

UNCLASSIFIED//~~FOUO~~STRATEGIC
COMMUNICATIONS

First 90 Days Communications Plan for the Director of National Intelligence

Communications Environment

Setting the Stage

The women and men of ODNI are dedicated patriots, united in their mission to create a stronger, safer nation. The organization's core values guide them—excellence, courage, respect and integrity—and they are steadfast in their commitment to delivering insights, driving capabilities, and investing in the future. As intelligence professionals, ODNI employees are resilient, accustomed to working in high-pressure situations, considerate teammate in a COVID world, and experienced at keeping their focus on mission regardless of external atmospherics.

Feeling the Effects of Uncertainty and Change

Results from the 2019 Employee Climate Survey indicate 75% of ODNI employees are satisfied with their work. In 2019, the Partnership for Public Service named the IC as one of the "Best Places to Work," marking the 11th consecutive year the IC has earned this distinction.

Despite a positive workforce climate and a culture of resilience, the past 18 months have marked a period of unprecedented turmoil and change for ODNI. The COVID-19 crisis, four DNI-level leadership transitions, the turnover of most Senate-confirmed executives, two reorganizations of the enterprise, and unrelenting media coverage have made the IC's apolitical work a factor in the nation's political debate. These stressors have taken a toll on workforce morale, with a remote and dispersed staff under tremendous personal and professional pressure.

Resetting a Highly Polarized Climate

The external environment has been described by many as toxic, with political dynamics creating a much more complex and high-profile position for the IC—and ODNI in particular. The persistent narrative about the politicization of intelligence and relentless speculation about the IC's relationships with the White House and Congress have created a perceived high-risk environment for engagement. As a result, the public posture of the DNI has been very limited, with few public speaking engagements and media appearances over the past two years. Workforce communication has not been prioritized and the workforce is craving authentic and

For more information email DNI_SE_SC

UNCLASSIFIED//~~FOUO~~

UNCLASSIFIED//~~FOUO~~

consistent leadership communication. This was evidenced by the new Chief Operating Officer's initial town hall which a record 500 sites (including individuals and groups that may have listened together) tuned into and 305 employees viewed of the wrap up Q&A article after the event.

Charting a Path Forward

The DNI has dueling and interrelated responsibilities as the leader of the IC but also the director of ODNI. ODNI is one of the 17 agencies of the IC and many issues that are of concern for ODNI are also top-of-mind for the IC, but the environment is not uniform across the community. The DNI should capitalize on the momentum of a new administration to quickly make connections and rebuild bridges with the IC elements, establish herself as the public voice of IC and tailor communications and messages for the ODNI workforce as part of a holistic communications and engagement plan.

In addition, due to the impacts of the COVID-19 pandemic, the geographically dispersed workforce, and the start of a new administration, the DNI will be consumed with the leadership responsibilities of leading "up and out" in the Community as the DNI. In addition, she will need to capture early opportunities to communicate "in and down" at ODNI to reset morale, provide needed vision and direction, and set the tone for how ODNI will lead the IC towards the future.

Leadership communications should address this unique and challenging environment by portraying a calm and steady influence, desire to listen, a vision to rally the workforce, appreciation for every ODNI team member's contributions, and willingness to take reasonable risks to change inaccurate narratives and reset the ODNI as an apolitical and trusted leader of the IC. Leaders must demonstrate that they trust the workforce to do its job.

Attributes of engagement

The DNI, through the communications activities in this plan, will convey the following characteristics:

- Highly visible
- Empathetic and motivational
- Willing to listen
- Pragmatically optimistic
- Serious minded
- Action oriented
- Invested in the ODNI and IC
- Dedicated to the truth



UNCLASSIFIED//~~FOUO~~

Communications Plan Goals

Internal Goals:

- Leadership reemphasizes the unique and critical mission of the ODNI as a core component of the IC is revalidated.
- Decision making and communications clearly reflect ODNI's core values and the apolitical nature of intelligence.
- High-quality and timely information frequently reaches and engages a remote, dispersed workforce.

External Goals:

- The DNI is established as the trusted voice of the IC.
- External stakeholders are confident in the stability and performance of ODNI during the transition.
- The DNI's leadership of the IC and commitment to the workforce are highlighted through social media and external messaging.
- Individuals and organizations trust and understand the purpose and value of ODNI.
- ODNI activities stimulate a national conversation about the vital and apolitical role of intelligence in national security decision making.

Assumptions

The scale-up to remote work happened quickly, and ODNI is still implementing tools and resources needed to function effectively during the coronavirus pandemic. Access from remote workplaces to unclassified content, video conference capabilities, and file sharing systems has not yet been standardized and made universally available. In addition, plans to reconstitute the workforce at ODNI facilities are necessarily being adapted to the changing infection rates, and ambiguities remain related to workplace flexibilities and protections that must be addressed to meet the workforce's fundamental concerns with safety and stability. Reaching ODNI's dispersed workforce will likely require heightened engagement across multiple communications platforms for the long-term.

Key Messages

Below are a set of potential key messages that would meet plan goals. Strategic Communications will narrow and tailor them to the new DNI's vision.



UNCLASSIFIED//~~FOUO~~

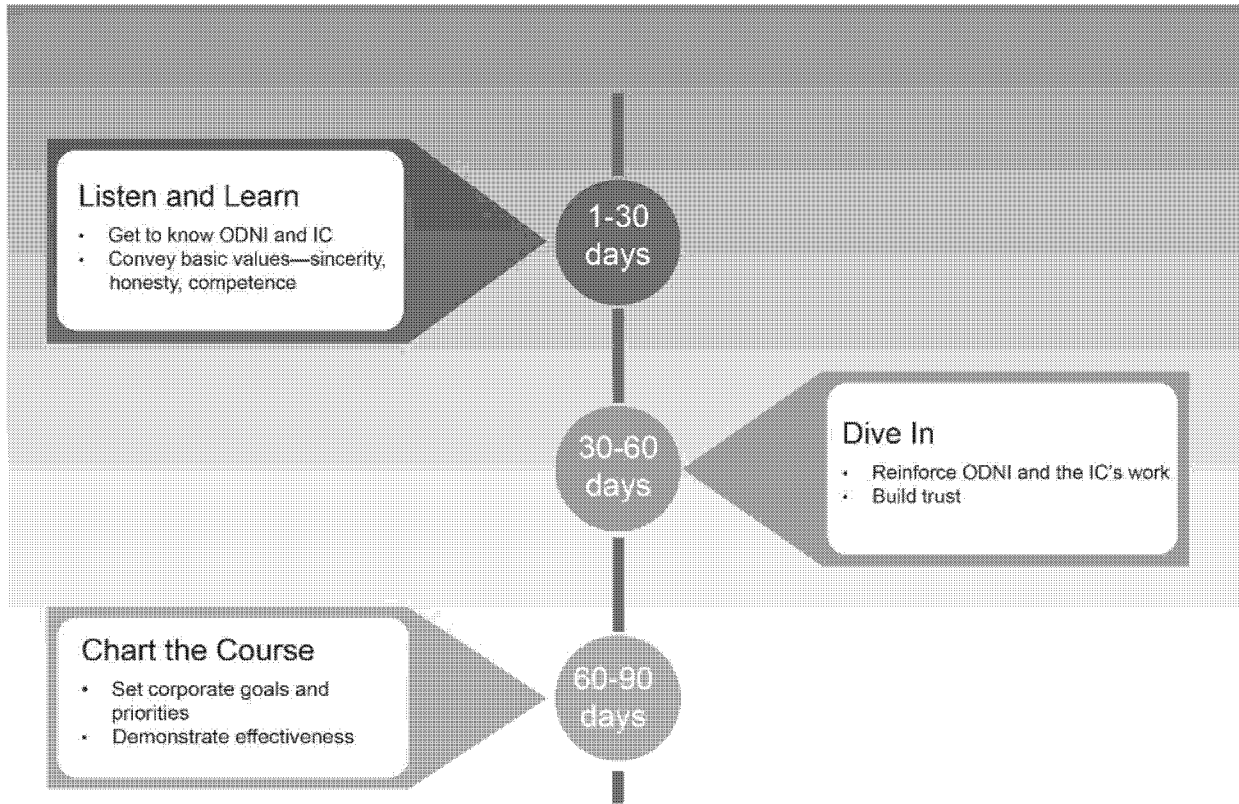
- **Unified:** We unify and integrate U.S. intelligence efforts to safeguard the U.S. from diverse and expanding threats to our national security.
- **Apolitical:** We provide timely and apolitical intelligence that enables critical policy decisions that impact the national security of the United States. Regardless of the situation, IC analysis will be objective and independent of partisanship or politics. We will speak truth to power.
- **Service:** We are America's intelligence community. We will serve our nation's national security interests with courage and integrity and without prejudice for policy or politics.
- **Reasoned:** We will pursue our responsibilities as the leader of the nation's intelligence enterprise based on reasoned, fact-centric information and analysis.
- **Experienced:** The experience and expertise of the women and men of the Intelligence Community are unmatched. Together we will serve America against the threats of today while planning for the threats of tomorrow.
- **Steadfast:** I understand your resolve has been tested and you have grown weary of change. You have proven time and again that you will persevere in the face of adversity and skepticism, and I have absolute faith and confidence in you.
- **Open:** I recognize that today's environment is unprecedented, and I am committed to listening, learning, and facilitating open and honest dialogue with you, our partners, and our stakeholders.
- **People-Focused:** You are our greatest asset, and every effort will be made to ensure you have the right information at the right time in the right format to do your job and to protect your safety and health.
- **Effective:** Together, we will be thoughtful and strategic. We will ensure that our resources are aligned to address the most serious global threats and will eliminate barriers to success wherever possible.
- **Unique:** ODNI's greatest value comes from leading and integrating the IC on issues that no single IC element can address alone.
- **Efficient:** We will do more and succeed more by achieving the right balance and alignment of resources both within ODNI and across the IC.
- **Evolving:** ODNI and the IC have made progress in our efforts to operate as one team but we must work in harmony to get the right information, to the right people, at the right time.



UNCLASSIFIED//~~FOUO~~

- **Innovative:** The IC must continue to expand and strengthen partnerships outside its fence line to leverage the talent and unique skills that exist beyond the federal government.

Communications Plan Phase



For more information email DNI_SE_SC



Inventory of Communications Activities

First 30 Days <i>Listen and Learn</i>	Days 30-60 <i>Dive In</i>	Days 60-90 <i>Chart the Course</i>
---	-------------------------------------	--

Timeframe	Event	Key Audience	Details
First 30 Days	Official biography	<ul style="list-style-type: none"> General public ODNI workforce Intelligence Community 	Post official bio on dni.gov and ODNI intranet, share with IC elements.
First 30 Days	Official portrait	<ul style="list-style-type: none"> General public ODNI workforce Intelligence Community 	Post official portrait on dni.gov and ODNI intranet, share with IC elements.
First 30 Days	Day One Public Statement	<ul style="list-style-type: none"> General public, media 	Press release highlighting excerpts from DNI bio and messaging documents to demonstrate experience, aptitude and mindset; highlight any Day One significant activities.
First 30 Days	Day One ODNI/IC Workforce Message (Email or Video)	<ul style="list-style-type: none"> ODNI/IC workforce 	Honored to take helm of ODNI/IC, confident in capable ODNI/IC workforce, recognize period of change and associated challenges, IC principles guide us, focus on mission, important job to do, will spend first 30 days listening/learning, share first principles.



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
First 30 Days	Week One ODNI virtual town hall	<ul style="list-style-type: none"> ODNI/IC workforce 	Informal setting (not behind desk) with thought starters (vice script). Set leadership tone – being visible, willing to listen and learn, pragmatically optimistic, invested in the workforce. Affirm challenges a geographically dispersed workforce presents for mission and connectedness. Solicit and answer workforce questions.
First 30 Days	Week One/Two Social Media Video	<ul style="list-style-type: none"> General public, media 	Week One/Two congratulations and welcome to DNI video montage of taking oath, walking hallways, meeting employees.
First 30 Days	Introductory Social Media Content	<ul style="list-style-type: none"> General public, media 	Social media posts throughout first month to FB and Twitter highlighting excerpts from DNI bio and messaging documents to demonstrate experience, aptitude and mindset.
First 30 Days	First Week Reflections Email to ODNI Workforce	<ul style="list-style-type: none"> Internal/ODNI workforce 	At end of first week, workforce message emphasizing commitment to listening and learning, conveying basic values, reinforcing getting to know ODNI, providing observations from the first week.

For more information email DNI_SE_SC



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
First 30 Days	Virtual ODNI Town Hall	<ul style="list-style-type: none"> Internal/ODNI workforce 	Introduction to greater ODNI workforce, first opportunity to personally engage with ODNI workforce, deliver message consistent with first workforce message and begin to seed vision for where we will go together.
First 30 Days	Virtual ODNI SNIS All Hands	<ul style="list-style-type: none"> Internal/ODNI workforce 	First opportunity to personally engage with ODNI SNIS workforce, deliver leadership expectations, set messaging tone.
First 30 Days	Courtesy Calls to "Big 5" IC Leaders	<ul style="list-style-type: none"> Intelligence Community 	Introductory conversations with principal IC leaders and workforce engagement (NSA, CIA, NGA, DIA, NRO). Communicate message of appreciation and steady path forward.
First 30 Days	Courtesy Email to leadership of all 17 IC elements	<ul style="list-style-type: none"> Intelligence Community 	Introductory email to leadership from all IC elements to communicate your initial priorities, how you will engage with them, and begin to seed your vision.
First 30 Days	Launch of "DNI Digest" column in the Dispatch	<ul style="list-style-type: none"> Internal/ODNI workforce 	Launch new column "DNI Digest" in ODNI Dispatch to provide standing, reliable communications from the DNI's voice - personal, informal, and insightful.



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
First 30 Days	Launch of #DNI@Home on Facebook Live	<ul style="list-style-type: none"> External/General public and media 	First Facebook Live segment, targeted to general public and remote/dispersed workforce. Offer rare glimpse into DNI in authentic and genuine environment, hosted by special guests (key thought leaders).
First 30 Days	ODNI Virtual Listening Sessions or In-Person Walkabouts	<ul style="list-style-type: none"> Internal/ODNI workforce 	Virtual sessions or walkabouts at LX-1, LX-2, ICCB, Reston to get to know officers at all levels; provide visibility and reassurance during time of transition.
Days 30-60	Virtual Media Engagement with Three Print Outlets	<ul style="list-style-type: none"> External/media 	Off the record with three lead national print correspondents from WSJ, NYT, WaPo. Demonstrate bonafides of qualifications, deliver message of seriousness, make case to depoliticize intel.
Days 30-60	Virtual Media Engagement with Three Broadcast/radio Outlets	<ul style="list-style-type: none"> External/media 	Off the record with three lead national broadcast/radio correspondents from CBS, FOX, NPR. Demonstrate bonafides of qualifications, deliver message of seriousness, make case to depoliticize intel.
Days 30-60	Conference Call with Formers	<ul style="list-style-type: none"> External/Former officials 	Conference call with former DNIs/senior officials to inform and discuss relevant issues, convey key messages, align perspectives.



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
Days 30-60	IC Deep Dives on Hot Topics	<ul style="list-style-type: none"> Internal/ODNI and IC workforce 	Discussions with subject matter experts on mission-related issues/hot topics. This will be driven by your SMEs and will provide opportunities for you to reaffirm your initial commitments, and share vision. Readouts/pictures etc. can be used to communicate the work and issues you are focused on.
Days 30-60	Internal and Social Media Amplification of Deep Dives	<ul style="list-style-type: none"> Internal/ODNI and IC workforce and External/general public 	Create content for internal and external communications platforms around discussions with subject matter experts; demonstrate engagement, listening, learning.
Days 30-60	Second episode of #DNI@Home on Facebook Live	<ul style="list-style-type: none"> External/general public and media 	Second Facebook Live segment, targeted to general public and remote/dispersed workforce. Offer rare glimpse into DNI in authentic and genuine environment, hosted by special guests (key thought leaders). Discuss observations from first 30 days.
Days 30-60	ODNI Dispatch— Second DNI Column	<ul style="list-style-type: none"> Internal/ODNI workforce 	Second installment of DNI column in ODNI Dispatch.
Days 30-60	ODNI Virtual Listening Sessions or In-Person Walkabouts (continued from First 30 Days)	<ul style="list-style-type: none"> Internal/ODNI workforce 	Virtual sessions or in-person walkabouts at LX-1, LX-2, ICCB, Reston to get to know officers at all levels; provide visibility and reassurance during time of transition.

For more information email DNI_SE_SC



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
Day 30-60	First Public Speaking Engagement		Publicly share your commitment and vision. Reassure key stakeholders and the public of ODNI's relevance and focus on being stewards of the community you are entrusted to lead, establish the DNI as the leadership voice of the IC.
Days 60-90	Third episode of #DNI@Home on Facebook Live	<ul style="list-style-type: none"> External/general public and media 	Third Facebook Live segment, reaching general public and remote/dispersed workforce. Offer rare glimpse into DNI, hosted by special guests (key thought leaders), discuss strategic direction.
Days 60-90	ODNI Dispatch— Third DNI Column	<ul style="list-style-type: none"> Internal/ODNI workforce 	Third installment of DNI column in ODNI Dispatch.
Days 60-90	Virtual Editorial Roundtable	<ul style="list-style-type: none"> External/media 	Off the record engagement with top editors from 10-15 leading outlets, with goal of prepping media environment for external event announcing Vision/Strategic Direction.
Days 60-90	Internal Announcement of Vision, Strategic Direction	<ul style="list-style-type: none"> Internal/ODNI and IC workforce 	Announce vision, set strategic direction, share priorities (culmination of listening, learning, and quick wins in days 1-60)

For more information email DNI_SE_SC



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
Days 60-90	External Announcement of Vision, Strategic Direction @ forum TBD	<ul style="list-style-type: none"> General Public, media 	<p>Given rapidly changing event environment with many virtual engagements yet to be announced, SC will maintain a list of potential top tier national security conferences as well as organizations that would be appropriate to host this keystone event.</p> <p>Characteristics of the target event include: in-person/virtual gathering of top-present and former government officials from relevant agencies, industry leaders, thought leaders, academe, and nationally noted print and broadcast journalists. Opportunity to announce vision/strategic direction with top tier audience and participate in key national security and foreign policy discussions.</p>
Days 60-90	Social Media Amplification of Announcement of Vision, Strategic Direction	<ul style="list-style-type: none"> General Public, media 	<p>Post-launch compendium of social media activities across platforms 24 hours after announcement of Vision, Strategic Direction.</p>
Days 60-90	Day 90 ODNI/IC Workforce Video	<ul style="list-style-type: none"> ODNI/IC Workforce 	<p>"Bookend" to the Week One/Two video, captures first 90 days, reinforces core values, highlights quick wins and strategic direction, generates excitement for new era</p>



UNCLASSIFIED//~~FOUO~~

Timeframe	Event	Key Audience	Details
Days 60-90	Day 90 Social Media Video	<ul style="list-style-type: none"> General Public, media 	"Bookend" to the Week One/Two video, captures first 90 days, reinforces core values, highlights quick wins and strategic direction, generates excitement for new era
Days 60-90	Day 90 Public Statement	<ul style="list-style-type: none"> General Public, media 	Press release/report to the public on the first 90 days, delivered action on promises, successfully built understanding and trust, expanded dialogue, ready for the challenges of the future
Days 60-90	Virtual ODNI All Hands	<ul style="list-style-type: none"> Internal/ODNI workforce 	"Bookend" to the first virtual ODNI Town Hall, opportunity to celebrate, inspire, and expand reach
Days 60-90	Virtual ODNI Distinguished Speakers Series	<ul style="list-style-type: none"> Internal/ODNI workforce 	Relaunch the series, demonstrate non-partisan, "got the chops" for this job with high-profile/influential guest(s)
Days 60-90	Virtual IC Town Hall	<ul style="list-style-type: none"> IC workforce 	Provide IC workforce with your vision and direction for the community, share your insights from first 90 days, highlight mission accomplishments that showcase the importance of integration.



UNCLASSIFIED//~~FOUO~~

External Events Running List

Munich Security Conference – Feb. 19-21, 2021 in Munich, Germany, and Virtual

During its main conference in February, the MSC assembles more than 450 senior decision-makers as well as thought leaders from around the world, including heads of state, ministers, leading personalities of international and non-governmental organizations, high-ranking representatives from business, the media, academia, and civil society to debate pressing issues of international security policy.

Currently examining various options for carrying out the conference, which include a smaller number of participants and delegations and an expansion of hybrid and digital formats. International decision makers who will not be able to be in Munich will also be given the opportunity to participate.

Reagan National Defense Forum – March 5-6, 2021, Ronald Reagan Presidential Library in Simi Valley, California

Key stakeholders come together to address the health of our national defense and to promote policies to strengthen the U.S. military. Speakers in 2019 included Secretary of Defense Mark Esper and Assistant to the President for National Security Affairs Robert O'Brien, and then NGA Director Robert Cardillo. (POC [redacted] at

[redacted]

(b)(6)

(b)(6)

South by Southwest – March 2021 in Austin, Texas

SXSW is launching SXSW Online as part of our 2021 offerings. The digital experience will feature conference keynotes and sessions, screenings, showcases, networking, and exhibitions. The dates for SXSW EDU Online are March 9 – March 11, 2021 and SXSW Online will take place March 16 – March 20, 2021.

“Sisterhood of Spies: Real-life Female Spy Stories” - opens a potential for multi-year dialogue and follow on "Sisterhood of Spies" sessions showcasing women from across the Intelligence Community, talking candidly about their careers, their various missions, their struggles, successes and their vision for the future and the role of Intelligence officers in it.

The Sedona Forum – April 30 – May 2, 2021, The Enchantment Resort in Sedona, Arizona.

THE SEDONA FORUM is the McCain Institute's annual, high-level gathering of national and international leaders held each spring at the Enchantment Resort in the red rock country of Sedona, Arizona. Starting from the assumption of character-driven leadership and core democratic values, The Sedona Forum convenes thought-leaders,



UNCLASSIFIED//~~FOUO~~

decisionmakers, activists and diverse experts to discuss approaches and solutions to real-world problems.

Past speakers include Vice President Joe Biden; Director of National Intelligence Daniel Coats; Director of National Intelligence James Clapper; Secretary of State Hillary Rodham Clinton; former Prime Minister Tony Blair; CBS News Correspondent John Dickerson; Actor and Thorn Co-Founder Ashton Kutcher; Secretary of Defense James Mattis; National Security Advisor Lt. Gen. H.R. McMaster; CIA Director Mike Pompeo; CEOs from GE, Chevron, Walmart-USA, Fedex, Freeport McMoRan and Hewlett Packard; and presidents, prime ministers, foreign ministers, experts and civil society leaders from around the world.

Aspen Security Forum – August 2021, Aspen, Colorado

The Aspen Security Forum is an invitation-only annual three-day conference in Aspen, CO, presented by the Aspen Strategy Group. For the past 10 years, this forum has provided a non-partisan public venue for global leaders to discuss the key national security issues of the day.

2020 speakers: Condoleezza Rice, former U.S. Secretary of State; John Bolton, former Assistant to the President for National Security Affairs; Mark Esper, U.S. Secretary of Defense; Tom Donilon, former Assistant to the President for National Security Affairs; Stephen Hadley, former Assistant to the President for National Security Affairs; Antony Blinken, former U.S. Deputy Secretary of State; Mark Warner, Ranking Member, Senate Select Committee on Intelligence; Julianne Smith, former Deputy National Security Advisor to Vice President Joe Biden; and Michèle Flournoy, former U.S. Under Secretary of Defense for Policy.

In July 2017, Avril Haines participated in the “Tour d’Horizon” panel alongside Michael Chertoff, Michael Hayden, Nick Rasmussen, and moderated by Michael Isikoff. In July 2018, participants included then-DNI Dan Coats, IARPA’s Stacey Dixon, and NCTC’s Mike Nagata.

Previous years videos: <https://www.aspenssecurityforum.org/attend>

AFCEA/INSA Intelligence and National Security Summit – Sept. 13-14, 2021 at the Gaylord Resort in National Harbor, Oxon Hill, MD

Brings senior Intelligence Community leaders together to advance collaborative solutions to critical intelligence and national security challenges. This high caliber virtual program features five plenaries and five breakout sessions that will examine "ripped from the headlines" issues such as information warfare, U.S.-China relationship, use of AI, intelligence policy and workforce readiness.



UNCLASSIFIED//~~FOUO~~**Additional events/thoughts:**

Belfer Center (2017): Avril Haines, former CIA Deputy Director and former Deputy National Security Adviser to President Obama, chats with Aroop Mukharji (@aroomukharji) about being a woman at the CIA, why we don't know much about North Korea, what it's like inside the White House situation room, and how she went from indie bookstore owner to No. 2 at the CIA. https://www.youtube.com/watch?v=mfHR67HITvA&list=UUajcgjxXLZ_z817H5JnOzQ&index=49

AFCEA/INSA – Large Virtual Events; Leadership Luncheon or Dinner

Washington Post Live - A podcast from Washington Post Live, the newsroom's live journalism platform, where top-level government officials, business leaders, cultural influencers and emerging voices discuss the most pressing issues driving the news cycle nationally and across the globe. From one-on-one newsmaker interviews to in-depth multi-segment programs, Washington Post Live brings The Post's newsroom to life on stage.

Intelligence Matters Podcast, July 2019: <https://www.cbsnews.com/news/transcript-david-cohen-avril-haines-talk-with-michael-morell-on-intelligence-matters/>

“I love the people. Honestly, I loved constantly feeling as if I was learning new things. It's when I feel most alive in any job. I loved the fact that when I came to work, no matter how long the day was, no matter how late it was, I felt as if I was contributing to something that mattered, in a sense. The comradery within the agency is really something quite special.”

Center for a New American Security

Center for Strategic and International Studies

