF) [REDACTED]

(S//NF) [REDACTED]

• (S//NF) [REDACTED]

• (S//NF) [REDACTED]

• (S//NF) [REDACTED]

• (S//NF) [REDACTED]

• (S//NF) [REDACTED]

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

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

This Exhibit is ~~SECRET~~//NOFORN

Totals may not add due to rounding

(U) Description

(U//FOUO) The National Counterterrorism Center (NCTC) serves as the US Government's (USG) 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. [REDACTED]

(U//FOUO) [REDACTED]

(U//FOUO) As the Mission Manager for CT in the IC, NCTC is responsible for:

- (U//FOUO) Maintaining the linkages between the Intelligence Annex to the National Implementation Plan—the CT Intelligence Plan (CTIP), the National Intelligence Strategy (NIS), and the overall USG CT effort. The CTIP establishes how the IC will support this overall strategic plan, the NIS, and ensures that the intelligence element of national power is focused upon the most significant CT tasks;
- (U//FOUO) Ensuring IC components align their resources with the priority tasks established by the National Security Council (NSC) to ensure mission fulfillment; and
- (U//FOUO) Developing and expanding the knowledge base to allow other organizations, departments and agencies to access terrorist information available to the Center while leveraging NCTC resources to assist with fulfilling the mission needs of their organizations. [REDACTED]

**(U) MISSION MANAGEMENT/TASKING
(U) NATIONAL DRUG INTELLIGENCE CENTER**

	FY 2007				

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(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:

- (U) 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;
- (U) 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;

- (U) 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;

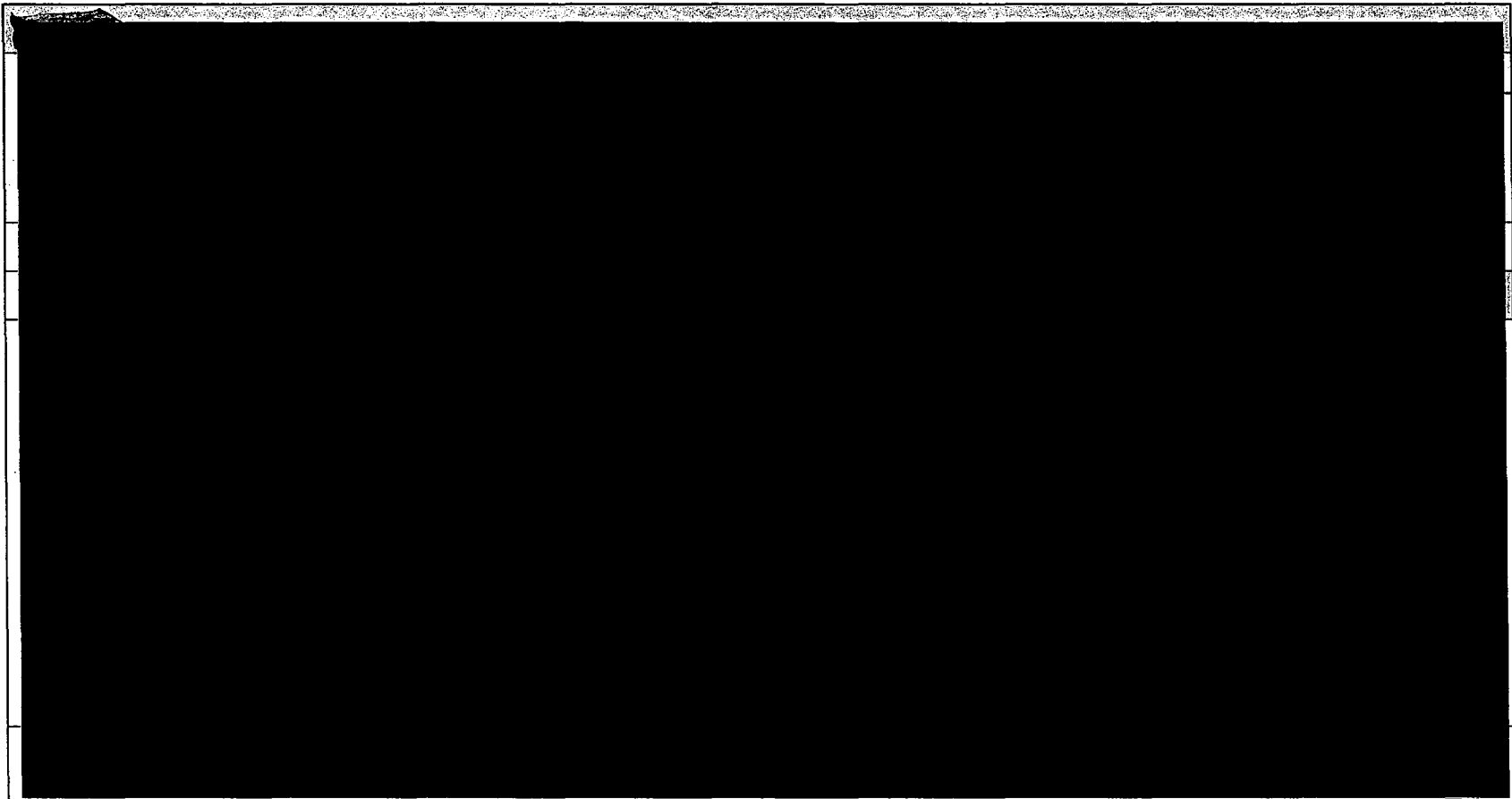
- (U) Prepares analysis and strategic assessments for the DNI, senior counterdrug policymakers, and resource planners, such as the Attorney General and the Director of the Office of National Drug Control Policy (ONDCP); and

- (U) 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 2009 to close the NDIC. This Administration decision is based on concerns about the effectiveness of NDIC and duplication of effort in the IC.

(U) ANALYSIS AND PRODUCTION

(U) The Analysis and Production Budget Category (BC) includes funding for the conversion of information or intelligence information into finished intelligence through the integration, analysis, evaluation, and/or interpretation of available data and the preparation of intelligence products to support customer requirements. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the *National Intelligence Strategy* (NIS) Mission Objectives (MO).



This Table is ~~SECRET//NOFORN~~

(U) ANALYSIS
(U) NATIONAL INTELLIGENCE COUNCIL



This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description



(U) The NIC focuses on the following products and/or services:

- (U) National Intelligence Estimates (NIEs), the NIC's premier product, assesses future trends on a wide range of global issues: the terrorist threat; proliferation of WMD; 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 of importance to the country's most senior policymakers.
- (U) Strategic Estimates Program, a systematic research and development effort, is focused on broad, crosscutting issues, and examines key features of the changing security environment. Program efforts include *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, and the NIC's Long-Range Analysis Unit (LRAU). 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 and to foster such analysis across the IC.

- (U) Strategic Transnational Threats Analysis helps policymakers, law enforcement, and other government officials understand how foreign terrorists—over the long-term—will emerge, behave, and threaten US interests domestically and abroad by providing estimative intelligence on emerging trends and terrorist behavior that cuts across functional and geographic accounts.
- (U) Committee on Foreign Investments in the US (CFIUS) Support Group gathers and coordinates all-source intelligence within the Community and produces National Security Threat Assessments on key foreign investments proposed for strategically significant US industries. These reports have been instrumental in the Committee's deliberations and evaluations of the potential impact to National Security resulting from foreign investments in and acquisition of US corporations.
- (U) Foreign Denial and Deception Committee (FDDC) advises and assists the DNI on foreign activities designed to thwart US intelligence collection through Denial and Deception (D&D) activities. The FDDC is the DNI's interagency lead to provide authoritative IC assessments of foreign D&D efforts; coordinate program-relevant D&D threat assessments; provide an IC

coordination process for all policy issues affecting counter D&D efforts; and to promote effective use of IC resources to counter foreign D&D.

- (U) Global Expertise 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.

(U) In FY 2009, NIC will :

- (U) Enhance its engagement with outside experts, tapping leading-edge experts to deepen and improve IC analysis of key security issues;
- (U) Develop new ties with the private sector to improve IC methodologies for risk assessment and to gather corporate viewpoints on emerging global trends, including Science and Technology issues;

- (U) Enhance the IC's support to CFIUS and provide a forum for obtaining better insights into the national security implications of foreign business practices through the International Business Practices Advisory Panel;
- (U) Lead the IC in improving its nuclear forensics analysis capabilities to identify the purpose, origin, intended use, and source of nuclear and radiological materials;
- (U) Increase the breadth of annually published estimates, broadening the scope of topics to include issues of primary concern to a new administration on homeland defense and the threats of WMD proliferation and terrorism; and
- (U) Improve the quality of the IC's D&D analytic cadre through enhancements of the D&D Advanced Studies Program and enable greater collaboration via creation of a virtual web-based platform for community-wide dialogue and production on D&D issues.

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

	FY 2007						

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(S) [REDACTED]

(U//FOUO) The Associate Director DNI/PDB and staff are responsible for:

- (U//FOUO) Overseeing and directing the production of the daily intelligence briefing provided [REDACTED];
- (U//FOUO) Integrating intelligence viewpoints and products [REDACTED]
- (U//FOUO) Identifying issues, especially strategic issues that have not been adequately covered [REDACTED]; and
- (U//FOUO) Providing a response to all questions generated by [REDACTED]

(U) Although a number of innovations and accomplishments have been made to improve the PBD, the staff will continue to refine the process in FY 2009.

(U) ENTERPRISE INFORMATION TECHNOLOGY

(U) The Enterprise Information Technology Budget Category (BC) includes funding for the implementation of IT activities (as defined by OMB Circular A-130) that provide general support to a Program. This category includes operation and maintenance of common user communications and computing systems. Special purpose computing or communications systems used in some Collection and Operations or Processing and Exploitation activities are not included. The table below displays the funding and contribution of this BC's Expenditure Centers (EC) to performance areas, including the *National Intelligence Strategy* (NIS) Mission Objectives (MO).



This Table is ~~SECRET//NOFORN~~

(U) ENTERPRISE INFORMATION TECHNOLOGY SYSTEMS

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this Expenditure Center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development.

[REDACTED]				
[REDACTED]				
[REDACTED]				[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]				

This Table is SECRET//NOFORN

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

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(U) The IC Chief Information Officer (CIO) has statutory responsibilities to review and approve IT acquisitions to ensure conformance with the IC enterprise architecture. The DNI CIO is also the IC Information Sharing Executive (IC ISE), responsible for developing the coordinated position for information sharing (IS) activities within the IC and organizations that interact with the IC, and manages the IC's Integrated Collection Strategies (ICS) program.

(U) The CIO accomplishes its mission through the following activities:

- (U) Lead agent for developing and coordinating IS across the IC. Ensures realization of National Intelligence Strategy (NIS) in coordination with DNI and IC seniors, establishes, manages and maintains robust and effective IS processes and networks across the IC and its partners.
- (U) IC Information Technology Management (ICTM)—supports the DNI CIO in fulfilling IRTPA responsibility as procurement approval authority for all IT items related to the IC enterprise architecture. Enables the CIO to understand the purpose, value and relevance of IT spending, assess IT programs status, cost, risk and schedule, recognize how programs relate or how they can be made to relate to other programs. This authority allows the CIO to make IT investment decisions at a corporate level that will best support the DNI's strategy and goals.

- (U) IC Transformation Planning (ICTP)—works in conjunction with offices across the ODNI and IC to transform IC mission and business operations. Programs combine advanced IT with improved operational concepts to ensure the best information is brought to bear on intelligence issues that IC members and customers can access the intelligence they need when they need it. Efforts focus on IC Transformation Planning in four major areas: Collection, Analytic, Business, and Intelligence Collaboration Environment Transformation.

- (U) IC Information Technology Governance (ICTG)—develops and oversees the CIO's process for governing the IC's IT activities to ensure compliance with policy, guidelines, and strategies. The ICTG office formulates and coordinates IC information technology policies and guidelines, provides information assurance and accreditation recommendations to the DNI CIO, and validates IC compliance with policy. As focal point for providing IS collaborative services with our Commonwealth allies and, in conjunction with DoD CIO, oversees the DoD-IC Unified Cross Domain Management Office (CDMO). CDMO facilitates the implementation of secure interoperability among IC and DoD at multiple security levels.

- (U) IC Enterprise Services (ICES)—improves IS and collaborative capabilities through enterprise services of common concern for networks, applications, information, and security services. ICES develops, procures, and operates the common services that support the IC and its customers at all security levels. It promotes the use of technology to improve intelligence processes and identifies and

implements innovation to ensure that IC members and customers can access appropriate intelligence when and how they need it. ICES tailors the application of common services to best support mission needs and expand the availability of all relevant data, leveraging technology and business process improvement to deliver and package information to customers and consumers.

- (U) Integrated Collection Strategies (ICS)—acts as the CIO's project vehicle supporting all DDNI/C initiatives including re-balancing, integrating, and optimizing collection capabilities and supporting collection capability studies that drive IC's investment and acquisition of collection systems.

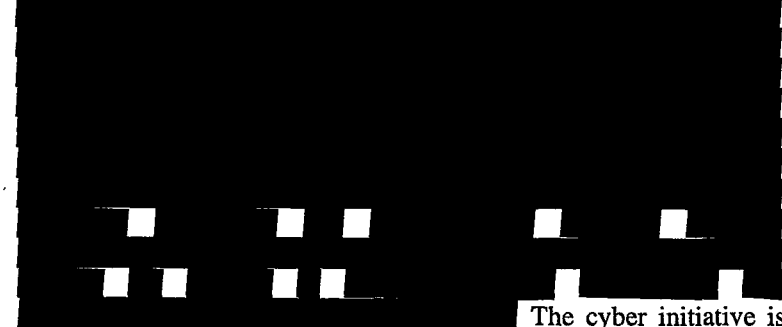
(U//FOUO) In FY 2009 CIO resources will be used to ensure IC Enterprise IT Systems support the DNI's strategy implementation:

- (U//FOUO) IC ISE will enable the DNI to establish, manage and maintain robust and effective IS processes and networks across the IC and its partners.
- (U//FOUO) IC Technology Management effort will implement repeatable processes that result in corporate IT investment strategies, assessments of IC IT and IT-related programs for procurement approval and acquisition oversight, an IC enterprise architecture, and an IT portfolio management program conducted in coordination with IC components, OSD, and other applicable government organizations.
- (U//FOUO) ICTP will continue to serve as the DNI CIO's lead agent in support of the IC's transformation of mission and business operations to achieve a fully integrated national intelligence enterprise.
- (U//FOUO) ICTG will continue to lead the IC in governance processes, policies, performance measurement, and standards for electronic IS.

- (U//FOUO) ICES will continue to implement policies, practices, and techniques to improve, develop, and implement common IC information technology standards, protocols, best practices, and interfaces for interoperability and IS that support the IC Enterprise Architecture, and the interoperable IS environment for the federal government.

- (U//FOUO) ICIS will use pilots and test-beds to evaluate new technology to use in advanced data exploitation/mining activities, entity resolution and disambiguation activities, knowledge integration efforts, and improved intelligence analysis and collection management capabilities. ICIS will investigate feasibility of integrating various lines of business that relate to collections into a cohesive enterprise.

- (U//FOUO) ICTG will implement the Comprehensive National Cybersecurity Initiative.



The cyber initiative is described in more detail in the Special Topics section of this CBJB Volume.

- (U//FOUO) CIO will implement the Single Information Enterprise (SIE) to leverage agency-centric information sharing initiatives and align them to common enterprise architecture with the capabilities required to solve today's intelligence problems and the agility to address tomorrow's problems.

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

This Exhibit is SECRET//NOFORN

Totals may not add due to rounding

(U) Description

(U) The Program Manager for the Information Sharing Environment (PM-ISE), 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 sharing of terrorism information among federal, state, local, and tribal governments, the private sector, and foreign partners as required. The PM-ISE is guided by the President’s *Guidelines and Requirements for Information Sharing*. The PM-ISE assists the President to develop, submit to Congress, and execute an ISE Implementation Plan (ISE IP) addressing the eleven requirements set forth in IRTPA. The President placed the PM-ISE in the 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 ISE functionality, and lay the foundation for ISE transformation and implementation. The ISE IP provides the roadmap to ISE implementation by defining 89 distinct actions executed in two phases beginning in 2006 and ending in June 2009. When fully established, the ISE will support participants’ business processes and functions by emphasizing easier user access; identity management and access controls; information discovery and search; cross domain solutions; security collaboration; and Electronic Directory Services.

(U) The PM-ISE, in consultation with the interagency Information Sharing Council (ISC), also established by IRTPA, has defined four priority areas for future ISE implementation including actions required to establish a culture of sharing; reduce barriers to sharing; improve sharing practices; and to institutionalize sharing. Originally established for a two year period beginning December 2004, the PM-ISE was recently extended indefinitely to ensure full implementation of an operationally effective ISE.

(U) In FY 2009, PM-ISE resources will focus on institutionalizing a national information sharing capability with a broader, more integrated, and longer-term view of ISE performance management by:

- (U) Invoking sustainable performance metrics to measure outcomes of the operational ISE;
- (U) Ensuring the durability of each ISE Priority Area, and identifying resources to ensure the future sustainability of the ISE;
- (U) Completing all 89 of ISE IP Phase I and II actions, including those required to fully implement the President’s guidelines;
- (U) Funding ISE Pilot Projects to support improved information sharing to support ISE Implementation; and
- (U) Developing Counterterrorism Information Sharing Standards (CTISS).

(U) RESEARCH AND TECHNOLOGY

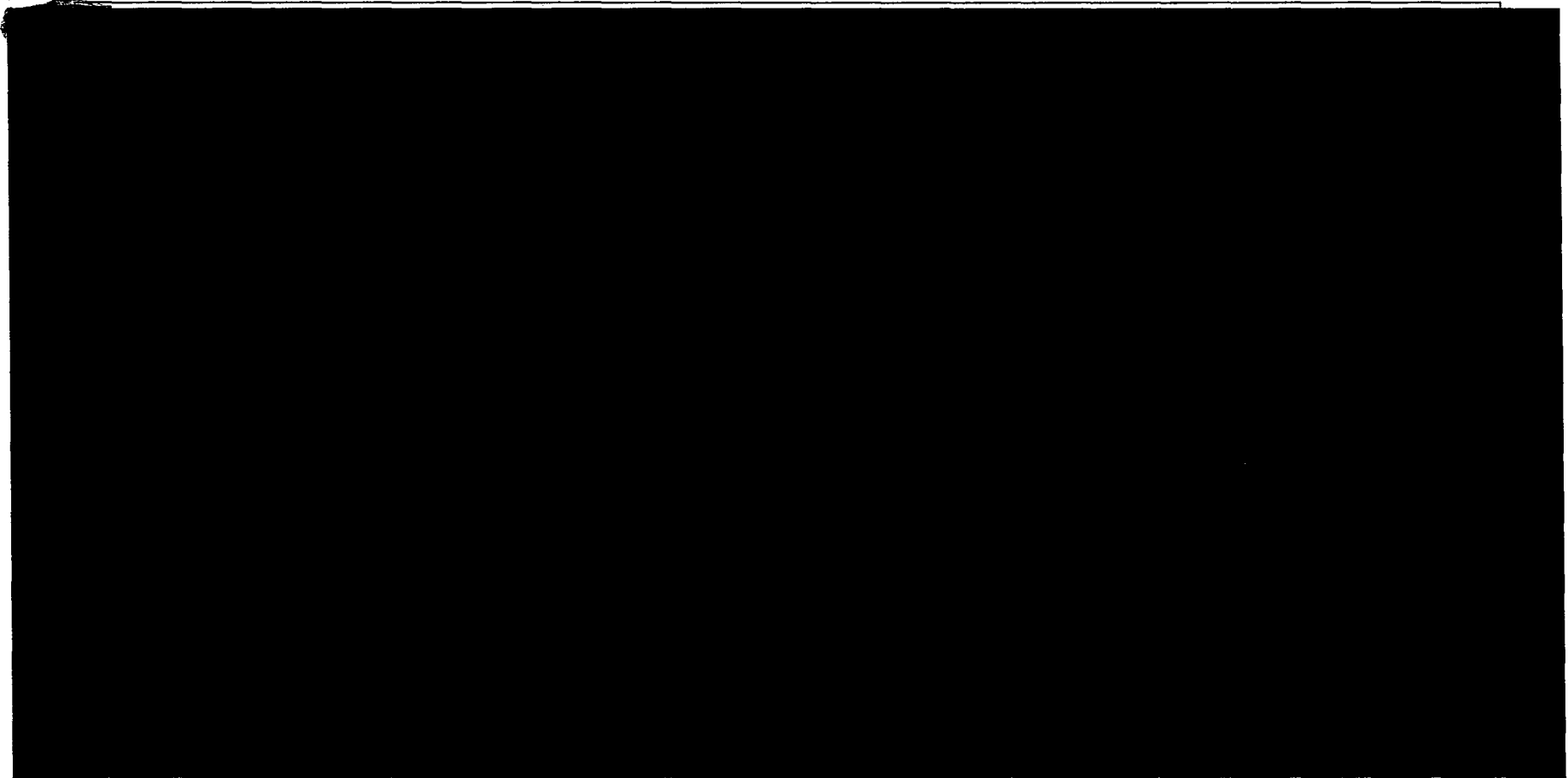
(U) The Research and Technology Budget Category (BC) includes funding for the execution of basic, applied, and advanced research development activities. The table below displays the funding and contribution of this BC's Expenditure Center (EC) to performance areas, including the *National Intelligence Strategy* (NIS) Mission Objectives (MO).



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(U) RESEARCH AND TECHNOLOGY

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this Expenditure Center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development.



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



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(U) Description

(U) The Intelligence Advanced Research Projects Activity (IARPA) focuses Advanced Research and Development (AR&D) resources on the IC's most pressing intelligence problems, and develops responsive, revolutionary intelligence capabilities to thwart our adversaries.

(S//NF) [Redacted]

• (S//NF) [Redacted]

• (S//NF) [Redacted]

• (S//NF) [Redacted]

• (S//NF) [Redacted]

(U//FOUO) [Redacted]

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

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Totals may not add due to rounding

(U) Description

(U//~~FOUO~~) The Rapid Technology Transition Initiative (RTTI) assists IC science and technology (S&T) components to more rapidly move their best-of-breed technologies to other IC, DoD, DHS, and other US Government users. RTTI proactively seeks advanced technologies across the IC that are ready for transition to missions and customers.

(U//~~FOUO~~) RTTI reinvents and reinvigorates S&T across the IC within the strategic framework known as Speed, Surprise and Synergy by:

- (U//~~FOUO~~) Demonstrating and achieving 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;
- (U//~~FOUO~~) Demonstrating and achieving surprise by supporting the rapid transition of unique intelligence capabilities employing innovative technology to waiting customers;

- (U//~~FOUO~~) Emphasizing the transition of low cost/high impact technologies that current acquisition processes traditionally neglect; and
- (U//~~FOUO~~) Highlighting and reinforcing synergy among IC S&T components by employing demonstrated partnering across agency boundaries as a key discriminator when making award decisions.

(U//~~FOUO~~) RTTI's goal is to create a "Continuous Submission and Award Process," with proposal submissions throughout the year and awards 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. RTTI requires S&T organizations to obtain written customer endorsements for projects they nominate for RTTI-sponsored funding.

(U//~~FOUO~~) In FY 2009, RTTI will expeditiously select and fund promising IC S&T technologies that can be rapidly transitioned to the customer within months of receipt of funding.

(U) ENTERPRISE MANAGEMENT AND SUPPORT

(U) The Enterprise Management and Support Budget Category (BC) includes funding for provision of facilities and general services that support activities in the IC. This includes buildings, security services, logistical supplies, utilities, and other common functions except IT as defined in the EIT BC. The table below displays the funding and contribution of this BC's Expenditure Center (EC) to performance areas, including the *National Intelligence Strategy* (NIS) Mission Objectives (MO).



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**(U) ENTERPRISE MANAGEMENT
(U) ACQUISITION**

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(U) Description

(U//FOUO) The DNI established the Deputy DNI for Acquisition (DDNI/AQ) in 2007 as the IC catalyst for technical innovation, responsive stewardship, and acquisition excellence addressing key intelligence challenges by leading advanced research and development, focusing on [REDACTED], acting as the DNI's S&T advisor and integrating the IC S&T enterprise, developing and evaluating an IC-wide, end-to-end architecture to promote innovation and responsible financial stewardship, and establishing and maintaining an agile and transparent best-practice environment that promotes IC acquisition success.

(U//FOUO) Resources and activities were realigned from within the DNI and consolidated into the new Acquisition Office to support DNI's goal for achieving acquisition excellence throughout the IC. The office provides continuous oversight on selected [REDACTED]

[REDACTED]. Further it ensures that a Community-wide perspective is incorporated throughout the acquisition cycle and [REDACTED]

- (U//FOUO) The Assistant Deputy DNI of Science and Technology (ADDNI/DS&T) which establishes the community-wide strategy for S&T, ensuring that the IC Advanced Research and Development (AR&D) efforts reflect cutting-edge scientific and technological advances of value to the IC mission, and guiding the science and

technology investments of the IC. ADDNI/DS&T 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 Program, DNI Ambassadors Program, and the Rapid Technology Transition Initiative (RTTI).

- (U//FOUO) The Assistant Deputy DNI for Senior Acquisition Executive (ADDNI/SAE) which 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, and monitors the largest or highest interest programs across the IC based on DNI acquisition policy and policy guidance. ADDNI/SAE supports the DNI in applying milestone decision authority (MDA) including the delegation of MDA to IC elements. The ADDNI/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.

- (U//FOUO) The Assistant Deputy DNI for Architecture Engineering and Integration (ADDNI/AE&I) which focuses on activities to assess the adequacy of the IC Enterprise, identifies shortfalls and solutions, manages teams focused on specific short and long-term issues in response to the DNI tasking, and provides domain and subject matter expertise to the ODNI across a broad range of

disciplines and collections areas. ADDNI/AE&I also directs the Intelligence Collection Architecture (ICA) activity. [REDACTED]

(U) In FY 2009, resources will be used to:

- Issue the first IC acquisition certifications based on IC credential criteria;
- Continue the Annual S&T Fellows Program and the Annual Technology Expo;
- Establish Acquisition as a crosscutting emphasis area for the NIS; promulgate the Acquisition Crosscutting Emphasis Area;
- Conduct a complete review of program management plans (PMP) at IC elements;
- Review IC elements and recommend initial delegations for DNI MDA;
- Create and issue expanded annual report to Congress on adherence to the PMP for IC Acquisitions;
- Conduct quarterly reviews at CIA, NRO, NGA, NSA, and DIA/GDIP to assess program management plan (PMP) adherence;
- Monitor and report metrics for acquisition crosscutting emphasis area in the NIS;

- Establish the Architecture Engineering and Integration Office to support the ODNI across a broad range of disciplines and collection areas;
- Continue the ICA yearly activity for the DNI and SECDEF on NIP and MIP;
- Through the ICA, conduct major studies to assist the ODNI and DoD in the IC decisionmaking process;
- Establish repeatable processes to inform and drive the community to create enduring strategic capability and architecture choices;
- Conduct the Annual IC S&T Portfolio Review;
- Continue the development of technology roadmaps;
- Accelerate the creation and fielding of new, innovative and technically advanced capabilities responsive to the evolution of threats to the nation;
- Establish the S&T's cyber interagency working group to coordinate Federal Networking and Information Research and Development Program;
- Initiate a cyber research and development project that will produce operational network CI capabilities;
- Facilitate a culture of collaboration for acquisition and procurement topics among the IC elements and with industry; and
- Enable IC leadership to make the difficult strategic acquisition portfolio decisions in time to shape follow-on NIP activities.

**(U) ENTERPRISE MANAGEMENT
(U) ANALYSIS**

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Totals may not add due to rounding

(U) Description

(U) The Deputy Director of National Intelligence for Analysis (DDNI/A) is responsible for enhancing the quality, timeliness, and utility of analytic support to intelligence consumers. The DDNI/A's approach for achieving this goal is to develop expertise and improve analytic tradecraft at individual, agency, and community levels through intentional collaboration, and by fostering an environment where analysis drives collection.

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

- (U) The Analytic Integrity and Standards Office develops programs across the IC to ensure a high level of analytic integrity and tradecraft standards are maintained across the analytic community. The office assists member agencies in evaluating analytic product to ensure standards are maintained and creates 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.
- (U) The Analytic Mission Management Office identifies knowledge gaps across the analytic community on priority intelligence targets, and collaborates with the community to close

these gaps. The office also tracks and assesses the analytic community's coverage of and posture against priority targets not covered by other Mission Managers.

- (U) 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 Plans, Programs and Requirements to ensure information needs of analysts and consumers are being met.
- (U) The Technology Office, led by DDNI/A's Chief Technology Officer, identifies technical opportunities to create virtual collaborative environments that offer the potential to share information and knowledge across the IC. It stimulates the community to build programs designed to take full advantage of successful innovations. The office coordinates information sharing needs, virtual teaming solutions, R&D priorities, and technology drivers.


(U) In FY 2009, the focus will be the DNI's plan for analytic transformation. This area emphasizes the radical transformation of analysis through integration of analytic workspaces, products, tools, and uses its expertise to direct intelligence collection toward greater integration, collaboration, and tradecraft as follows:

- (U) Continues to grow the range and depth of products reviewed for Analytic Integrity and standards. Expands attendance at Analysis 101 training to include all new Analysts in the Washington Metropolitan Area. Expands research into optimal analysis methodologies and best practices;
- (U) Continues to sustain Multi-INT Experiments (MIE) efforts; coordination of issues across the IC relative to collection and analysis on priority targets; development of analytic tools and programs for analytic development and outreach; and

- (U) Funds the National Intelligence Priorities Framework (NIPF) Office. The 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.

(U) Budget Changes FY 2007 – FY 2009

DNI – Analysis
Budget Highlights by Appropriation Account
FY 2007 – FY 2009
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**(U) ENTERPRISE MANAGEMENT
(U) CHIEF FINANCIAL OFFICER**



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Totals may not add due to rounding

(U) Description

(U) The Office of the Chief Financial Officer (CFO) leads the ODNI efforts to develop, determine, and present the NIP budget to the President and the Congress. The CFO conducts all budget analysis, formulation, justification, and execution monitoring efforts on behalf of the ODNI. The CFO's four main responsibilities are:

- (U) Resource Management: Formulates, justifies, and presents the NIP budget; directs the apportionment, allotment, or allocation of appropriations; monitors the implementation and execution of the NIP;
- (U) Program Assessment and Evaluation: Reviews, analyzes, and evaluates programs for alignment to the NIP Plan; develops programmatic guidance for the IC; participates in the development of the Military Intelligence Program;
- (U) Performance Planning: Manages the NIP performance planning process including the development, tracking, and reporting of performance measures; integrates IC President's Management Agenda efforts, including the "OMB Scorecard" effort;
- (U) Cost Analysis Improvement: Produces authoritative estimates of the cost of intelligence systems; and
- (U) Financial Improvement Group: Facilitates, coordinates, and oversees IC fiscal accountability and financial management improvement and implements improvements to the Intelligence Resource Information System (IRIS).

(Note: The CFO project was realigned from the community Management-Management EC due to the ODNI reorganization.)


(U) In FY 2009, CFO will:

- (U) Improve financial management within ODNI and the NIP, including assisting NIP financial managers' progress toward preparing auditable financial statements and unqualified audit opinions;
- (U) Improve programmatic analysis and oversight by harnessing the expertise of all elements of the ODNI to better address cross-NIP issues, including those impacting both domestic and defense intelligence activities;
- (U) Create an end-to-end performance and capabilities-based planning model for the IC;
- (U) Prepare a full NIP performance budget for FY 2010;
- (U) Sustain the IRIS to provide an end-to-end financial management/information sharing system to support all DNI resource management responsibilities;
- (U) Establish directive policy guidance for Major Acquisition Program Independent Cost Estimates to comply with Title 50 US Code Section 415a-1;
- (U) Formulate, justify, and present the budget for the NIP;

- (U) Manage the NIP by directing the apportionment, allotment or allocation of appropriations;
- (U) Monitor the performance and execution of the NIP budget;
- (U) Coordinate IC reprogramming actions;
- (U) Ensure the effective management of NIP resources in support of national intelligence priorities;
- (U) Participate in the development of strategic issues, policies, and strategic plans impacting the NIS;
- (U) Manage the IC Performance Planning Process;
- (U) Integrate the IC President's Management Agenda;
- (U) Lead the IC Budget and Performance Integration effort;
- (U) Produce high-quality cost-related analyses to provide the DNI greater insight into the projected costs and schedules of major NIP programs. These analyses include ICEs, Independent Cost Assessments, program investment reviews, and trade studies; and
- (U) Provide leadership to improve the state-of-the-practice of cost analysis across the community through cost research and influence cost estimating policies and procedures at IC agencies and improve the effectiveness of cost analysis.

(U) Budget Changes FY 2007 – FY 2009

Chief Financial Officer
Budget Highlights by Appropriation Account
FY 2007 – FY 2009
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**(U) ENTERPRISE MANAGEMENT
(U) CHIEF HUMAN CAPITAL OFFICER**

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Totals may not add due to rounding

(U) Description

(U) The Associate Director of National Intelligence for Human Capital (ADNI/HC) and Chief Human Capital Officer (CHCO) supports the DNI in implementing the human capital provisions of the Intelligence Reform and Terrorism Prevention Act (IRTPA) (P.L. 108-458), Intelligence Community Directives (ICDs) 1 and 100, Enterprise Objective 4 of the *National Intelligence Strategy* (NIS), and those elements of the President's Management Agenda dealing with the strategic management of human capital, in partnership with the ADDNI for Education and Training and the Chief of Equal Employment Opportunity and Diversity. The CHCO chairs, on behalf of the DNI, the IC Leadership Development Executive Council and the IC CHCO Council, and represents the community on the Federal CHCO Council.

(U) This project is realigned from the Enterprise Management/Community Management-Management project in FY 2009. CHCO establishes, integrates, coordinates, evaluates and oversees the execution of IC-wide human capital strategies and policies for:

- (U) IC military, civilian, and other related constituent workforce planning and program submissions;
- (U) Systems and programs dealing with IC military, civilian, and other constituent workforce utilization, occupational structures and categories;

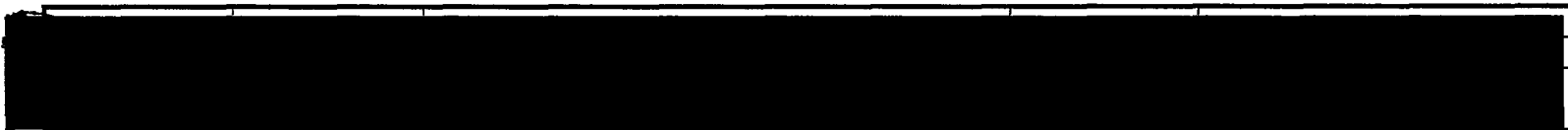
- (U) Core, technical, and leadership job competencies; common qualification, performance, promotion standards; training and development;
- (U) Recruitment and selection (including scholarship programs and university partnerships);
- (U) Career and management development to meet current and emerging IC-wide requirements;
- (U) Leadership development and succession planning, including joint duty requirements, promotions, performance management, compensation (modernization of common IC civilian compensation systems), and awards and benefits;
- (U) Employee climate surveys and other human capital performance metrics; and
- (U) IC human resources information system data standards and requirements.

(U) In FY 2009, CHCO funds:

- (U) Begin development of second generation of the IC workforce planning process and system to better determine and articulate future military and civilian human resource requirements;
- (U) Continue to manage centrally-funded IC scholarship programs (to include the Pat Roberts Scholarship Program); implement uniform, IC-wide qualification standards and procedures for hiring new employees;

- (U) Implement a career management structure for major IC professional communities; implement validated competency models for IC professional occupations; implement operating functionality for the IC Capabilities Catalog;
- Design, develop, and finalize implementation of a prototype shared service model for improved hiring processing efficiencies;
- (U) Refine and improve a common, enterprise Human Resources Information Systems architecture for the IC. Manage the consolidation and integration of all IC HR information systems. Achieve final technical operating capability of the Executive Intelligence Summary (EIS) data warehouse and the IC Capabilities;
- (U) Ensure that compensation, benefits, promotion policies and other IC-wide HR policies and programs remain competitive. Assess the deployment and effectiveness of a common IC-wide employee appraisal system to support pay-for-performance. Continue phased implementation of common IC civilian pay-for-performance system;
- (U) Continue to deploy and broaden a civilian joint duty program for the IC. Continue the implementation of a common senior officer performance management system for the IC and assess effectiveness; complete phased implementation and continue operational administration of IC civilian joint duty system; continue to implement common IC-wide promotion and performance standards for managers and executives;
- (U) Assess and refine the Joint Leadership Development Program; complete implementation of a mandatory joint duty education and training curriculum for all joint-certified IC officers. Continue implementation of a mandatory IC-wide leadership development program for all IC managers and executives;
- (U) Ensure that all Centers for Academic Excellence (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 and earlier CAE graduates are considered and employed by IC agencies;
- (U) Fund administration and analysis of the sixth annual IC-wide employee climate survey;
- (U) Refine and improve the Military Manpower Plan, as an annex to the IC Strategic Human Capital Plan, to accompany deliberate IC civilian workforce planning. Assess the effectiveness of the process and metrics for implementation and effectiveness of this military manpower planning;
- (U) Further refine the annual process for development and completion of agency Civilian Employment Plans (CEP), through the Civilian Employment Oversight Board. Use the agency CEPs to develop an IC-wide CEP in order to harmonize individual agency plans and lend greater fidelity to a deliberate IC-wide civilian workforce planning strategy; and
- (U) Develop and implement an improved/updated contractor inventory, to help determine the contributions of the contractor workforce to the aggregate IC mission; and continue long term development of methodologies to develop an assessment of workforce component apportionment strategies. Review and assess IC guidance on contractor utilization and policies.

**(U) ENTERPRISE MANAGEMENT
(U) COLLECTION**



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Totals may not add due to rounding

(U) Description

(U) The Collection Project includes the Office of the Deputy Director of National Intelligence for Collection (DDNI/C), and Assistant DDNIs for Collection Mission Management, HUMINT Management, Open Source, and Technical Collection.

(U) The DDNI/C is the DNI's principal decision authority for national collection strategies, policies, and activities; defines collection priorities; directs and ensures optimal application of IC collection resources; and with the DDNI for Analysis maintains consistent alignment of Collection and Analysis.

(U) In FY 2009 Collection will:

- (U) Continue work with DDNI/Analysis to implement initiatives to penetrate and analyze the most difficult targets, complete a second CT collection posture; develop a collection strategy against a key Russia-related intelligence gap; and assist the Cuba/Venezuela Mission Manager in developing assessments of leadership transition(s);
- (U) Establish National Intelligence Coordination Center (NIC-C);
- (U) Provide on behalf of the DNI, an IC-collaborated federated framework for identity intelligence management that will house authenticated intelligence data, of which access will be granted effectively, efficiently, and securely to a broad IC audience;

- (U) Mature National Open Source Committee as senior steering group for National Open Source Enterprise strategic planning, policy development, oversight, and community incubator for IC-wide innovation and for improving efficiencies;
- (U) Provide subject matter expertise to Intelligence Collection Architecture (ICA) efforts under DDNI/Acquisition;
- (U) Complete the Iraq Media Release Project, and complete the Overhead Non-Imaging Infrared assessment in time to affect ICA Year 2 deliberations;
- (U) Foster establishment of common HUMINT Standards for tradecraft, training, cover, reporting, and source and reporting evaluation;
- (U) Develop mitigation plan for threats to cover from information and data-sharing advancements;
- (U) Establish lessons learned standards, policies, and methods to institutionalize a discipline of self evaluation and continuous IC improvement; and
- (U) Encourage intelligence agencies to take a broader, IC-wide perspective in their scholarship and produce more inclusive histories that cross intelligence agencies and disciplines.

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT - ADMINISTRATION

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Totals may not add due to rounding

(U) Description

(U) The Administration Project includes operating support for the ODNI organization. The Director of Intelligence Staff provides this support through the following offices: Comptroller, Facilities, Logistics, Contracts, Human Resources, Security, Information Technology, and Information Management. In addition, the ODNI receives critical infrastructure support from the CIA and DIA through service level agreements (SLA) for services such as communications, security, IT infrastructure, payroll, accounting, financial and acquisition systems, medical, logistics, and facilities.

(U) In FY 2009 resources will:

- (U//FOUO) Continue Comptroller functions, to include the CMA program and budget formulation, ODNI budget and finance support, acquisition services, travel services, and medical services;
- (U//FOUO) Produce an independent auditable financial statement for the ODNI and Financial statement oversight in accordance with the CFO Act;
- (U//FOUO) Conduct an audit on contract surveillance for service contracts;

- (U//FOUO) Contract services for the ODNI, ranging from vendor payments, contracting officers and auditing services; administrative contract support, and ODNI Acquisition Study and Implementation Support.

- (U//FOUO) Maintain facilities operating costs and expenses through SLAs;

- (U//FOUO) Continue human resources functions, to include funds for recruitment activities,

- (U//FOUO) Continue the Information Management Office DNI declassification program, Freedom of Information Action (FOIA) support, associated contract support and travel;

- (U//FOUO) Maintain logistical services and

- (U//FOUO) Continue to fund security operating expenses and

- (U//FOUO) Continue to fund Information Technology (IT) operating costs to include IT contract staff to support the ODNI and

**(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT – MANAGEMENT**



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Totals may not add due to rounding

(U) Description

(U) The funding and activities associated with the Community Management–Management Project are realigned within the Enterprise Management EC. Separate projects have been created for the following DNI offices:

- (U) The Office of the Chief Financial Officer (CFO)
- (U) The IC Chief Human Capital Officer (CHCO)
- (U) The Senior Acquisition Executive (SAE)
- (U) Policy, Plans and Requirements (PPR)

**(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT - SCIENCE AND TECHNOLOGY**



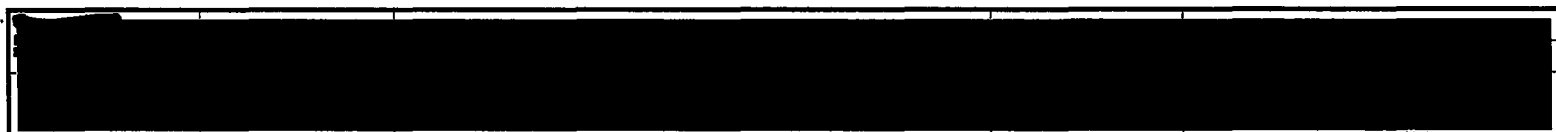
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(U) Description

(U) The funding and activities associated with the Community Management-Science and Technology Project are transferred within the Enterprise Management EC to the new Acquisition Project.

(U) ENTERPRISE MANAGEMENT
(U) COMMUNITY MANAGEMENT - OFFICE OF DIRECTOR OF NATIONAL INTELLIGENCE



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Totals may not add due to rounding

(U) Description

(U) The ODNI supports the DNI and the Principal Deputy DNI (PDDNI) in carrying out their core mission to lead the IC and build an integrated IC that provides intelligence to the President, US National Policymakers, the military, and homeland security and law enforcement officials. The Director of the Intelligence Staff (DIS) synchronizes and integrates the DNI staff and components. The DIS oversees the staff to ensure the effective integration and coordination of policy, positions and procedures across the functional domains of DNI responsibility.

(U) In FY 2009, this project was renamed and all funding, positions, and activities are transferred within the Enterprise Management EC from "Community Management-ODNI" project to "Director of National Intelligence" project.

(U) ENTERPRISE MANAGEMENT
(U) DIRECTOR OF NATIONAL INTELLIGENCE



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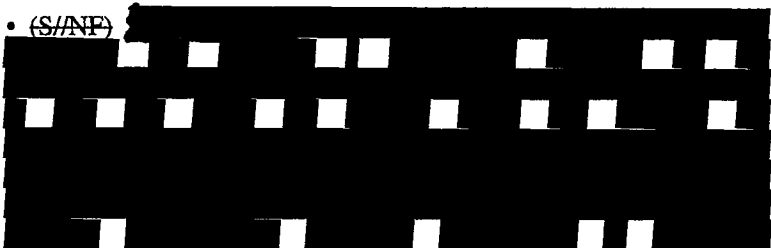
(U) Description

(U) The 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 IC and build an integrated IC that provides intelligence to the President, US National Policymakers, the military, and homeland security and law enforcement officials. The Director of the Intelligence Staff (DIS) synchronizes and integrates the DNI staff and components. The DIS oversees the staff to ensure the effective integration and coordination of policy, positions and procedures across the functional domains of DNI responsibility. In FY 2009, this project was renamed from "Community Management-ODNI" to "Director of National Intelligence."

(U) In FY 2009 resources will be used to:

- (U) Provide day-to-day staff support to help the DNI lead the IC, serve as principal intelligence advisor to the President, and implement the NIP.

• (S//NF)

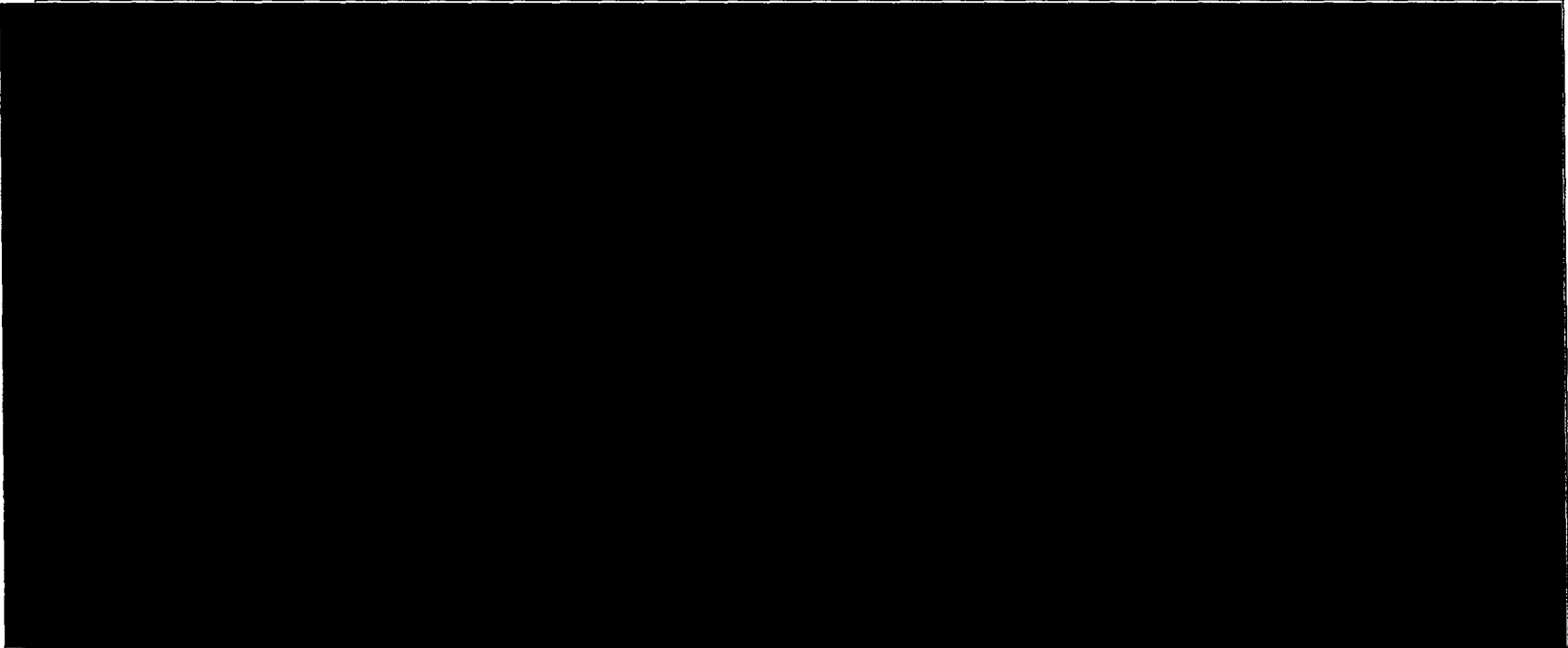


- (U) Provide DIS, Protocol, Public Affairs, Executive Secretariat, and Legislative Affairs support to the ODNI.
- (U) Fund the Office of General Counsel to provide accurate and timely legal guidance and counsel to the DNI and ODNI to ensure all ODNI personnel comply with US law and applicable regulations and directives; and support the DNI in carrying out his statutory responsibilities.
- (U) Fund the Civil Liberties and Privacy Office to ensure the protection of civil liberties and privacy is appropriately incorporated in policies and procedures developed for and implemented by the ODNI and the elements of the IC within the NIP.
- (U) Fund the Equal Employment Opportunity and Diversity to serve as a senior policy advisor to the DNI on EEO and diversity matters and as a resource to senior ODNI leaders; and perform a leadership role with all IC agencies and components, and also provides EEO and diversity services to the ODNI workforce.
- (U) Fund the Inspector General's conduct of audits, inspections, investigations, and consulting and advisory support to the ODNI and the IC to promote economy and efficiency within the ODNI and across the community, as well as to combat fraud, waste, and abuse.

- (U//FOUO) Inspect IC-acquisitions from analysts' requirements to collection platform requirements.
- (U//FOUO) Inspect IC-wide HUMINT support to CP.
- (U//FOUO) Inspect IC-wide collaboration with foreign intelligence services.
- (U//FOUO) Support the Intelligence Oversight Board of the PFIAB.

(U) Budget Changes FY 2007 – FY 2009

Director of National Intelligence
Budget Highlights by Appropriation Account
FY 2007 – FY 2009
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(U) ENTERPRISE MANAGEMENT
(U) EDUCATION AND TRAINING

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Totals may not add due to rounding

(U) Description

(U) The Office of Assistant Deputy Director for Education and Training Integration and Collaboration (ADDNI/ETIC) oversees and sets standards for IC education, training, and related research. Among the goals of the Office of the ADDNI/ETIC and the National Intelligence University (NIU) System, a consortium of IC schools and training offices, are to leverage best practices and core content, achieve economies of scale, and improve the quality of instruction across the IC. The DNI has designated the ADDNI/ETIC as senior authority responsible for IC education, training and related research and partnerships; and as the senior authority responsible for guidance and oversight of IC foreign language issues.

(U) Education and Training is comprised of four functional areas:

- (U//FOUO) The Foreign Language Program Office (FLPO) provides guidance and oversight of IC foreign language issues, 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/ETIC, the Chief Human Capital Officer (CHCO), the ADNI/S&T, DDNI/A, DDNI/C, Chief Financial Officer (CFO), and other IC entities.

- (U) The Policies and Standards Office defines and manages the development, review, and coordination of all IC education and training standards and policies. Through this office, the ADDNI/ETIC establishes common standards and a framework for all IC Education and Training, including the development of a bricks and mortar National Intelligence University. Additionally, the Policies and Standards Office participates in the ongoing development of the performance management and measurement process for the National Intelligence University System.

- (U) The Enterprise Programs Office (formerly the Instructional Programs Office) focuses on education and training mission areas for the IC at large, including: Program Development, Distributed Distance Learning, Registrar, Evaluation, Leadership Training, professional development and IC Officer Training Programs. The office cultivates synergy in the IC by developing and supporting interagency training and education; by enhancing access to IC training and education through expanding the use of on-line connectivity and collaboration; and by offering increased availability to "best practices" courses throughout the community. The Enterprise Program Office is responsible for the development of an enterprise architecture which will link all IC agency schools.

- (U) The Outreach and Professional Development Office funds initiatives to foster relationships with IC education and training components, other US Government (USG) schools, schools outside the USG as well as private sector entities, think tanks and other non-governmental organizations. It sponsors conferences on IC areas of current and enduring interest; and promotes professional development through established or ad hoc IC councils, boards, committees, or working groups. The office seeks education and training opportunities to support analysis, collection, S&T, language, leadership and mission support as well as those of a cross-disciplinary nature. Additionally, outreach has expanded to include closer integration of the defense community, specifically identifying and resolving integration and requirements issues in the training and education field across the IC. The office identifies gaps in military and defense integration with ETIC and ODNI staff elements as well as develops and manages the ODNI Military Fellowship program. The Office provides primary interface with the DNI Faculty Representatives at the Senior Service Colleges, and the training and education commands of the military services.

(U) In FY 2009 ETIC resources will:

- (U) Establish the governance structure for the National Intelligence University System;
- (U) Fund an NIU training facility, classroom furnishing, classroom support, course design and begin holding joint training;
- (U) Expand curricula and course offerings in IC officer professional development and leadership development;
- (U) Fund NIU sponsored research or grants programs 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) Establish a centrally administered bricks and mortar facility of the NIU to create/reinforce a strong, permanent sense of community across the IC; develop networks of personal and professional relationships across agencies, functional specialties, and locations;

and maximize utilization of joint and common programs, facilities, and staff. Leverage distance learning capabilities to maximize student participation;

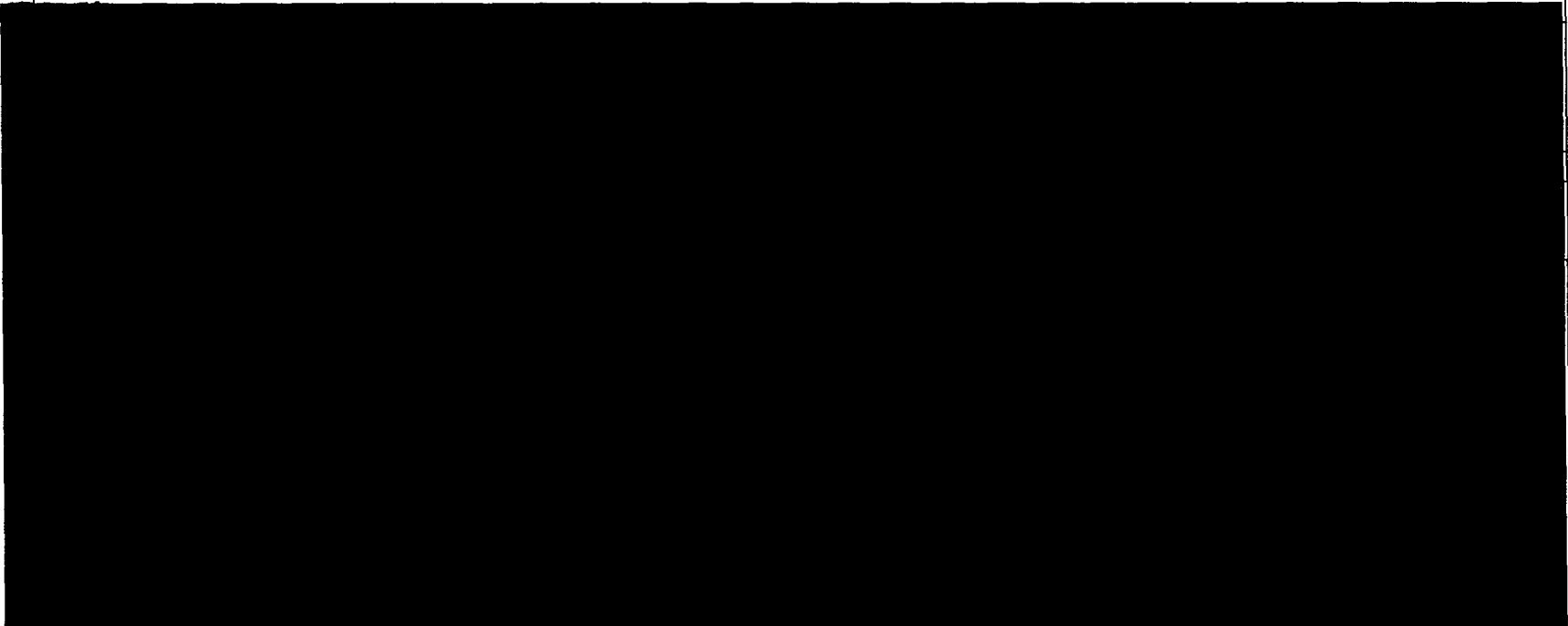
- (U) Develop an enterprise architecture which will link Learning Management Systems across IC schools and with Human Capital programs;
- (U) Assess current IC agency course curriculum to determine gaps and address redundancies;
- (U) Expand outreach to academia, industry, other government agencies, increase education and training related research, evaluate candidate programs and provide seed funding to unique efforts that may benefit the IC. Sponsor symposia, conferences and lecture series;
- (U) Develop leadership courses at the entry, mid and senior levels in support of overall IC professional development;
- (U) Oversee completion of development of standards for major occupational disciplines in the IC based on published IC competency directories;
- (U) Develop coordinated registration processes and services among IC schoolhouses to facilitate IC personnel with enrollment in training and education across the IC;
- (U) Oversee expansion of the availability of training and educational offerings to the IC worldwide via support to alternative training delivery means;
- (U) Expand inventory/evaluation of IC leadership development to include programs that integrate rotational assignments with other developmental activities. Design experiments and pilot innovative prototypes to customize/improve effectiveness of learning interventions for IC leaders and managers;
- (U) Continue to cultivate cutting-edge IC training and education to address mission requirements and personnel development by breaking down barriers to information sharing by setting standards, maintaining close collaborative contact with all IC members, frequently surveying the Community for the latest developments, studying key policymaker-level issues, and identifying critical ideas, trends, and processes for use by training and education components;

- (U) Identify gaps in military and defense integration with ETIC and ODNI staff elements as well as develop and manage the ODNI Military Fellowship program;

- (U) Increase the STARTALK language initiative to encompass summer language training programs for students and teachers in all states and all grade levels by 2011; and
- (U) Demonstrate consistent progress in raising IC language readiness to goal of 80 percent of requirements met by 2015.

(U) Budget Changes FY 2007 – FY 2009

Education and Training
Budget Highlights by Appropriation Account
FY 2007 – FY 2009
This Display is SECRET//NOFORN



**(U) ENTERPRISE MANAGEMENT
(U) POLICY, PLANS, AND REQUIREMENTS**

This Exhibit is ~~SECRET~~//NOFORN

Totals may not add due to rounding

(U) Description

(U) The Deputy DNI for Policies, Plans, and Requirements (DDNI/PPR), formerly known as the DDNI for Requirements, assists the DNI in driving IC transformation through the formulation of IC policy and strategy by addressing customer requirements, reforming security policies, improving foreign relationships, integrating the maritime and aviation domains, and improving education and training.

(U) Resources for the Office of DDNI/PPR are executed in the following areas:

- (U) The Strategy, Plans and Policy (SPP) Office defines and manages the development, review, and coordination of all IC strategies, policy documents, IC Directives, and, with the CFO, plans and participates in the ongoing development of the performance management and measurement process for the National Intelligence Program.
- (U) 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).
- (U) The Security Office, through its pilot security clearance initiative is working to modernize the TS/SCI clearance process for the IC. In addition, the Security Office focuses on IC-wide continuity

of operations and continuity of government issues and programs, and on protecting national security information and activities, and especially sources and methods, at US diplomatic facilities abroad. The ADDNI Security, whose front office is included in this project, is responsible for the two security centers that perform these functions which are described in the Security project of Enterprise Management EC (Center for Security Evaluation, and the Special Security Center).

- (U) The Customer Requirements Office manages the Mission Requirements Board (MRB) to validate and monitor intelligence capabilities, capability acquisition reviews; validate future capability needs for R&D strategic planning and resource allocation; and translate intelligence needs into capability gaps/shortfalls; provides national intelligence customers entrée to the IC; reviews customer requirements for collection, processing, analysis, production and dissemination of national intelligence and ensures the IC addresses those requirements; surveys customer satisfaction; and provides periodic reports to the DNI.
- (U) The Global Maritime and Air Intelligence Integration Office is charged with executing the DNI responsibilities as cited in the Global Maritime Intelligence Integration Plan and the Air Domain Surveillance and Intelligence Integration Plan. Both plans pursue integration of Intelligence information within their respective domains in support of their higher level national strategies.

(U) In FY 2009, PPR resources will be used to:

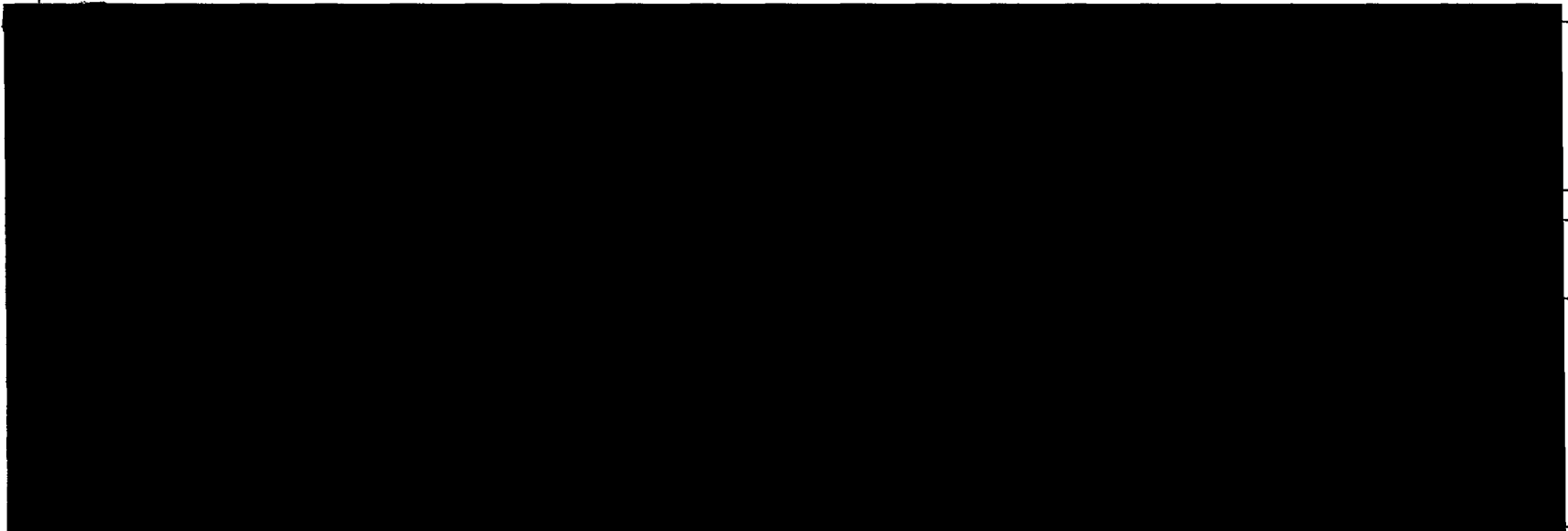
- (U) Implement the IC's 500-day Plan initiatives;
- (U) Establish a comprehensive, dynamic process that translates national foreign intelligence objectives and priorities approved by the President into guidance for US intelligence analysis and collection. In coordination with the DDNIs for Analysis and Collection, the DDNI/PPR manages the framework that translates those needs into priorities for national intelligence collection and production tasks;

- (U) Develop a maritime security intelligence policy and coordinate the Global Maritime Intelligence Implementation Plan approved by the President; and

- (U) Develop 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) Budget Changes FY 2007 – FY 2009

Policy, Plans and Requirements
Budget Highlights by Appropriation Account
FY 2007 – FY 2009
This Display is **SECRET//NOFORN**



**(U) ENTERPRISE MANAGEMENT
(U) SECURITY**



This Exhibit is ~~SECRET//NOFORN~~

Totals may not add due to rounding

(U) Description

(U) The Security project 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. CSE is the ADDNI/SEC's program management

staff for protecting, in partnership with DOS 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. 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: security services to the IC such as training, clearances, badges, and research; security policy and planning; oversight and liaison on unauthorized disclosures; and management and oversight of compartment control systems.

(U) In FY 2009, ADNI/Security funds will sustain CSE and SSC operating costs; fund efforts to streamline security policies and procedures, identify and manage risks, calibrate security with sharing requirements, and support the IC Continuity of Operations program.

(U//FOUO) COMPREHENSIVE NATIONAL CYBERSECURITY INITIATIVE

(U) Introduction

(S//NF) [REDACTED]

[REDACTED]

(U//FOUO) Cyber Funding By Cybersecurity Initiatives and Strategic Enablers

(U//FOUO) The ODNI contributes to the Comprehensive National Cybersecurity Initiative through the following cybersecurity initiatives and strategic enablers.

(S//NF) [REDACTED]

(U//FOUO) Establishing a Front Line of Defense

(S//NF) [REDACTED]

(S//NF) [REDACTED]

(S//NF) [REDACTED]

**(U//FOUO) We Must Demonstrate Resolve to Secure US
Cyberspace and Set Conditions for Long-term Success**

• (S//NF)

(TS//NF)

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(S//NF)

• (TS//SI//NF)

(TS//SI//NF)

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(S//NF)

• (S//NF)

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[REDACTED]

(S//NF) [REDACTED]

(U//FOUO) We Must Shape the Future Environment to

[REDACTED]

• (S//NF) [REDACTED]

• (S//NF) [REDACTED]

(S//NF) [REDACTED]

(S//NF) [REDACTED]

• (S//NF) [REDACTED]

(S//NF) [REDACTED]

**(U//FOUO) Strategic Enablers: The Best Defense
Depends on a Strong Foundation**

(S//NF)

(U//FOUO) This request funds the initial development and coordination of an overall USG strategy for the Comprehensive National Cybersecurity Initiative; coordination of USG-wide communication of a comprehensive and coherent cyber awareness picture; coordination, integration, and synchronization actions necessary to implement the cyber security initiatives mentioned above; and issuing planning, programming, and budget guidance, defending the cyber budgets to oversights, and ensuring its' effective execution.

(U//FOUO) Funding Summary by Cybersecurity Initiative and Strategic Enablers

(Dollars in Millions)

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(U) NATIONAL INTELLIGENCE COORDINATION CENTER

(U) The creation of the National Intelligence Coordination Center (NIC-C) on 1 October 2007 exemplifies the DNI's desire to work more collaboratively and efficiently across the IC—and in this case across all intelligence collection activities in the entire US Government. The NIC-C was established in collaboration with DoD and several domestic agencies, and will for the first time give us a mechanism to coordinate, collaborate, assess, and efficiently deploy our nation's total array of intelligence collection capabilities.

(U) The NIC-C is composed of representatives from all key collection organizations, each bringing their existing authorities and connections, and is charged with building imaginative ways to reduce inter-organizational frictions, find innovative ways to share collection activities and capabilities, and tackle collection problems. To build and manage the collection activities as a single enterprise, the Center is headed by a senior officer from the Intelligence Community with two deputies, one from both the Defense and the Homeland departments. The NIC-C will therefore represent all constituents, serve all stake-holder interests, and look for efficiencies across the collection enterprise.

(U) To aid in the prioritization of intelligence collection activities, the Center is charged with making tough calls on resource allocation, but will be aided by the DDNI for Analysis who will ensure that policy and analytic interests are prioritized and provided for the NIC-C to guide

collection operations. The Defense Intelligence Operations Coordination Center, whose deputy also serves as the military deputy of the NIC-C, will provide military information and support to the NIC-C.

(U) The NIC-C will reach full Manning and operations in the summer of 2008, but full development of its capabilities likely will require continual evolution. The Center's charter is very demanding, but it has already started with a clear, common-sense approach in four areas to:

- (U) Guide the collection enterprise to focus on the country's highest strategic intelligence priorities while ensuring the enterprise remains responsive to tactical direction from senior policymakers and warfighters.
- (U) Ensure that the entire collection enterprise maintains situational awareness of the country's overall collection capabilities and that the enterprise is able to perform at peak potential whenever tasked.
- (U) Forge novel ways to deploy niche, sensitive capabilities against critical collection challenges in other departments or against other targets.
- (U) Provide an objective, national-level capability to assess collection performance, and to accurately assess risks, opportunities, and resource tradeoffs for the entire collection enterprise. Eventually this capability should provide input into designing our future collection capabilities as well.

(U) US INTEGRATED URANIUM ENRICHMENT STRATEGY

(U) Background

(S//NF) [REDACTED]

- (S//NF) [REDACTED]

- (S//NF) [REDACTED]

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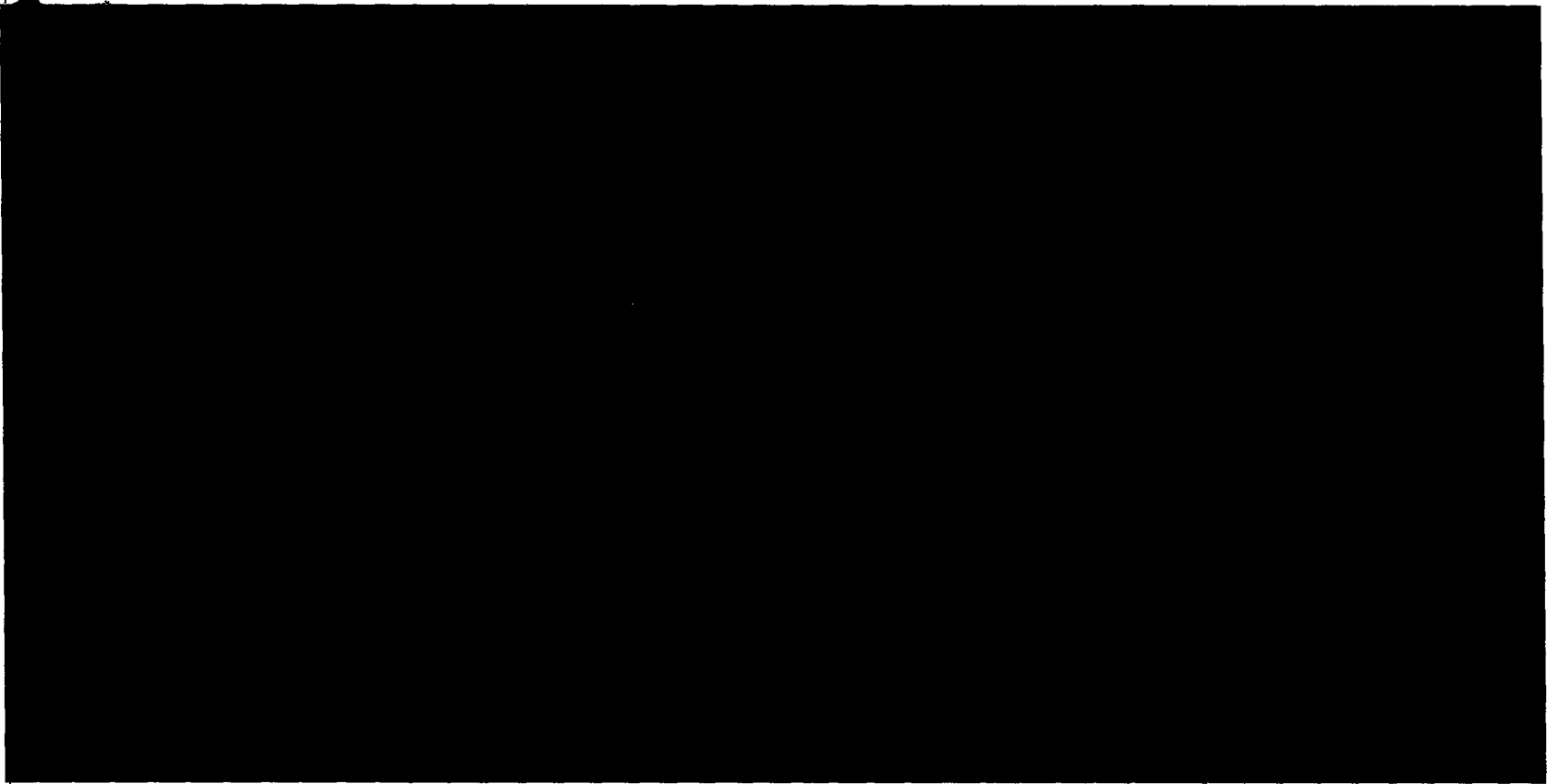
[REDACTED]

• (S//NF) [REDACTED]

(U) Resources

(S//NF) [REDACTED]

(U) Illustrations



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Figure 3.

(U) CONGRESSIONAL REPROGRAMMING ACTIONS

(U) There were no Congressional Reprogramming Actions in the Community Management Account during FY 2007.

(U) RESOURCE EXHIBITS CONTENTS

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(U) GLOSSARY

(U) ADDNI/AE&I—Assistant Deputy DNI for Architecture Engineering and Integration

(U) ADDNI/ETIC—Assistant Deputy DNI for Education and Training Integration and Collaboration

(U) ADDNI/SAE—Assistant Deputy DNI for Senior Acquisition Executive

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

(U) ADDNI/DS&T—Assistant Deputy DNI of Science and Technology

(U) AR&D—Advanced Research and Development

(S//NF)

(FOUO) 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.

(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) BC—Budget Category

(U) BPI—Budget Performance and Integration

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

(U) CAPCO—Controlled Access Program Coordination Office provides oversight and management to the overall system of compartmented control systems and operates the IC Register of authorized classification and control markings.

(FOUO) CAPNet or the Capital Network. CAPNet is 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.

(S//NF)

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

(U) CBRNE—Chemical, Biological, Radiologic, 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) CDR—Critical Design Review

(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 Investment in the US. Twelve-agency committee chaired by the Department of the Treasury, originally established by E.O. 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) CHCO—Chief 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, establishing 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) CIISO—Community Interoperability and Information Sharing Office

(U) CIO—Chief Information Officer

(U) CLPO—Civil Liberties Privacy Office

(U) CNA—Critical National Assets are any information, policies, plans, technologies, or capabilities that, if acquired (stolen), modified, or manipulated by an adversary, would seriously threaten US national or economic security.

(U) CNA—Computer Network Attack. Includes operations to manipulate, disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and networks themselves.

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

(U) CNE—Computer Network Exploitation. CNE is intelligence collection and enabling operations to gather data from target or adversary Automated Information Systems (AIS) or networks.

(U) CNO—Computer Network Operations tool 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) COI—Community of Interest

(U) COMINT—Communications Intelligence Technical and operational intelligence information derived from the intercept of foreign communications; it does not include the monitoring of foreign public media or the intercept of communications obtained during the course of counterintelligence investigations within the United States.

(U) COP—Common Operational Picture

(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) CRM—Collection Requirements Management (CRM) is the end-to-end management process for intelligence collection requests from users.

(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

(S)

[REDACTED]

(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 DCI has delegated to the Director, CSE the authority to provide written notification to Diplomatic Security of recommended countermeasures.

(U) CTD—The FBI's Counterterrorism Division

(U) CTIP—Counterterrorism Intelligence Plan

(U) CTISS—Common Terrorism Information Sharing Standards

(U) CVMM—Cuba-Venezuela Mission Manager

(U) CW—Chemical Weapons or Warfare

(S//NF)

[REDACTED]

(S//NF)

[REDACTED]

(S//NF)

[REDACTED]

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

(U) DDNI/AQ—Deputy Director of National Intelligence for Acquisition

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

(U) DDNI/PPR—Deputy Director of National Intelligence for Policies, Plans, and Requirements

(U) DHS—Department of Homeland Security

(U) DIA—Defense Intelligence Agency

(U) DIS—Director of Intelligence Staff

(U) DOCEX—Document Exploitation is a product of the National Drug Intelligence Center.

(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 other existing agencies.

(U) E&T—Education and Training

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

(U) ELINT—Electronic Intelligence. Technical and operational intelligence information derived from foreign non-communications electromagnetic radiation emanating from other than atomic detonation or radioactive sources.

(U) EO—Enterprise Objective

(U) EXCOM—An IC Executive Committee (EXCOM) consisting of the IC leaders to address the tough issues facing the IC and to provide the DNI with decisionmaking support.

(U) FCI—Foreign Counterintelligence

(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.

(S)

(U) FISA—Foreign Intelligence Surveillance Act

(U) FISINT—Foreign Instrumental Signals Intelligence. A category of intelligence derived from telemetry, beacons, and other related electromagnetic signals.

(U) FISMA—Federal Information Systems Management 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 is in the National DNI University that 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, NTCT, DHS/IE) conduct of foreign relationships.

(U) Future Support-Budgeted activities that are not providing capabilities in the current budget year (FY 2009), but will significantly contribute to the outcomes, goals, and initiatives of the NIS Mission Objectives once they become operational (e.g., acquisition programs, research and technology programs.

(U) GDIP—General Defense Intelligence Program

(U) GEOINT—Geospatial Intelligence

(U) GMAII—The Global Maritime and Air Intelligence Integration Office is charged with executing the DNI responsibilities as cited in the Global Maritime Intelligence Integration Plan and the Air Domain Surveillance and Intelligence Integration Plan. Both plans pursue integration of Intelligence information within their respective domains in support of their higher level national strategies.

(U) GWOT—Global War on Terrorism

(U) HCOP-Human Capital Operating Plan

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

(U) HR—Human Resource

(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) IA—Information Assurance

(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 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) 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) ICARAS—IC Acquisition Risk Assessment System. The Intelink based common risk assessment methodology for NIP acquisitions being developed per DCID 7/6T for deployment across the IC.

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

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

(U) IC-IRC—Intelligence Community Incident Response Center

(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) ICDO—The Integrated Concepts Development Office, under the auspices of the ADNI/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) ICES—IC Enterprise Services. Improves IS and collaborative capabilities through enterprise services of common concern for networks, applications, information, and security services. ICES develops, procures, and operates the common services that support the IC and its customers at all security levels. It promotes the use of technology to improve intelligence processes and identifies and implements innovation to ensure that IC members and customers can access appropriate intelligence when and how they need it. ICES tailors

the application of common services to best support mission needs and expand the availability of all relevant data, leveraging technology and business process improvement to deliver and package information to customers and consumers.

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

(U) ICTG—IC Information Technology Governance develops and oversees the CIO's process for governing the IC's IT activities to ensure compliance with policy, guidelines, and strategies. The ICTG office formulates and coordinates IC information technology policies and guidelines, provides information assurance and accreditation recommendations to the DNI CIO, and validates IC compliance with policy. As focal point for providing IS collaborative services with our Commonwealth allies and, in conjunction with DoD CIO, oversees the DoD-IC Unified Cross Domain Management Office (CDMO). CDMO facilitates the implementation of secure interoperability among IC and DoD at multiple security levels.

(U) ICTM—Information Technology Management supports the DNI CIO in fulfilling IRTPA responsibility as procurement approval authority for all IT items related to the IC enterprise architecture. Enables the CIO to understand the purpose, value and relevance of IT spending, assess IT programs status, cost, risk and schedule, recognize how programs relate or how they can be made to relate to other programs. This authority allows the CIO to make IT investment decisions at a corporate level that will best support the DNI's strategy and goals.

(U) ICTP—IC Transformation Planning works in conjunction with offices across the ODNI and IC to transform IC mission and business operations. Programs combine advanced IT with improved operational concepts to ensure the best information is brought to bear on intelligence issues that IC members and customers can access the intelligence they

need when they need it. Efforts focus on IC Transformation Planning in four major areas: Collection, Analytic, Business, and Intelligence Collaboration Environment Transformation

(U) IRC—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) 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) Indirect Support—Operational or future budgeted activities that provide (or will provide) general support for intelligence activities (e.g., logistics, infrastructure, corporate management). These activities are not currently aligned to NIS Mission Objectives in Plan Owner-approved alignment at: http://cfo.dni.ic.gov/IPBS/Alignment_to_NIS.html.

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

(U) INTELINK—A web-based service that provides tailored intelligence support to customers across the IC and provides a mechanism for immediate customer feedback.

(U) IO—Information Operations

(U) IOC—Initial Operational Capability

(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) ITACG—Interagency Threat Assessment and Coordination Group. Primary purpose is to ensure that classified and unclassified intelligence produced by federal organizations is fused, validated, and approved for dissemination in a concise, and where appropriate, unclassified format. The group consists of federal, state, and local law enforcement and anti-terrorism officials.

(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) JAEIC—Joint Atomic Energy Intelligence Committee. Established in 1947, the JAEIC serves as a technical intelligence resource for the IC. Under the general guidance of the Chairman, NIC, the Committee produces all-source, Community-coordinated finished intelligence products, recommends collection priorities, identifies improvements needed in analysis and reporting, and promotes exchanges of information among IC components in connection with atomic energy intelligence.

(U) JFCC-NW—Joint Force Component Command – Network Warfare

(U) JICRD—Journal of IC Research and Development was started to provide a mechanism for science and technology awareness, peer review, and referencing of work done in the past by and for the IC.

(U) JITF-CT—Joint Intelligence Task Force-Combating Terrorism. Established by DIA to provide enhanced analysis and production to support worldwide efforts to counter terrorism. Analyst produce daily assessments of possible terrorist threats to DoD personnel, facilities, and interests.

(U) JTF-GNO—Joint Task Force-Global Network Operations

(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) LX—Liberty Crossing buildings 1 and 2.

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

(U) MDA—Milestone Decision Authority. The authority to approve the transition of a system development from one phase of the acquisition process to the next phase.

(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 is 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) MIP—Military Intelligence Program

(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) MSA—Major system acquisitions

(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 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, decrease operation and maintenance costs, and improve 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) NCIJTF—FBI's National Cyber Investigative Joint Task Force

(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

(U) NDIC—National Drug Intelligence Center

(U) NGA — National Geospatial-Intelligence Agency

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

(U) NIC—National Intelligence Council, chaired the Deputy DNI for Analysis, with 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) 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) NIC-C—National Intelligence Coordination Center. The NIC-C was established on 1 October 2007 and exemplifies the DNI's desire to work more collaboratively and efficiently across the Intelligence Community; and in this case across all intelligence collection activities in the entire US Government. The NIC-C was established in collaboration with the Department of Defense and several domestic agencies, and will for the first time give us a mechanism to coordinate, collaborate, assess, and efficiently deploy our nation's total array of intelligence collection capabilities.

(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 DCI for an assigned area of functional or geographic responsibility. The NIO manages estimative and interagency intelligence production on behalf of the DCI. 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) NITRD—Networking and Information Technology R&D subcommittee

(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) NOL—NCTC On-Line

(U) NRO—National Reconnaissance Office

(U) NSA—National Security Agency

(U) NSC—National Security Council. Established by the National Security Act of 1947 to advise the President with respect to the integration of domestic, foreign, and military policies relating to the national security. The NSC is the highest Executive Branch entity providing review of , guidance for, and direction to the conduct of all national foreign intelligence and counterintelligence activities.

(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) NTA—National Technology Alliance is the community initiative that provides government clients access to non-traditional members of commercial industry. Effective 1 October 2007, the NTA merged with the DTO and the ITIC to form the foundation of the DNI IARPA.

(S) [REDACTED]

(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 IC.

(U) O&M—Operation and Maintenance

(U) ODDN/A—Office of the Deputy DNI for Analysis

(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) 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.

(S//NF) [REDACTED]

(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) 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) PDDNI – Principal Deputy Director of National Intelligence

(U) Performance Objectives: Future Support-Budgeted activities that are not providing capabilities in the current budget year (FY 2009), but will significantly contribute to the outcomes, goals, and initiatives of the NIS mission objectives once they become operational (e.g., acquisition programs, research, and technology programs).

(U) Performance Objectives: Indirect Support-Operational or future budgeted activities that provide (or will provide) general support for intelligence activities (e.g. logistics, infrastructure, corporate management).

(U) Performance Objectives: Mission Objectives-One of the five mission objectives included in the National Intelligence Strategy of the United States of America, October 2005. Mission Objectives relate to our efforts to predict, penetrate, and pre-empt threats to our national security and to assist all who make and implement US national security policy, fight our wars, protect our nation, and enforce our laws in the implementation of national policy goals.

(U) PMA—President's Management Agenda

(U) PM-ISE—Program Manager, Information Sharing Environment

(U) PFIAB—Presidential 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. Specifically, the current Executive Order 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) 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) PMP—Program Management Plans—Program Management Plan documents the cost baseline goal, schedule and performance goals (objective and threshold), and milestone (phase exit) criteria.

(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 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.

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(U) Quantum Leap—A project using cutting-edge technologies to rapidly analyze large amounts of data to find previously undetermined relationships.

(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 US 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 and 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 Intel Community. 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) SA—Situational Awareness

(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.

(S//NF) [REDACTED]

(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) SECDEF—Secretary of Defense

(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) SIE—Single Information Enterprise. SIE supports the IC initiative to apply industry "Lessons Learned" to increase efficiencies in information technology investments and to promote information sharing. SIE consists of three parts: Analytic Transformation, Integrated Collection, and Special Focus Areas.

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

(U) SIP—Strategic Investment Plan for Intelligence Community Analysis is a ten-year plan outlining the goals and future analytic requirements of the eleven agencies of the NIPB.

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

(U) SLA—Service Level Agreements

(U) SLT—State, Local, and Tribal government

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

(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) 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 DCI 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.

(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 used by NCTC.

(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) 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) US-CERT—US Computer Emergency Readiness Team of the Department of Homeland Security

(U) VERL—Video Event Representation Language. An interpretive language that allows computer systems to exchange and understand video events; functionally VERL can describe a hierarchy of events, and provides a means for describing the structure and function of events within a given video data domain.

(U) WITS—Worldwide Incident Tracking System. WITS is the replacement database used to support the DOS 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) WOT—War on Terror

(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.