

The Intelligence Community (IC) completed 39 of 42 initiatives in the *IC's 500 Day Plan for Integration and Collaboration*, which reached Day 500 on 12 December 2008. These completed initiatives are major steps in developing a globally networked and integrated intelligence enterprise, improving customer and partner relationships, and creating decision advantage for policymakers, military commanders, law enforcement, and homeland security officials.

KEY ACCOMPLISHMENTS

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

- A-Space, a virtual work environment providing analysts a common platform for research and analysis and to easily connect with colleagues to collaboratively achieve common mission objectives, was opened up to operational analysts in September. *TIME Magazine* ranked A-Space as one of the "50 Best inventions of 2008".
- The Library of National Intelligence (LNI), the IC's year-old common digital repository, accepted its one millionth document. When fully operational, LNI will facilitate information sharing and collaboration through a searchable electronic card catalog which will allow intelligence officers to locate all of the community's disseminated intelligence.
- The IC Joint Duty Program was recently honored with the 2008 Innovations in American Government Award from The Ash Institute for Democratic Governance and Innovation at Harvard Kennedy School. The award recognizes programs that are models of government excellence, representing innovative programming at the local, tribal, state, and federal levels. The IC Joint Duty Program fosters a culture of collaboration and develops a corps of senior leaders imbued with an enterprise-wide, versus an agency-centric, focus.
- Analysis 101 graduated its 1000th student. This standards-based, Community-wide course teaches critical thinking and structured analysis to new analysts.
- Representatives from 18 heritage community organizations attended the inaugural IC Heritage Community Liaison Council meeting in September, taking their working relationship with the IC a step further. The Council's purpose is to strengthen relationships between the IC components and heritage community organizations, gather input from those organizations on recruitment and retention of Heritage Americans, and address issues of concern among heritage communities.
- Released IC Directive 106 on the IC Strategic Enterprise Management (IC-SEM) System, along with the FY11-15 Intelligence Planning Guidance, which was developed using the IC-SEM system. IC-SEM will provide an integrated, repeatable, transparent, and rigorous end-to-end process linking strategy to capabilities to budget to programs to oversight.

- The Single Information Environment Office took critical steps toward leveraging information sharing among IC partners by developing the concept of operations (CONOP) for the delivery of the IC's Optimized Network E-mail (IC ONEmail). This CONOP describes the way forward for web-enabled e-mail and facilitation of long-term transformation goals for common e-mail services and capabilities.
- Based on the progress of the Single Information Environment, the Integrated Information Program was established to help provide a robust information infrastructure based on a culture of information sharing, and supported by a range of common services allowing the end-user to discover, access, exploit, transform and share data to deliver relevant, timely and accurate intelligence.
- The Deputy Director of National Intelligence for Future Capabilities and the IC Chief Human Capital Officer co-signed the *IC Acquisition Workforce Plan (Contracting)*, specifying goals and tasks to be completed in building acquisition excellence to meet future challenges.
- Drafted policy for the development of a single IC classification guide, providing guidance to Original Classification Authorities on placing intelligence into classification levels, guidance on derivative classification, and enterprise-level guidance on issues applicable throughout the IC.
- Developed a new Intelligence Community Policy System, which along with a reorganization of the ODNI's Policy staff, will strengthen and streamline policy development and coordination within the IC.
- Completed a customer segmentation study, focusing on ODNI's Federal non-military customers; the results of which will help identify ways to improve products and services based on customer need, optimize the channels used for delivery, and establish appropriate policy and procedures for information sharing.

CONTINUING TO BUILD ON OUR PROGRESS

Time, events, and leadership have motivated the IC to continue adapting to the threats facing the United States in the 21st century by integrating and fostering collaboration among our participating agencies and customers. Accomplishments of the past 500 days represent additional progress toward fulfilling objectives in the *National Intelligence Strategy and Vision 2015* for creating a stronger, more agile, and more insightful IC. Creating decision advantage through a more collaborative, integrated intelligence enterprise will continue in a deliberate, focused, agile, adaptive, and aligned manner. We know what remains to be done, and we now have the structures in place to continue to transform the Intelligence Community into an Intelligence Enterprise.

500 DAY PLAN

INTEGRATION AND COLLABORATION

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

Create a Culture of Collaboration

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

Accelerate Information Sharing

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

Foster Collection & Analytic Transformation

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

Build Acquisition Excellence & Technology Leadership

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

Modernize Business Practices

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

Clarify & Align DNI's Authorities