



NATIONAL
COUNTERTERRORISM
CENTER



TODAY'S NCTC





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FOREWORD



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I am pleased to present this overview of the National Counterterrorism Center (NCTC), which describes our history, function, and impact. NCTC was borne out of a post-9/11 world in which the United States Government (USG) reorganized and restructured the Intelligence Community (IC) in order to protect and secure our nation from terrorist attacks. President George W. Bush, by issuing Executive Order 13354, and the U.S. Congress, by passing the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004, reformed our nation's intelligence enterprise, with a specific focus on intelligence related to terrorism. These foundational documents define NCTC's principal roles, missions, and responsibilities—mainly to analyze the threat using all available USG information, to share terrorism-related information with our partners across the counterterrorism (CT) enterprise, to maintain the single authoritative USG database of known and suspected terrorists, and to integrate the national CT effort through effective planning and strategy development.

As a nation, we face an evolving terrorism threat environment that has changed the way we think about and respond to our adversaries. The current terrorism landscape has become less predictable, with more threats originating in more places and involving more individuals than at any time in the past 15 years. This changing landscape has made our efforts to analyze and assess the threat we face as a nation more difficult and compelled NCTC to review our business practices and resource allocation. It is essential that NCTC remain every bit as innovative and adaptive, if not more so, than our terrorist adversaries.

Even as the terrorism environment shifts and transforms, it is our workforce—our human capital—that will continue to drive our mission and organization. Our workforce sets us apart and serves as our unique source of competitive advantage because it comprises officers from across the federal government, as well as from state and local governments. NCTC is made up of both cadre officers, whose long-term professional home is with NCTC, and detailees who are assigned here from 20 different federal agencies. Our workforce also includes a critically important population of contractors, whose essential contributions can be found across every mission area.

We recognize that our workforce is the single most important component of the Center, enabling us to move into a new information technology environment designed to enhance our analytic capabilities. Ultimately, the insights and actions of our people contribute to effective disruption of terrorists who aim to attack us. The NCTC leadership team is focused on the training, wellbeing, and professional development of our workforce. We believe this will lead to better CT analysis for stakeholders, more effective collaboration with our partners, better options for policymakers, and, ultimately, more optimal CT outcomes. By developing our workforce and training the next generation of CT analysts, we will ensure that NCTC continues to tackle our nation's CT challenges with expertise, creativity, and a commitment to innovation and entrepreneurship.

As we attend to the career development of our exceptional NCTC officers, we continue to devote equal focus and attention to providing those officers with the tools they need to do their jobs. Comprehensive analysis on terrorist identities and intentions remains foundational to our work and that analysis increasingly relies upon new ways and means of handling terrorism-related information and intelligence. We are committed to providing our workforce with the tools and capabilities required to produce world-class analysis with access to information made possible by NCTC's unique authorities. At the same time, we are also engaged in a collaborative effort across the entire IC to adopt the new IC Information Technology Environment and pave the way for an even more integrated IC.

As I welcome you to today's NCTC, I am mindful that our vision for the future is grounded in a deep appreciation for NCTC's past, relatively brief as that history may be. That history tells us that NCTC will continue to be called upon to lead the way for the USG in terms of analyzing, understanding, and responding to the terrorist threat. This mission imperative informs and animates everything we do.



Nicholas J. "Nick" Rasmussen
Director, National Counterterrorism Center

NCTC'S HISTORY AND EVOLUTION



MISSION STATEMENT

Lead and integrate the national counterterrorism (CT) effort by fusing foreign and domestic CT information, providing terrorism analysis, sharing information with partners across the CT enterprise, and driving whole-of-government action to secure our national CT objectives.

BACKGROUND

At the State of the Union address on January 28, 2003, President George W. Bush declared, “Tonight I am instructing the leaders of the FBI, Central Intelligence, Homeland Security, and the Department of Defense to develop a Terrorist Threat Integration Center to merge and analyze all threat information in a single location.”

On May 1, 2003, the Terrorist Threat Integration Center (TTIC) opened its doors. Led by its first Director, John Brennan, TTIC filled its ranks with approximately three dozen detailees from across the U.S. Government (USG) and was mandated to integrate CT capabilities and missions across the government.

Prior to the establishment of TTIC, individual Federal departments and agencies (largely CIA and FBI) provided the President assessments of the terrorist threat. In effect, the White House was forced to synthesize Intelligence Community (IC) reporting and draw its own conclusions. This was among the first systemic issues TTIC would be tasked to address and would be critical, given the organization’s need to demonstrate added value. With the stand-up of TTIC, the USG began to address information sharing, watchlisting and situational awareness as USG-wide activities that continue to be critical today.

In August 2004, and at the recommendation of the 9/11 Commission, TTIC was incorporated into the National Counterterrorism Center (NCTC) by Executive Order (EO) 13354, which became the foundation for codifying NCTC authorities in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004. Through EO 13354 and subsequently IRTPA, NCTC gained responsibility for not only integrating analysis and coordinating information sharing and situational awareness, but also for strategic operational planning in direct support of the President.

When the WMD Commission called for counterterrorism mission management in 2005, NCTC established the Office of National Intelligence Management – Counterterrorism (NIM-CT). The NCTC director now serves dual-hatted as the National Intelligence Manager for Counterterrorism, leading the CT community on behalf of the Director of National Intelligence.

Today, NCTC is a center for producing CT analysis, maintaining the authoritative database of known and suspected terrorists, and sharing information, as well as strategic operational planning. NCTC is staffed by more than 1,000 personnel from across the IC, the Federal government, and Federal contractors. Forty percent of the NCTC workforce represents approximately 20 different departments and agencies—a symbol

of NCTC’s role in protecting the Nation against terrorist threats.

Given NCTC’s unique authority to access both domestic and foreign terrorism information, NCTC analysts are singularly positioned within the IC to make independent assessments and judgments, particularly on sensitive issues. Unencumbered by the pressures and considerations that accompany the intelligence collection process, NCTC analysts are perceived by other USG partners as “honest brokers.” These analysts are trained and expected to reinforce the strong working relationships and collaboration that NCTC promotes with all IC CT partners. While using the tools necessary for information gathering, the Center also ensures security procedures are aligned to protect the privacy and civil liberties of U.S. citizens.



KEY MISSION AREAS

NCTC performs five key missions in support of our Nation's CT efforts. The Center is authorized to access all terrorism-related information held by the USG. With these unique authorities, NCTC staff can effectively bridge the divide between foreign and domestic intelligence, thereby allowing the Center to bring a whole-of-government approach to each mission area.

MISSION AREA I: THREAT ANALYSIS

Under IRTPA, NCTC serves as the primary organization in the USG for analyzing and integrating all intelligence possessed or acquired by the USG pertaining to terrorism and CT except intelligence pertaining exclusively to domestic terrorism. NCTC has a responsibility to inform its partners on all international terrorism issues, and unique authorities allow personnel to analyze intelligence collected both inside and outside the U.S.

MISSION AREA II: INFORMATION SHARING

In addition to fulfilling its own analytic and planning responsibilities, NCTC ensures that other agencies with CT missions have access to and receive intelligence needed to accomplish assigned activities. NCTC analysis is coordinated throughout the IC, supporting senior policymakers and other members of the policy, intelligence, law enforcement, defense, homeland security, and foreign affairs communities. NCTC produces IC-coordinated assessments on critical issues, including terrorism safe havens, state sponsors of terrorism, CT cooperation worldwide, and regional terrorism issues and groups. NCTC also provides the CT community with 24/7 situational awareness, terrorism threat reporting, and incident information tracking.

MISSION AREA III: IDENTITY MANAGEMENT

NCTC has the statutory responsibility to serve as the central and shared knowledge bank on known and suspected terrorists and international terror groups, as well as their goals, strategies, capabilities, and networks of contacts and support. To fulfill this role, NCTC maintains the Terrorist Identities Datamart Environment (TIDE), the USG's central classified repository for all known or suspected international terrorists and their networks. TIDE includes biographic information, to include names and dates of birth; biometric information, such as

photos; and derogatory information explaining a subject's link to terrorism. NCTC receives international terrorism information from law enforcement and intelligence partners and consolidates it into TIDE, which is an analytic tool as well as a database. NCTC uses the information in TIDE to support screening activities across the USG. NCTC screening is part of a multilayered approach that has streamlined operations, removed stovepipes, and increased transparency across agencies.

MISSION AREA IV: STRATEGIC OPERATIONAL PLANNING

NCTC also has the statutory responsibility to conduct strategic operational planning for CT activities across the USG, integrating all instruments of national power—diplomatic, informational, military, and economic within and among the agencies. In this role, NCTC ensures unity of effort for the USG. Planning efforts include broad strategic plans as well as specific action plans to maximize coordination on key issues. NCTC also leads interagency task forces designed to analyze, monitor, and disrupt potential terrorist attacks.

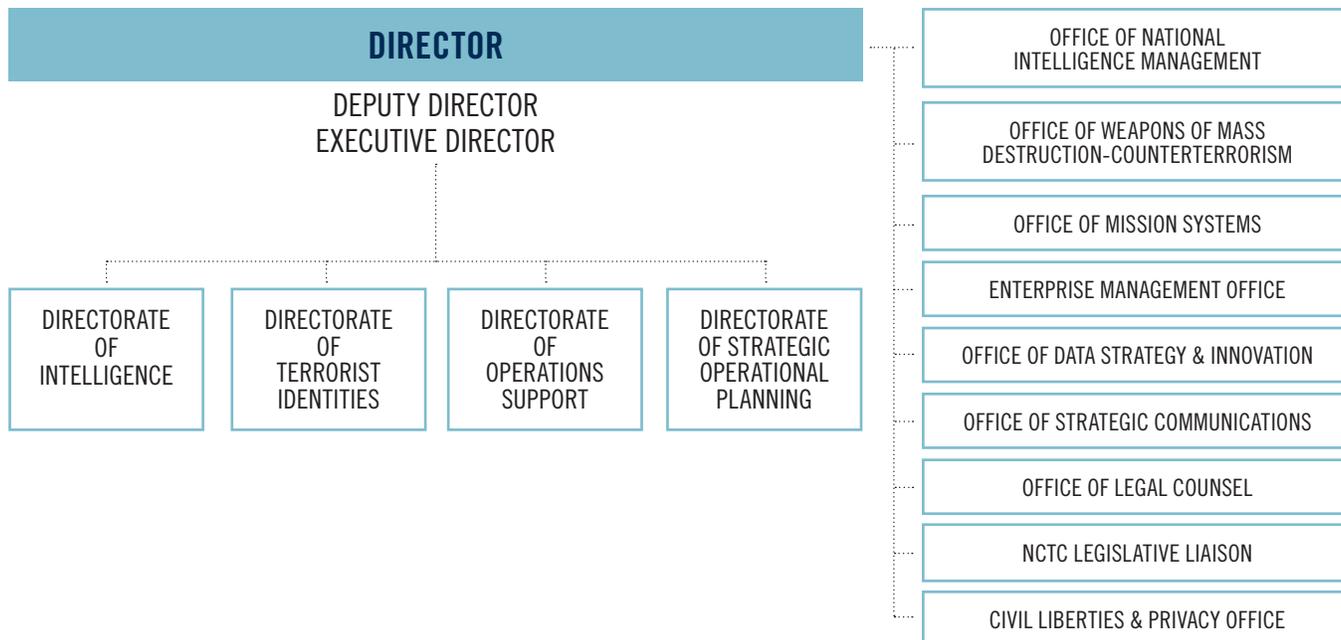
MISSION AREA V: NATIONAL INTELLIGENCE MANAGEMENT

NCTC's role as NIM-CT requires integrating the CT mission across intelligence functions, disciplines, and activities to achieve unity of effort and effect. NCTC leads U.S. IC efforts to optimize CT community performance and capabilities, and advocates on behalf of the CT community to ensure the U.S. IC is postured to support national strategy and policy objectives. NCTC ensures that collection activities for CT are responsive to and inform analytic judgments and that analytic activities produce intelligence judgments, identify intelligence gaps, and provide the basis for guidance to collectors. This includes informing and aligning U.S. IC activities against the highest priority terrorism threats.

ORGANIZATIONAL STRUCTURE

NCTC is aligned under the Office of the Director of National Intelligence (ODNI). The NCTC Director is appointed by the President and confirmed by the Senate. D/NCTC reports to the Director of National Intelligence (DNI) as the National Intelligence Manager for Counterterrorism and serves as the DNI's principal adviser on intelligence operations relating to CT. D/NCTC reports directly to the President for CT strategic operational planning activities.

NCTC has four primary directorates—Directorate of Intelligence, Directorate of Terrorist Identities, Directorate of Operations Support, and Directorate of Strategic Operational Planning—and nine offices that provide critical functions that include intelligence management and acquisition of innovative data to which NCTC has unique access.



Today, more than a decade after its creation, NCTC has set a new standard for information sharing and analysis by combining unprecedented access and data integration with a diverse workforce made up of experts from across the Federal government and state and local first responders. When NCTC alumni serving under a joint duty assignment (JDA) return to their home agencies, they carry with them NCTC's culture of information sharing, further unifying previously disparate efforts.

DIRECTORATES AND OFFICES



DIRECTORATE OF INTELLIGENCE (DI)

The DI originated from EO 13354 and the IRTPA of 2004, which states that NCTC will establish and maintain a Directorate of Intelligence that will be the primary organization in the USG for analyzing and integrating all sources of intelligence pertaining to terrorism and CT, except relating exclusively to domestic terrorism and domestic CT. In 2006, the DI played a leading role in monitoring the U.S./U.K. aviation plot by setting up an IC task force to provide timely and coordinated information and assessments to U.S. and U.K. officials. This collective and community effort ultimately helped thwart the most significant al-Qa'ida threat to the U.S. since 9/11 and established the DI's unique role within the IC. By 2008, the DI was made up of groups primarily focused on terrorist organizations, radicalization, extremist messaging, and tactics. Following the 2009 Christmas Day airliner plot, D/NCTC established the Pursuit Group within the DI to develop tactical leads and track nonobvious terrorism linkages to address this type of threat. As the terrorism landscape began to evolve, the DI anticipated an uptick in regional threats and reorganized in 2013 by expanding to meet this more complex threat environment.

The DI's **MISSION** is to lead our Nation's analytic effort to combat terrorism at home and abroad.

The DI's **VISION** is to be the Nation's indispensable source for rigorous, sophisticated, and timely CT analysis; lead the CT community by setting the standard for expertise and collaboration; and attract and retain the best talent.

DI analysts produce a wide range of sophisticated and comprehensive finished intelligence products and briefing points in support of U.S. foreign policy, national security objectives, operational priorities, and senior leaders. Working with colleagues from across the USG as well as foreign partners, DI analysts have played an integral role in every major threat stream since NCTC was created in 2004.

AREAS OF RESPONSIBILITY

The DI supports CT policy, intelligence, military, law enforcement, and homeland security communities through strategic analysis and warning products. The DI also provides tactical analysis to discover unknown terrorism linkages to help U.S. operational units disrupt terrorist plans and activities in the Homeland and against U.S. interests abroad. Specifically, the DI:

- Works closely with IC and law enforcement partners to track threats to the Homeland and to U.S. interests abroad.
- Houses the Interagency Intelligence Committee on Terrorism (IICT) Executive Secretariat, which manages the IC's production of coordinated IC products that provide warning of terrorist threats.
- Uses unique data access to provide added value on topics of special customer interest, including dedicated efforts to track foreign fighters and produce assessments on CT hostage cases.



DI GROUPS

The DI is made up of groups that analyze terrorist organizations, the methods and tactics that terrorists use to work toward their goals, and foreign countries' CT efforts. For example, the Pursuit Group identifies and analyzes leads that could become terrorist threats to the Homeland and our interests abroad, pursues unresolved and nonobvious connections between terrorism actors, and informs appropriate USG entities for action. The DI also houses a production group that processes the analysis generated by the rest of the directorate and disseminates it to customers.

EXAMPLES OF DI KEY PRODUCTS



TERRORISM INTELLIGENCE BRIEF (TIB), formerly known as the National Terrorism Bulletin (NTB), is the primary vehicle for the CT community to alert and advise Cabinet-level principals and other senior officials with CT responsibilities of current threats and other terrorism related analysis. It contains highly sensitive operational and investigative information, including non-disseminated intelligence. The TIB is coordinated across the IC, and IC CT components either agree on the key judgments or clearly articulate and support alternate perspectives. Distribution of the TIB is controlled by the D/NCTC.



CURRENT ARTICLES are posted on the NCTC CURRENT website for a broad audience within the intelligence, military, law enforcement, and homeland security communities. The website consists of original articles and stand-alone graphics, as well as TIB products repurposed for wider dissemination. CURRENT articles are also coordinated across the IC.



SPOTLIGHTS address topics that are too complex to explain fully in a TIB or CURRENT article. Spotlights follow the same coordination and dissemination process as other CURRENT products.



SPECIAL ANALYSIS REPORTS (SAR) take a longer term, strategic look at a particular topic and are the DI's primary vehicle for disseminating in-depth research. SARs follow the same review and dissemination process as other CURRENT products.



The DI's targeting mission is the responsibility of the Pursuit Group, which operationalizes leads pieced together from multiple sources of reporting and data in NCTC holdings. These **OPERATIONAL LEADS ARE DISSEMINATED AS NCTC PURSUIT LEAD CABLES** to relevant USG agencies for action.



The DI manages the activities of the Interagency Intelligence Committee on Terrorism (IICT), a mechanism for USG-wide collaboration on terrorist threat reporting and CT programs. The IICT publishes a series of products, including **IICT ALERTS, ADVISORIES, STANDING ADVISORIES, AND ASSESSMENTS.**



The DI, in collaboration with FBI and DHS, produce an Unclassified, For Official Use Only biannual magazine on terrorism themes called **ALLIANCE: PARTNERSHIPS IN DOMESTIC COUNTERTERRORISM** for state, local, tribal, and territorial first responders.



The DI, in collaboration with the Directorate of Operations Support, produces the **THE BEACON**, an unclassified product that contextualizes terrorists' use of the internet for technology companies, specifically social media platform and media owners.

DIRECTORATE OF TERRORIST IDENTITIES (DTI)

DTI's mission stems from EO 13354 and the IRTPA of 2004, which directed NCTC to develop a central and shared knowledge bank of known and suspected terrorists (KSTs) and international terror groups on behalf of the USG. DTI's predecessor, the Information Sharing and Knowledge Development Directorate, maintained TIDE during the Christmas Day 2009 airliner plot. The investigation revealed that multiple agencies had not provided available identifying information on the attempted suicide bomber as part of the watchlisting process, which led to the creation of DTI. Given this event, one of DTI's key priorities is to work closely with nominating agencies—CIA, DHS, DIA, FBI, NSA and the Department of State—to propose additions, deletions, and modifications to enhance TIDE records. Each day, DTI receives and processes thousands of pieces of derogatory information and identifiers sent through a standardized nomination process from each agency's terrorism watchlisting cell. Besides standard nominations, DTI receives reports from law enforcement and encounters with KSTs from screening officers. DTI's workforce produces intelligence reports and obtains biographic, biometric, and derogatory information from analysts' research data across the intelligence and law enforcement communities. DTI works with data owners to correlate and enhance TIDE data against USG datasets in bulk and sends watchlisting information to the Terrorist Screening Center, which maintains the USG's consolidated terrorist watchlist—the Terrorist Screening Database. DTI regularly meets with existing and potential partners to increase their understanding of DTI's mission and capabilities and explore opportunities.

Under the direction of the National Security Council (NSC), NCTC in 2008 began to administer NCTC's Kingfisher Program to support the screening of U.S.-bound travelers and immigration benefits applications for links to terrorism as well as to detect terrorists using non-watchlisted aliases. The expanded program, known as Kingfisher Expansion, was folded into DTI in 2013.

AREAS OF RESPONSIBILITY

DTI provides screening support to our watchlisting partners, and isolates leads on previously undetected terrorist links. Specifically, DTI:

- Maintains TIDE, grants access to other agencies, and shares this information for watchlisting, screening, and analytic purposes. TIDE's KST information is shared through various products and services, intelligence products related to current threats or in response to terrorist incidents.
- Administers NCTC's Kingfisher Expansion Program to support the screening of U.S.-bound travelers and immigration-benefits applicants, including refugees, for links to terrorism and to detect terrorists using non-watchlisted aliases.
- Provides biometric services, such as facial recognition and comparative analysis.

DTI's **MISSION** is to discover, enhance, and share identity intelligence that advances the most complete and accurate identity picture to our partners and support terrorism analysts and successful screening activities that ultimately prevent terrorism plans and operations against U.S. interests.

DTI's **VISION** is to continuously refine the way we fulfill our mission by providing timely record creation and performing pro-active, analysis-based research and enhancements of quality terrorist identities intelligence.

DTI GROUPS

DTI consists of groups that focus on nominating, maintaining, and enhancing TIDE, as well as sustaining and developing internal and external partners. These groups receive watchlist nominations from the IC and law enforcement partners, which analysts use to create or enhance records in TIDE with biographic and biometric data from all-source analysis. DTI also conducts all-source research and analysis, resolves unknown identities from emerging threat information, and enhances TIDE with encounters data.

Additionally, the groups generate leads regarding previously undetected links between U.S.-bound travelers and immigration-benefits applicants.

EXAMPLES OF DTI KEY PRODUCTS



PROCESS GRAPHICS provide senior USG officials with explanations of policies, processes, and advancements in watchlisting and screening.



KINGFISHER INTELLIGENCE REPORTS provide leads to watchlisting and screening agencies on U.S.-bound travelers and immigration-benefits applicants, including refugees, assessed to have terrorism links.



FACIAL COMPARISON REPORTS (FCR) AND FACIAL MATCH REPORTS (FMR) provide biometric identity resolution to customers and partners.



NCTC QUICK LOOKS are biographical profiles on known or suspected terrorists and their associations.



TIDE TIMELINES provide a graphical overview of the watchlisting history of identities associated with high-profile terrorist attacks.



DIRECTORATE OF OPERATIONS SUPPORT (DOS)

The earliest vision for NCTC included providing the IC with comprehensive CT situational awareness. In late 2003, certain threats made it necessary to create a “watch function” to cover extended hours, evolving in late 2004 into today’s Operations Center (Ops Center). When NCTC transferred to the Liberty Crossing location in June 2004, CIA and FBI joined NCTC to create a single open floor 24/7 Ops Center. DOS manages this unique Ops Center, which ensures that all three organizations have immediate access to breaking information. Besides maintaining situational awareness through the Ops Center, DOS provides terrorism information to state, local, tribal, territorial, and private (SLTTP) sector customers in partnership with DHS and FBI; integrates and unifies the IC’s efforts that support security arrangements for major international events; and promotes CT readiness for NCTC, Homeland and international partners through exercises and continuity planning.

DOS chairs classified video teleconferences seven days a week for all key Federal CT elements to compare information, highlight new threats, and discredit those deemed non-credible. DOS produces daily Situation Reports and periodic Spot Reports that highlight high-interest terrorism events as they occur. DOS also publishes the daily Threat Matrix, a comprehensive detailed listing of all terrorism threat reporting from the previous 24 hours that is used as a common threat reference across the CT community. DOS produces intelligence ranging from UNCLASSIFIED through TOP SECRET.

DOS’ **MISSION** is to provide and sustain CT awareness and mission readiness for NCTC and the CT community by promoting shared situational awareness through information sharing, mission assurance, and readiness enhancements to reduce uncertainty and ensure operational continuity.

DOS’ **VISION** is to be a high-performing, integrated, and entrepreneurial organization that produces indispensable CT intelligence products and services and has a workforce that is well led, well trained, and appropriately recognized.

AREAS OF RESPONSIBILITY

DOS provides intelligence and administrative support to internal and external customers on terrorism and CT issues pertaining to the Homeland and the rest of the world. Specifically, DOS:

- Provides 24/7 awareness of worldwide terrorism threats.
- Produces summaries and matrices of intelligence reports for wider distribution.
- Enhances partner CT readiness through a full range of real-world, event-driven exercises.
- Oversees NCTC’s Crisis Management Program and Continuity of Operations.
- Administers the Terrorism Analysis Support System (TASS) website, which is the USG’s largest repository of domestic and foreign threat reporting that includes information on high-profile, imminent, and long-range terrorist threats to the U.S. and its interests worldwide. TASS is used to produce the NCTC Threat Matrix.

The Joint Counterterrorism Assessment Team (JCAT) in DOS supports SLTTP consumers with terrorism-related products at lower classification levels. JCAT is co-staffed by DHS and FBI representatives and incorporates police officers, fire fighters, and emergency managers from across the U.S.



EXAMPLES OF DOS KEY PRODUCTS



FOR FEDERAL CONSUMERS: Situation Reports, Spot Reports, Terrorism Summary, Ops Center Advisory, Daily Special Topics, Blue Note, Director's Note, Principal's Note, Threat Matrix, Homeland Threat Summary, Threat Summary, and Threat Review.



FOR SLTTP CONSUMERS: CT Weekly, CT Digest, the Beacon, First Responder's Toolbox, Roll Call Release, Fireline, Intelligence Guide for First Responders, and Counterterrorism Guide for Public Safety Personnel.



FOR FIVE EYES PARTNERS: CT Digest.



DIRECTORATE OF STRATEGIC OPERATIONAL PLANNING (DSOP)

DSOP's charter originated from EO 13354 and the IRTPA of 2004, directing NCTC to establish and maintain a Directorate of Strategic Operational Planning for CT activities across department and agency boundaries, and was further codified with the President's strategy and the goals and objectives of Presidential Policy Directive 38 (PPD-38), U.S. Counterterrorism Policy. DSOP ensures a whole-of-government approach to CT policy, strategy, planning, and assessment, providing the integral link between White House CT policy and the USG departments and agencies responsible for implementation. DSOP is composed of policy-focused strategists who support the President through the NSC. In this capacity, the Director of NCTC reports directly to the President through the NSC.

DSOP is a unique USG organization with specialized experience constructing interagency CT strategies and strategic assessments. DSOP Interagency Coordination Officers and Assessment Officers work with the NSC staff and all USG departments and agencies to develop strategies, action plans, and assessments integrating and evaluating all USG CT capabilities. DSOP's unique position as an objective third party harmonizes the process of creating and assessing complex CT strategies with disparate USG operational stakeholders. DSOP's ability to create effective interagency strategies and successfully measure progress is due to their role as inherently unbiased facilitators of the process.

DSOP's **MISSION** is to support the President in developing CT strategies, integrate whole-of-government counterterrorism actions, and assess their effectiveness in protecting our Homeland, our people, and our interests.

DSOP's **VISION** is to be a value-added member of the USG's CT enterprise, recognized and trusted for a collaborative, agile approach to CT planning and its abilities to craft and assess realistic, CT strategies.

AREAS OF RESPONSIBILITY

DSOP conducts global strategic operational planning for USG CT activities integrating all instruments of national power. Specifically, DSOP:

- Provides CT strategic plans for USG civilian and military efforts and for the effective integration of CT intelligence and operations across agency boundaries, both inside and outside the U.S.
- Ensures all CT strategies include the mission, objectives, tasks, interagency coordination of operational activities, and assignment of roles and responsibilities.
- Coordinates whole-of-government implementation of strategies and plans.
- Maintains primary responsibility within the U.S. to conduct net assessments of terrorist threats.
- Monitors implementation of strategic plans, including obtaining information from all relevant USG departments, agencies, and/or elements to assess progress.
- Authors the National CT Budget Report, assessing alignment of U.S. resources against the President's CT goals and objectives. DSOP submits the report to the NSC and the Office of Management and Budget annually.

EXAMPLES OF DSOP KEY PRODUCTS



The **COUNTER-ISIS INTEGRATED CAMPAIGN PLAN ASSESSMENT** provides an evaluation of the plan's progress in integrating counter-ISIS actions to pursue its four strategic goals during its first quarter.



The **DISRUPTING THE FLOW OF FOREIGN FIGHTERS ACTION PLAN** envisions a whole-of-government and international coalition effort to counter foreign fighters, including recruitment and radicalization to violence, mobilization, travel to the conflict zone, return travel, detention, prosecution, and de-radicalization to guide departments, agencies, and embassies to address foreign fighters.



The **UNITED STATES STRATEGY FOR COUNTERING TERRORISM & VIOLENT EXTREMISM IN EAST AFRICA** defines a regional, interagency approach for USG efforts to counter evolving terrorist threats and prevent the spread of violent extremism in East Africa through 2020.



The **NATIONAL COUNTERTERRORISM BUDGET REPORT** assesses the congruence between the current Fiscal Year President's Budget CT resource allocation and the goals, focus areas, and end states in the current National Strategy for Counterterrorism (NSCT). The report provides policy officials with a comprehensive understanding of the annual appropriated CT program and resource alignments against the NSCT's eight overarching goals and 17 focus areas.



COUNTERTERRORISM NET ASSESSMENTS are comparative, diagnostic, and forward-looking explorations of the future strategic environment of the next two to 10 years. The primary objective is to inform decisionmakers of the complexity of the environment in which they and their competitors operate, and to broaden the horizons of their strategic thinking.



THE COMMUNITY AWARENESS BRIEFING (CAB) is an unclassified presentation on radicalization and violent extremist recruitment designed to build awareness and understanding of violent extremism and to catalyze community efforts on prevention. It is continually updated with new information and responsive to feedback.



The **COMMUNITY RESILIENCY EXERCISE (CREX)** is a half-day tabletop exercise that brings together law enforcement and community members to run through a multi-stage scenario of an individual radicalizing toward violence.



OFFICE OF WMD COUNTERTERRORISM (WMD-CT)

The Office of Weapons of Mass Destruction – Counterterrorism (WMD-CT) serves as the USG’s WMD-CT Mission Manager. The Office was established by D/NCTC in 2013 to lead NCTC’s approach to terrorist threats involving WMD by consolidating functions previously divided across DSOP, DI, and NIM-CT. WMD-CT has a unique responsibility to perform multiple NCTC missions while simultaneously using NCTC’s combined authorities to drive, coordinate, and synchronize USG WMD-CT efforts through the integration of intelligence analysis, collection management, Science & Technology (S&T) driven capabilities, and strategic operational planning. Given the Department of Defense’s critical role in the nation’s Counter WMD (C-WMD) Mission, the Office of WMD-CT partners closely with the Combatant Commands and their subordinate elements to support military requirements driven from strategic planning through tactical execution in the field. Similarly, within ODNI, WMD-CT partners closely with the National Counterproliferation Center (NCPC) to integrate and drive the full spectrum of ODNI’s WMD mission from counterproliferation to CT.

AREAS OF RESPONSIBILITY

WMD-CT serves as the interagency focal point responsible for coordinating the USG’s unity of effort for all countering WMD terrorism-engagement efforts. In addition, WMD-CT integrates the policy lines among the key stakeholders along the areas of analysis, operations, and planning. Specifically, WMD-CT:

- Leads the U.S. WMD-CT mission with integrated options, plans, and strategies in support of senior decisionmaking, policy development, and C-WMD operations in the field.
- As the senior adviser to the Director of NCTC and the DNI, leads the U.S. WMD-CT mission, aligns all instruments of national power to detect, deter, disrupt, destroy, and respond to WMD-CT threats.
- Drives the full spectrum of CT-counterproliferation initiatives against the state/non-state WMD nexus.
- Incorporates USG whole-of-government capabilities to address current and over-the-horizon WMD-CT issues, while seamlessly integrating those efforts into the steady-state CT enterprise.
- Leads the mission to identify and eliminate critical intelligence gaps against WMD terrorism threats while driving collecting initiatives to address those gaps and requirements.
- Integrates whole-of-government support to military, intelligence, and law enforcement operators in the field to degrade and destroy terrorist CBRN efforts.
- Leads ODNI efforts to integrate USG information, resources, capabilities in support of PPD-1 process and operations to prevent, disrupt, and mitigate WMD attacks.
- Serves as Executive Secretary to the Director of NCTC as Chair of the WMD-CT Steering Group to drive action at the Deputies level.
- Leads national WMD-CT outreach efforts and, with NCPC, serves as the IC repository for WMD training programs in support of IC, USG, and private sector efforts.
- Drives existing technical information and new and evolving capabilities against key gaps in support of operations and collection while harmonizing WMD-CT-related S&T investment.

WMD-CT’s **MISSION** is to lead the nation’s WMD-CT efforts through effective integration and synchronization of all instruments of national power to prevent terrorist acquisition and use of chemical, biological, radiological, and nuclear (CBRN) weapons.

WMD-CT’s **VISION** is to build a more peaceful and stable world that is free from the threat of CBRN weapons in the hands of terrorists.

EXAMPLE OF A WMD-CT KEY PRODUCT



ISIS CW INTERAGENCY COMMUNITY OF ACTION:

This action is led by NCTC and overseen by the NSC to establish formal transparency, synchronicity, and timely decisionmaking. The key initiatives are to identify, prioritize, and surge collection resources against C-ISIS objectives; increase intelligence and information sharing across the USG and with foreign partners; and develop metrics of progress to prevent, degrade, and destroy ISIL CBRN efforts.



OFFICE OF NATIONAL INTELLIGENCE MANAGEMENT — COUNTERTERRORISM (NIM-CT)

The NCTC Director, in the role as the National Intelligence Manager for Counterterrorism, provides strategic oversight for intelligence activities and issues related to the CT mission on behalf of the Director of National Intelligence. First established in 2006, NIM-CT leads initiatives to enhance the IC’s performance on CT in support of the highest national security priorities through the integration of intelligence analysis, collection, and counterintelligence activities and resources consistent with statutory authorities and responsibilities outlined in the IRTPA of 2004 and various Intelligence Community Directives promulgated by the DNI.

AREAS OF RESPONSIBILITY

NIM-CT works closely with the IC to identify critical analytic and intelligence gaps, sets collection priorities, and develops strategic guidance.

NIM-CT GROUPS

NIM-CT is focused on strategic evaluations, analytic products, and collection strategies. The groups focus the IC CT collection community to develop coordinated and integrated approaches against the most difficult CT targets; assess the state of CT collection to inform policy, resource allocation, and prioritization; set collection priorities for the CT community to address key intelligence gaps; and improve collaboration and coordination between analysts and collectors across IC organizations. NIM-CT develops CT strategies and campaigns to align and integrate IC efforts against the highest priority terrorism threats, assesses the position of the IC in meeting national CT objectives, and recommends fiscal resource alignment to meet CT needs.

NIM-CT’s **MISSION** is to advance and lead initiatives to enhance performance and integration for the CT mission within NCTC, the ODNI, and the IC. In addition, NIM advances CT community interests with ODNI to ensure the IC is postured to support national strategy and policy objectives.

NIM-CT’s **VISION** is to strengthen the IC’s CT efforts against a constantly evolving terrorism landscape.



EXAMPLES OF NIM-CT KEY PRODUCTS

NIM advances and leads initiatives to enhance performance and integration for the CT mission within NCTC, the ODNI, and the IC.



The **CT PRODUCTION GUIDANCE** is the vehicle by which NCTC's Director, in the role as the NIM-CT, provides guidance on priority topics for terrorism analysis and makes adjustments to CT finished intelligence production during the course of the fiscal year.



The **NATIONAL INTELLIGENCE PRIORITIES FRAMEWORK FOR CT (NIPF-CT)** is the primary mechanism of the DNI to communicate national intelligence priorities to guide the IC's collection and analytic activities for CT.



QUARTERLY ANALYSES OF IC PROGRESS AGAINST KEY INTELLIGENCE QUESTIONS (KIQS) are aggregate reviews of finished CT analytic production to assess IC progress against KIQS.



QUARTERLY NIPF-CT PRIORITIES EXTENDED VIEWS FOR TERRORISM are CT priority updates provided to collection managers to maintain collection focus and emphasis on the terrorist groups, terrorist support entities, and identified countries of highest interest to intelligence consumers and policymakers.



The **MOBILIZATION INDICATORS BOOKLET FOR HOMETOWN VIOLENT EXTREMISM** is a tool intended to provide federal, state, local, territorial, and tribal officials a roadmap of observable behaviors that could inform whether individuals or groups are preparing to engage in violent extremist activities, including potential travel overseas to join a foreign terrorist organization.



ANALYTICAL EMPHASIS MESSAGES highlight emerging trends, underperforming KIQS, persistent intelligence gaps, or topics of key decision-maker interest.



INTEGRATED COLLECTION STRATEGIES (ICS) identify current and ongoing collection capabilities and access, challenges to collection efforts, key actions to enhance collection, and associated risks and tradeoffs against top priority terrorist targets.



The **UNIFYING INTELLIGENCE STRATEGY FOR CT (UIS-CT)** outlines the NIM-CT's fiscal year work plan for executing CT campaigns against the highest priority terrorism threats.



The **IC CT PLANNING GUIDANCE** aids IC components in prioritizing CT resource allocation to ensure collection and analysis programs are aligned with the IC's strategic CT priorities across the five-year intelligence planning, programming, budgeting, and evaluation and Future Years Defense Program cycle.



The **IC CT CAMPAIGN PLAN** provides an implementation plan outlining the activities to be taken by the IC to address the priorities, gaps, and challenges as expressed in the UIS-CT.

OFFICE OF STRATEGIC COMMUNICATIONS (OSC)

OSC was established with the founding of NCTC in August 2004. OSC has primary responsibility for providing strategic advice and counsel to the Center’s executive leadership team on all matters relating to internal and external communications as well as the Center’s domestic and international partnerships.

AREAS OF RESPONSIBILITY

OSC is responsible for providing clear, consistent, and timely information to a wide range of audiences that includes the NSC; the U.S. Congress; the NCTC workforce; IC partners; Federal, state, and local law enforcement partners; international partners; the public, and the media. OSC works in close collaboration with the ODNI Office of Legislative Affairs and ODNI Public Affairs to provide NCTC leadership with sound communications strategies and counsel.

OSC’S GROUPS

OSC is made up of three offices that focus on NCTC’s internal and external communications and liaison activities.

OSC’s **MISSION** is to develop creative, forward-leaning, and engaging communications and partnership strategies that position NCTC as a leading, credible, and authoritative voice on CT.

OSC’s **VISION** is to provide proactive and unmatched communications and partner engagement services and strategies that further NCTC’s mission and surpass the expectations of our customers and the workforce.



PUBLIC AFFAIRS OFFICE (PAO)

PAO is responsible for all internal and external NCTC communications, to include media relations, workforce communications, executive speechwriting, event planning and advertising, website management, and photography. PAO provides advice, counsel, and support to the executive leadership team across the spectrum of communications needs and facilitates communications throughout the Center.

PROTOCOL OFFICE

Protocol plans, manages, and executes all details for official visits and functions at the Center, including guests from the highest levels of the USG, foreign governments, the UN diplomatic community, and many other areas, including business and academia.

LIAISON ENGAGEMENT OFFICE (LEO)

LEO serves a vital role for NCTC’s information-sharing objectives. LEO is composed of NCTC Domestic Representatives, Senior IC Agency Representatives, and International and Domestic Liaison Officers. Domestic Representatives are stationed in 11 strategic locations across the U.S. and serve as NCTC’s touch point with federal and state partners, as well as local law enforcement and first responders. The Liaison Officers lead NCTC’s coordination and facilitation of most foreign and domestic engagements held at the Center. LEO also has the responsibility of organizing liaison interaction overseas and domestically when the NCTC Director and Deputy Director travel.

OFFICE OF STRATEGIC COMMUNICATIONS

PUBLIC AFFAIRS OFFICE

LIAISON ENGAGEMENT OFFICE

PROTOCOL OFFICE

OFFICE OF MISSION SYSTEMS (MS)

MS was established when NCTC was known as TTIC to provide unfettered access to intelligence information through IT solutions. The organization’s founders recognized the necessity for MS to have its own Chief Information Officer (CIO) because of its unique mission and budget, as well as the Center’s complex information systems. The CIO ensures that NCTC is in compliance with data sharing agreements and Attorney General guidelines.



MS’ **MISSION** is to deliver agile and integrated IT solutions that enable analytic production, seamless collaboration, and secure CT information sharing for our mission partners.

MS’ **VISION** is to move NCTC to IC ITE and cloud computing by elastic computing to deal with volume, velocity, and variety of data; to meet commitments by improving its acquisition worthiness; and to communicate NCTC’s Target Architecture and Technical Roadmap.

MISSION SYSTEMS

ARCHITECTURE ENGINEERING
& INTEGRATION GROUP

APPLICATIONS
SERVICES GROUP

CLOUD & INFRASTRUCTURE
SERVICES GROUP

OPERATIONS & MAINTENANCE

EXAMPLE OF AN MS KEY PRODUCT



NCTC’S MISSION CONCEPT OF OPERATIONS offers a vision of how NCTC intends to operate in the 2020 timeframe. With this overarching vision in mind, this document informs the Center’s planning, development, and deployment of the CT Operating Environment (CTOE) in the IC Cloud. The CTOE will provide a collaborative, data-driven, task-oriented, technologically exploitative environment to support NCTC mission operations.

OFFICE OF DATA STRATEGY AND INNOVATION (ODSI)

ODSI was established in 2014 to create a data-oriented culture and advance NCTC's ability to extract intelligence from increasingly large quantities of data while safeguarding data to maintain the trust of our data providers and the public. ODSI's staff serve as champions of innovation across the Center, with an eye to promoting innovation and partnering with industry and government agencies. As a small organization, ODSI advocates strategic partnerships to leverage the efforts of others facing similar challenges. ODSI employs a diverse workforce, both in skills and backgrounds, with the knowledge that better innovation can be achieved by more varied points of view.

ODSI's **MISSION** is to develop guiding principles for acquisition, exploitation, retention and safeguarding of data, as well as a strategy for ensuring that data is understood as a center-wide asset of exceptional value to our partners at the federal, state, local, tribal and private sector level.

ODSI's **VISION** is to be innovative. ODSI will strengthen the partnerships with other NCTC offices and directorates to ensure that it is leading the Center's approach to effectively exploit big data and innovative analytics.

AREAS OF RESPONSIBILITY

ODSI uses its data strategy to align NCTC's methodologies and IT architecture. ODSI advocates a culture of compliance and promotes new, more effective compliance mechanisms to request and receive new and more restrictive data authorities. A team of data scientists evaluates new tools and capabilities, both government and commercial, for their potential to advance NCTC's big data exploitation efforts. NCTC negotiates for data sets with other Federal government organizations through memoranda of agreement and similar vehicles to set the terms and conditions under which NCTC can exploit, publish, share, retain, and secure the provider's data.

ODSI GROUPS

ODSI is divided into three groups that specialize in data analytics, compliance, and acquisition.

DATA SCIENCE AND INNOVATION GROUP (DSIG)

DSIG applies a deep understanding of data and analytics to advance the Center's core CT mission by partnering with NCTC analysts to discover new ways to use data, prototype methodologies, and tools, and by assisting with fast-breaking crises. DSIG reaches out to IC partners to experiment with their innovations and investigate new dimensions of analytic inquiry and big data technologies.

COMPLIANCE AND TRANSPARENCY GROUP (CTG)

CTG oversees NCTC's data holdings to ensure compliance with the Center's data-handling obligations pursuant to the legal authorities, data provider agreements, and internal policies governing NCTC access to data. CTG designs, tests, and implements processes to audit and report on the Center's compliance with its data-handling obligations at all stages, including use, retention, and dissemination of the data.

DATA ACQUISITION AND POLICY GROUP (DAP)

DAP manages NCTC's data acquisition lifecycle by negotiating with NCTC's mission partners—Federal, state, local, tribal, territorial, and private sector—on the terms and conditions for data access and retention. DAP continually searches for additional data sets NCTC analysts need and works to bring them into the Center.

OFFICE OF DATA STRATEGY AND INNOVATION

DATA SCIENCE AND INNOVATION GROUP

COMPLIANCE AND TRANSPARENCY GROUP

DATA ACQUISITION AND POLICY GROUP

THE ENTERPRISE MANAGEMENT OFFICE (EMO)

EMO leads the oversight, coordination, and execution of all support functions including recruitment, training, retention, facilities, contracts, resources, and personnel. EMO serves as a trusted adviser to NCTC senior leadership on the allocation of resources and services to accomplish mission priorities. EMO oversees the daily business operations and interfaces with appropriate service providers to ensure the Center's resource requirements are met in a timely, efficient, and quality manner.

AREAS OF RESPONSIBILITY

EMO provides day-to-day leadership and management of the full range of the Center's personnel, budget, IT equipment, facility, and logistics requirements and actions. Specifically, EMO:

- Leads the mission directorates and offices in strategic budget and resource planning discussions for the organization, including monitoring and overseeing the budget formulation and execution.
- Drafts or reviews budget requests, impact statements, responses to resource reductions, Questions for the Record from the White House Office of Management and Budget, or Congress, and inquiries from other oversight bodies.
- Manages the Center's facilities, logistics, IT, and space requirements and actions. Works with the ODNI Mission Support Division (MSD), Mission Systems, and Directorate of Operations Support to maintain facilities infrastructure to support NCTC's continuity of operations and disaster recovery.
- Oversees the Talent Management Group, supporting the Executive Director in the implementation of strategic workforce goals and objectives.
- Leads the workforce strategy for attracting, recruiting, and retaining a highly motivated and skilled workforce.
- Serves as the Center's accountability officer responsible for the Director's management of NCTC's property transactions for ODNI accountable property and submits quarterly and annual inventories to MSD.

EMO's **MISSION** is to provide the leadership, management, and vision necessary to ensure the Center has proper operational controls and administrative reporting procedures in place to effectively and efficiently manage the Center's workforce, budget, contracts, IT, facility, and logistics.

EMO's **VISION** is to be the innovative service provider for NCTC that identifies new and improved methods of providing mission capabilities to the Center's workforce in areas of training, personnel management, resource management, and facilities.



EMO GROUPS

EMO is divided into five functional groups that oversee resources, financial planning, integration, career development, and stakeholder engagement.

RESOURCE MANAGEMENT GROUP

Attracts and recruits a highly (U) motivated workforce, manages all staffing requirements, and advises on strategic-level staffing and HR issues. Develops processes, policies, and procedures for resource management activities.

FINANCIAL PLANNING, EVALUATION & EXECUTION GROUP

Oversees and manages the execution of non-personal services funds and develops all budget-related documents and Congressionally directed actions to ensure the budget closes with the highest priority missions.

ENTERPRISE INTEGRATION GROUP

Reviews contract proposals, source selection decisions, and assess program performance. Oversees and guides the Center's IT equipment, facility, space allocation, and logistics requirements and actions. Serves as the component subject matter expert and point of contact for all aspects of NCTC's audit readiness and compliance with the ODNI Internal Control Program.

CAREER DEVELOPMENT GROUP

Develops NCTC's workforce by increasing training and professional development opportunities for new recruits, entry-level personnel, and full-performance officers. Manages NCTC's reintegration process for all officers returning to the Center from outside assignments.

STAKEHOLDER ENGAGEMENT GROUP

Intiates and conducts regular dialogue with the Chief Financial Executive during all stages of budget formulations, execution, auditability, and manpower exercises. Works with NCTC's senior agency representatives, CFE manpower, and HR to establish memorandums of agreement between NCTC and key agency partners to fill NCTC detailed positions.

THE ENTERPRISE MANAGEMENT OFFICE



NCTC LEGAL

NCTC Legal was established with the creation of NCTC in 2004. NCTC Legal provides legal advice and counsel to execute NCTC activities to achieve mission objectives that are consistent with U.S. law. This is accomplished by providing timely, accurate, and practical advice on the legal and policy framework that shapes NCTC activities. NCTC Legal provides daily support to the directorates and offices to ensure NCTC senior leadership and the entire Center are aware of complex and novel legal issues affecting NCTC. In addition, NCTC Legal provides legal and ethics guidance to all staff, including senior leadership. NCTC Legal is organizationally located within the ODNI's Office of General Counsel (OGC) and assigned as Legal Counsel to NCTC.

AREAS OF RESPONSIBILITY

NCTC Legal provides counsel on issues that relate to U.S. persons, review of legislation and testimony, support to litigation, policy review, and a wide range of administrative law issues. NCTC Legal provides direct support to all directorates and Offices within the Center. This is accomplished by working alongside staff in addressing emergent challenges, supporting efforts to develop programs and policies that are consistent with U.S. law, and representing NCTC's interests in interagency efforts.

The Legal Office's **MISSION** is to provide timely, accurate, and practical advice to NCTC leadership and staff on every aspect of CT-related law and policy.

The Legal Office's **VISION** is to serve as trusted counselors across the Center, provide timely advice on current issues, and assist the Center in forecasting and addressing future needs and opportunities to achieve mission success. NCTC Legal supports the Center to ensure that efforts to combat terrorism adhere to the laws and policies that protect the privacy and civil liberties of U.S. persons.



NCTC'S WORKFORCE

NCTC consists of a diverse mix of cadre officers—whose long-term professional home is with NCTC—as well as detailees from 20 different Federal agencies, assignees, and contractors.



NCTC officers drive our CT mission by writing intelligence products for senior CT officials across the USG, developing counterterrorism strategies, managing and consolidating information on terrorist identities, providing crisis/planning response, sharing information, setting collection priorities, supporting system applications, innovating new analytic methods, maintaining data, providing legal counsel, and communicating our message within and outside of the Center.

NCTC is unique among other IC elements because it primarily receives and reviews information from partner agencies. The distance from clandestine intelligence collection and operations allow analysts to make independent assessments, especially on sensitive issues. NCTC analysts are often seen as the honest arbiter and have an explicit duty to collaborate with and assist IC partners on CT matters.

NCTC is still a relatively young organization, and is also relatively flat, which allow for greater interaction between NCTC's senior leadership and its employees. For example, the Director hosts a key threats briefing where he invites analysts to present updates on current threats or on strategic projects. Besides discussing the threat, the briefings provide additional context and information on actions made by the IC and our foreign partners. This interaction is unique because it allows experienced as well as junior officers to interact with the Director and highlights a commitment to the workforce's professional development.

In addition, working at NCTC is a JDA for non-ODNI employees within the IC. This experience offers an officer greater insight, deepening of skills and expertise, alternative points of views, and a broader network. As an ODNI component, NCTC offers its staff personnel (ODNI permanent cadre employees, detailees, and assignees) the opportunity to compete for a yearly performance-based bonus along with other awards and recognition.



FOUNDATIONAL DOCUMENTS



(U)

INTELLIGENCE REFORM AND TERRORISM PREVENTION ACT (IRTPA) OF 2004, SECTION 1021

SEC. 1021. NATIONAL COUNTERTERRORISM CENTER

Title I of the National Security Act of 1947 (50 U.S.C. 402 et seq.) is amended by adding at the end the following new section:

“NATIONAL COUNTERTERRORISM CENTER

“SEC. 119. (a) ESTABLISHMENT OF CENTER.—There is within the Office of the Director of National Intelligence a National Counterterrorism Center.

“(b) DIRECTOR OF NATIONAL COUNTERTERRORISM CENTER.—

(1) There is a Director of the National Counterterrorism Center, who shall be the head of the National Counterterrorism Center, and who shall be appointed by the President, by and with the advice and consent of the Senate.

“(2) The Director of the National Counterterrorism Center may not simultaneously serve in any other capacity in the executive branch.

“(c) REPORTING.—(1) The Director of the National Counterterrorism Center shall report to the Director of National Intelligence with respect to matters described in paragraph (2) and the President with respect to matters described in paragraph (3).

“(2) The matters described in this paragraph are as follows:

“(A) The budget and programs of the National Counterterrorism Center.

“(B) The activities of the Directorate of Intelligence of the National Counterterrorism Center under subsection (h).

“(C) The conduct of intelligence operations implemented by other elements of the intelligence community; and

“(3) The matters described in this paragraph are the planning and progress of joint counterterrorism operations (other than intelligence operations).”.

“(d) PRIMARY MISSIONS.—The primary missions of the National Counterterrorism Center shall be as follows:

“(1) To serve as the primary organization in the United States Government for analyzing and integrating all intelligence possessed or acquired by the United States Government pertaining to terrorism and counterterrorism, excepting intelligence pertaining exclusively to domestic terrorists and domestic counterterrorism.

“(2) To conduct strategic operational planning for counterterrorism activities, integrating all instruments of national power, including diplomatic, financial, military, intelligence, homeland security, and law enforcement activities within and among agencies.

“(3) To assign roles and responsibilities as part of its strategic operational planning duties to lead Departments or agencies, as appropriate, for counterterrorism activities that are consistent with applicable law and that support counterterrorism strategic operational plans, but shall not direct the execution of any resulting operations.

“(4) To ensure that agencies, as appropriate, have access to and receive all-source intelligence support needed to execute their counterterrorism plans or perform independent, alternative analysis.

“(5) To ensure that such agencies have access to and receive intelligence needed to accomplish their assigned activities.

“(6) To serve as the central and shared knowledge bank on known and suspected terrorists and international terror groups, as well as their goals, strategies, capabilities, and networks of contacts and support.

“(e) DOMESTIC COUNTERTERRORISM INTELLIGENCE.—(1) The Center may, consistent with applicable law, the direction of the President, and the guidelines referred to in section 102A(b), receive intelligence pertaining exclusively to domestic counterterrorism from any Federal, State, or local government or other source necessary to fulfill its responsibilities and retain and disseminate such intelligence.

“(2) Any agency authorized to conduct counterterrorism activities may request information from the Center to assist it in its responsibilities, consistent with applicable law and the guidelines preferred to in section 102A(b).

“(f) DUTIES AND RESPONSIBILITIES OF DIRECTOR.—(1) The Director of the National Counterterrorism Center shall—

“(A) serve as the principal adviser to the Director of National Intelligence on intelligence operations relating to counterterrorism;

“(B) provide strategic operational plans for the civilian and military counterterrorism efforts of the United States Government and for the effective integration of counterterrorism intelligence and operations across agency boundaries, both inside and outside the United States;

¹ EO 13354 was rescinded and incorporated into IRTPA of 2004 and EO 12333.

“(C) advise the Director of National Intelligence on the extent to which the counterterrorism program recommendations and budget proposals of the departments, agencies, and elements of the United States Government conform to the priorities established by the President;

“(D) disseminate terrorism information, including current terrorism threat analysis, to the President, the Vice President, the Secretaries of State, Defense, and Homeland Security, the Attorney General, the Director of the Central Intelligence Agency, and other officials of the executive branch as appropriate, and to the appropriate committees of Congress;

“(E) support the Department of Justice and the Department of Homeland Security, and other appropriate agencies, in fulfillment of their responsibilities to disseminate terrorism information, consistent with applicable law, guidelines referred to in section 102A(b), Executive orders and other Presidential guidance, to State and local government officials, and other entities, and coordinate dissemination of terrorism information to foreign governments as approved by the Director of National Intelligence;

“(F) develop a strategy for combining terrorist travel intelligence operations and law enforcement planning and operations into a cohesive effort to intercept terrorists, find terrorist travel facilitators, and constrain terrorist mobility;

“(G) have primary responsibility within the United States Government for conducting net assessments of terrorist threats;

“(H) consistent with priorities approved by the President, assist the Director of National Intelligence in establishing requirements for the intelligence community for the collection of terrorism information; and

“(I) perform such other duties as the Director of National Intelligence may prescribe or are prescribed by law.

“(2) Nothing in paragraph (1)(G) shall limit the authority of the departments and agencies of the United States to conduct net assessments.

“(g) LIMITATION.—The Director of the National Counterterrorism Center may not direct the execution of counterterrorism operations.

“(h) RESOLUTION OF DISPUTES.—The Director of National Intelligence shall resolve disagreements between the National Counterterrorism Center and the head of a department, agency, or element of the United States Government on designations, assignments, plans, or responsibilities under this section. The head of such a department, agency, or element may appeal the resolution of the disagreement by the Director of National Intelligence to the President.

“(i) DIRECTORATE OF INTELLIGENCE.—The Director of the National Counterterrorism Center shall establish and maintain within the National Counterterrorism Center a Directorate of Intelligence which shall have primary responsibility within the United States Government for analysis of terrorism and terrorist organizations (except for purely domestic terrorism and domestic terrorist organizations) from all sources of intelligence, whether collected inside or outside the United States.

“(j) DIRECTORATE OF STRATEGIC OPERATIONAL PLANNING.—(1) The Director of the National Counterterrorism Center shall establish and maintain within the National Counterterrorism Center a Directorate of Strategic Operational Planning which shall provide strategic operational plans for counterterrorism operations conducted by the United States Government.

“(2) Strategic operational planning shall include the mission, objectives to be achieved, tasks to be performed, interagency coordination of operational activities, and the assignment of roles and responsibilities.”

(3) The Director of the National Counterterrorism Center shall monitor the implementation of strategic operational plans, and shall obtain information from each element of the intelligence community, and from each other department, agency, or element of the United States Government relevant for monitoring the progress of such entity in implementing such plans.”

EXECUTIVE ORDER 13354¹

By the authority vested in me as President by the Constitution and laws of the United States of America, including section 103(c)(8) of the National Security Act of 1947, as amended (Act), and to protect the security of the United States through strengthened intelligence analysis and strategic planning and intelligence support to operations to counter transnational terrorist threats against the territory, people, and interests of the United States of America, it is hereby ordered as follows:

Section 1. Policy

- a. To the maximum extent consistent with applicable law, agencies shall give the highest priority to (i) the detection, prevention, disruption, preemption, and mitigation of the effects of transnational terrorist activities against the territory, people, and interests of the United States of America, (ii) the interchange of terrorism information among agencies, (iii) the interchange of terrorism information between agencies and appropriate authorities of States and local governments, and (iv) the protection of the ability of agencies to acquire additional such information.
- b. Agencies shall protect the freedom, information privacy, and other legal rights of Americans in the conduct of activities implementing section 1(a) of this order.

Section 2. Establishment of National Counterterrorism Center

- a. There is hereby established a National Counterterrorism Center (Center).
- b. A Director of the Center shall supervise the Center.
- c. The Director of the Center shall be appointed by the Director of Central Intelligence with the approval of the President.



- d. (d) The Director of Central Intelligence shall have authority, direction, and control over the Center and the Director of the Center.

Section 3. Functions of the Center

The Center shall have the following functions:

- a. serve as the primary organization in the United States Government for analyzing and integrating all intelligence possessed or acquired by the United States Government pertaining to terrorism and counterterrorism, excepting purely domestic counterterrorism information. The Center may, consistent with applicable law, receive, retain, and disseminate information from any Federal, State, or local government, or other source necessary to fulfill its responsibilities concerning the policy set forth in section 1 of this order; and agencies authorized to conduct counterterrorism activities may query Center data for any information to assist in their respective responsibilities;
- b. conduct strategic operational planning for counterterrorism activities, integrating all instruments of national power, including diplomatic, financial, military, intelligence, homeland security, and law enforcement activities within and among agencies;

- c. assign operational responsibilities to lead agencies for counterterrorism activities that are consistent with applicable law and that support strategic plans to counter terrorism. The Center shall ensure that agencies have access to and receive intelligence needed to accomplish their assigned activities. The Center shall not direct the execution of operations. Agencies shall inform the National Security Council and the Homeland Security Council of any objections to designations and assignments made by the Center in the planning and coordination of counterterrorism activities;
- d. serve as the central and shared knowledge bank on known and suspected terrorists and international terror groups, as well as their goals, strategies, capabilities, and networks of contacts and support; and
- e. ensure that agencies, as appropriate, have access to and receive allsource intelligence support needed to execute their counterterrorism plans or perform independent, alternative analysis.

Section 4. Duties of the Director of Central Intelligence

The Director of Central Intelligence shall:

- a. exercise the authority available by law to the Director of Central Intelligence to implement this order, including, as appropriate, the authority set forth in section 102(e)(2)(H) of the Act;

- b. report to the President on the implementation of this order, within 120 days after the date of this order and thereafter not less often than annually, including an assessment by the Director of Central Intelligence of:
 - (1) the effectiveness of the United States in implementing the policy set forth in section 1 of this order, to the extent execution of that policy is within the responsibilities of the Director of Central Intelligence;
 - (2) the effectiveness of the Center in the implementation of the policy set forth in section 1 of this order, to the extent execution of that policy is within the responsibilities of the Director of Central Intelligence; and
 - (3) the cooperation of the heads of agencies in the implementation of this order; and
- c. ensure the performance of all-source intelligence analysis that, among other qualities, routinely considers and presents alternative analytical views to the President, the Vice President in the performance of executive functions, and other officials of the executive branch as appropriate.
- c. disseminate transnational terrorism information, including current terrorism threat analysis, to the President, the Vice President in the performance of Executive functions, the Secretaries of State, Defense, and Homeland Security, the Attorney General, the Director of Central Intelligence, and other officials of the executive branch as appropriate;
- d. support the Department of Homeland Security, and the Department of Justice, and other appropriate agencies, in fulfillment of their responsibility to disseminate terrorism information, consistent with applicable law, Executive Orders and other Presidential guidance, to State and local government officials, and other entities, and coordinate dissemination of terrorism information to foreign governments when approved by the Director of Central Intelligence;
- e. establish both within the Center, and between the Center and agencies, information systems and architectures for the effective access to and integration, dissemination, and use of terrorism information from whatever sources derived;
- f. undertake, as soon as the Director of Central Intelligence determines it to be practicable, all functions assigned to the Terrorist Threat Integration Center;
- g. consistent with priorities approved by the President, assist the Director of Central Intelligence in establishing requirements for the Intelligence Community for the collection of terrorism information, to include ensuring military force protection requirements are met;
- h. under the direction of the Director of Central Intelligence, and in consultation with heads of agencies with organizations in the Intelligence Community, identify, coordinate, and prioritize counterterrorism intelligence requirements for the Intelligence Community; and (i) identify, together with relevant agencies, specific counterterrorism planning efforts to be initiated or accelerated to protect the national security.

Section 5. Duties of the Director of the Center

In implementing the policy set forth in section 1 of this order and ensuring that the Center effectively performs the functions set forth in section 3 of this order, the Director of the Center shall:

- a. access, as deemed necessary by the Director of the Center for the performance of the Center's functions, information to which the Director of the Center is granted access by section 6 of this order;
- b. correlate, analyze, evaluate, integrate, and produce reports on terrorism information;

Section 6. Duties of the Heads of Agencies

- a. To implement the policy set forth in section 1 of this order: (i) the head of each agency that possesses or acquires terrorism information:
 - (1) shall promptly give access to such information to the Director of the Center, unless prohibited by law (such as section 103(c)(7) of the Act or Executive Order 12958, as amended) or otherwise directed by the President;
 - (2) shall cooperate in and facilitate the production of reports based on terrorism information with contents and formats that permit dissemination that maximizes the utility of the information in protecting the territory, people, and interests of the United States; and
 - (3) shall cooperate with the Director of Central Intelligence in the preparation of the report to the President required by section 4 of this order; and (ii) the head of each agency that conducts diplomatic, financial, military, homeland security, intelligence, or law enforcement activities relating to counterterrorism shall keep the Director of the Center fully and currently informed of such activities, unless prohibited by law (such as section 103(c)(7) of the Act or Executive Order 12958, as amended) or otherwise directed by the President.

b. The head of each agency shall, consistent with applicable law, make available to the Director of the Center such personnel, funding, and other resources as the Director of Central Intelligence, after consultation with the head of the agency and with the approval of the Director of the Office of Management and Budget, may request. In order to ensure maximum information sharing consistent with applicable law, each agency representative to the Center, unless otherwise specified by the Director of Central Intelligence, shall operate under the authorities of the representative's agency.

Section 7. Definitions

As used in this order:

- a. the term "agency" has the meaning set forth for the term "executive agency" in section 105 of title 5, United States Code, together with the Department of Homeland Security, but includes the Postal Rate Commission and the United States Postal Service and excludes the Government Accountability Office;
- b. the term "Intelligence Community" has the meaning set forth for that term in section 3.4(f) of Executive Order 12333 of December 4, 1981, as amended;
- c. the terms "local government", "State", and, when used in a geographical sense, "United States" have the meanings set forth for those terms in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101); and

d. the term "terrorism information" means all information, whether collected, produced, or distributed by intelligence, law enforcement, military, homeland security, or other United States Government activities, relating to (i) the existence, organization, capabilities, plans, intentions, vulnerabilities, means of finance or material support, or activities of foreign or international terrorist groups or individuals, or of domestic groups or individuals involved in transnational terrorism; (ii) threats posed by such groups or individuals to the United States, United States persons, or United States interests, or to those of other nations; (iii) communications of or by such groups or individuals; or (iv) information relating to groups or individuals reasonably believed to be assisting or associated with such groups or individuals.

Section 8. General Provisions

- a. This order:
 - (i) shall be implemented in a manner consistent with applicable law, including Federal law protecting the information privacy and other legal rights of Americans, and subject to the availability of appropriations;
 - (ii) shall be implemented in a manner consistent with the authority of the principal officers of agencies as heads of their respective agencies, including under section 199 of the Revised Statutes (22 U.S.C. 2651), section 201 of the Department of Energy Reorganization Act (42 U.S.C. 7131), section 102(a) of the Homeland Security Act of 2002 (6 U.S.C. 112(a)), and sections 301 of title 5, 113(b) and 162(b) of title 10, 503 of title 28, and 301(b) of title 31, United States Code; and
 - (iii) shall not be construed to impair or otherwise affect the functions of the Director of the Office of Management and Budget relating to budget, administrative, and legislative proposals.

b. This order and amendments made by this order are intended only to improve the internal management of the Federal Government and are not intended to, and do not, create any rights or benefits, substantive or procedural, enforceable at law or in equity by a party against the United States, its departments, agencies, instrumentalities, or entities, its officers, employees, or agents, or any other person.

George W. Bush
THE WHITE HOUSE,
August 27, 2004



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FOR MORE INFORMATION:

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