



INSIDE NCTC





// BREAKING THE OLDER MOLD OF NATIONAL GOVERNMENT ORGANIZATION, THIS NCTC SHOULD BE **A CENTER FOR JOINT OPERATIONAL PLANNING AND JOINT INTELLIGENCE**, STAFFED BY PERSONNEL FROM THE VARIOUS AGENCIES. //

– THE 9/11 COMMISSION

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A LOOK INSIDE NCTC TODAY

INTRODUCTION

The National Counterterrorism Center (NCTC) was born 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. Throughout the years, NCTC has led the counterterrorism (CT) community in analyzing the terrorism threat using all available data, sharing terrorism-related information with our partners across the CT enterprise, maintaining the single authoritative database of known and suspected terrorists (KSTs), and unifying and leading the national CT effort through effective planning and strategy development. Almost 20 years later, NCTC continues to grow and develop as an organization by providing unmatched partner support and applying technology solutions to some of our community's biggest data challenges.

As a nation, we are facing a changing strategic environment, which has motivated the Center to think even more creatively about how to best support policymakers and the broader US CT enterprise. This primer is a testament to how NCTC has evolved to be a primary provider of timely and actionable intelligence to new customers and traditional partners alike. From identity intelligence to strategic operational planning, NCTC's integration of new methodologies has delivered tailored solutions to senior policymakers, the IC, and Federal, state, local, tribal, and territorial customers. The Center has reexamined and refocused its core mission requirements in support of key partners in the CT enterprise, making it more relevant than ever.

None of NCTC's modernizing efforts would have been possible without investing in our workforce—the single-most-important component of the Center. Our diverse workforce has enabled us to move into a new information technology environment designed to enhance our capabilities. Ultimately, the insights and actions of our people contribute to the disruption of terrorists who aim to attack us. By developing the next generation of CT professionals, we will ensure that NCTC continues to tackle our nation's CT challenges with expertise, creativity, and a commitment to innovation, diversity, and entrepreneurship.

As NCTC grows to meet these new and more complex challenges, one thing will remain unchanged: our steadfast dedication to keeping our nation safe.

// **TODAY, NCTC'S MISSION REMAINS ESSENTIAL. WE FACE AN EVOLVING AND DYNAMIC THREAT LANDSCAPE THAT WILL REQUIRE THIS LABOR TO PERFORM AT THE TOP OF ITS GOALS. //**

– DIRECTOR CHRISTY ABIZAID



NCTC'S HISTORY AND EVOLUTION



“Tonight I am instructing the leaders of the FBI, the CIA, the 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.”

*-President George W. Bush
State of the Union Address
28 January 2003*

On 1 May 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 USG and was mandated to integrate CT capabilities and missions across the government, including the ingestion and use of terrorist screening information under Homeland Security Presidential Directive-6 (HSPD-6).

Before the establishment of TTIC, individual Federal departments and agencies (largely CIA and FBI) provided the President their own assessments of the terrorist threat. In effect, the White House was being forced to synthesize IC reporting and draw its own conclusions. This was among the

first systemic issues that TTIC would be tasked to address and would be critical, given the organization's need to demonstrate added value. With the establishment of TTIC, information sharing, watchlisting, and situational awareness were beginning to be addressed as critical USG-wide activities; these activities continue to be critical today.

In August 2004, at the recommendation of the 9/11 Commission, TTIC was incorporated into the NCTC by President Bush's Executive Order (EO) 13354, which became the foundation for codifying NCTC's authorities in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004. Through EO 13354 and subsequently IRTPA, NCTC was given the responsibilities for not only analytic integration

and the coordination of information sharing and situational awareness, but also for strategic operational planning in direct support to the President.

From 2005 through 2008, the Center’s role and authorities quickly expanded. For example, executive and legislative branches of the USG have called on NCTC to manage the weapons of mass destruction (WMD) mission, create the Terrorist Identities Datamart Environment (TIDE), prioritize collection and analysis as the National Intelligence Manager for Counterterrorism (NIM-CT), draft the National Implementation Plan (NIP) on the War on Terror (National Security Presidential Directive [NSPD]-46), receive Foreign Intelligence Surveillance Act (FISA) 702 US Persons information under the oversight of the Office of the Director of National Intelligence (ODNI) and Department of Justice, and incorporate biometrics in identification and screening to enhance national security (NSPD-59 and Homeland Security Presidential Directive [HSPD]-24). By adding new authorities to NCTC’s foundational functions, the Center realized its role as the only place in the IC where analysts have the authority and access to fuse a variety of sensitive foreign and domestic data about KSTs with other datasets, ranging from financial, travel, immigration, identity, event, seized media, and IC reporting.

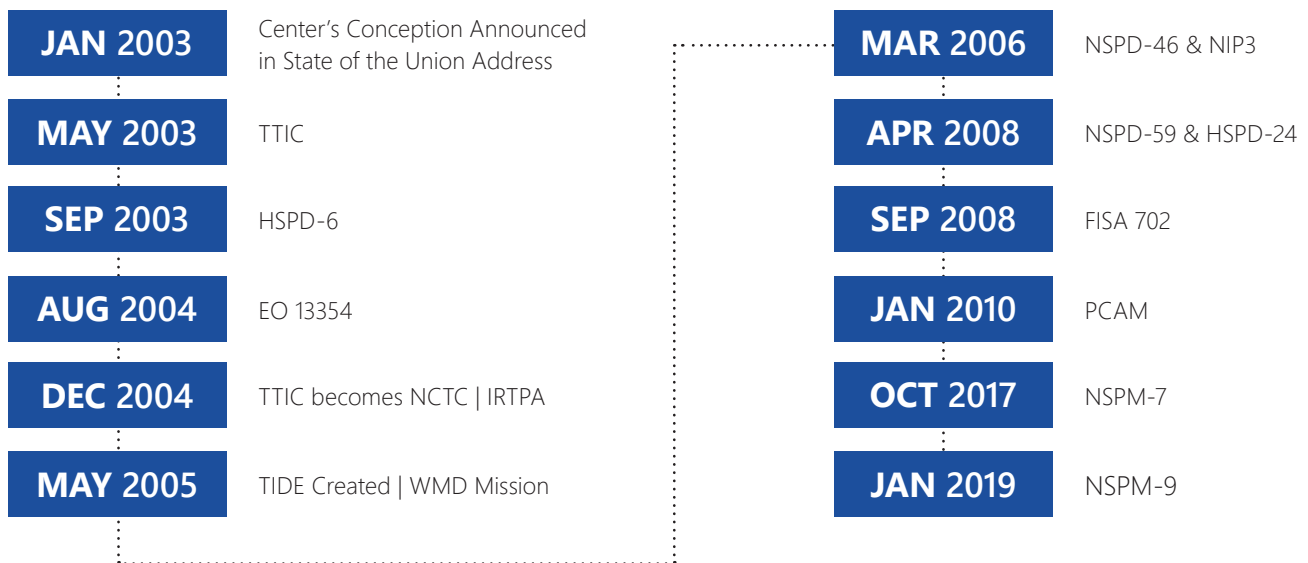
The failed bombing of the US airliner on Christmas Day 2009 revealed gaps in the USG’s intelligence, screening, and watchlisting systems. The next year, President Barack Obama issued a Presidential Corrective Action Memo (PCAM) on intelligence, screening, and watchlisting systems to enhance

the security of the American people. Through this directive, NCTC created and established a process to prioritize and pursue terrorist threat threads and augment information on KSTs in TIDE for watchlisting purposes.

In 2017 and 2019, President Donald Trump released two National Security Presidential Memorandums (NSPM-7 and NSPM-9) to bolster identity intelligence and vetting activities across the Federal Government. NSPM-7 used lessons learned from the preceding 17 years of post-9/11 CT activities to improve information sharing across a host of other national security threat actors. NSPM-9 created the National Vetting Center to strengthen, simplify, and streamline the use of intelligence for operational decisions. Through these two directives, NCTC improved its ingestion, sharing, and correlation of identity intelligence with other national security threat-actor information and optimized the use of Federal Government information in support of the National Vetting Center.

Throughout the years, the Center has realized its mandate from the 9/11 Commission to “break the older mold of national government organization[s].” NCTC’s nontraditional roots have made innovation central to its approach in fulfilling its mission. The Center has integrated new methodologies and technical solutions to deliver tailored results to its customers and partners. As NCTC continues on this path, its legacy and purpose will be its ability to innovate and shift its priorities to meet the challenges of a changing strategic environment.

TIMELINE



NCTC STRATEGIC INTENT

MISSION

Lead the nation's effort to protect the United States from terrorism by integrating, analyzing, and sharing information to drive whole-of-government action and achieve our national CT objectives.

VISION

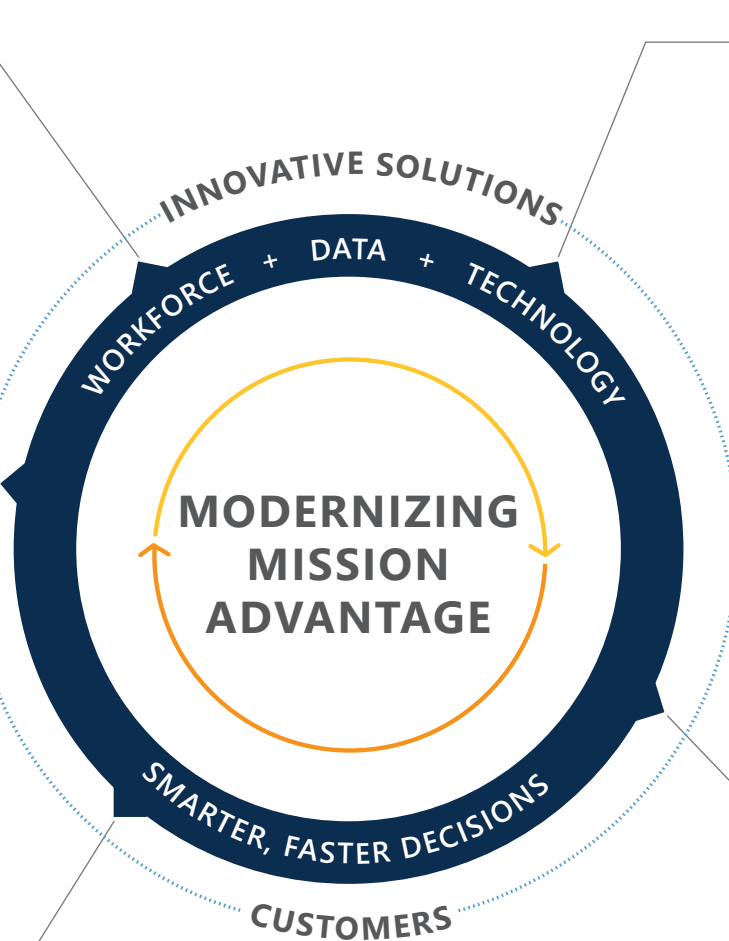
Be the nation's indispensable source of CT expertise in a constantly evolving threat environment by leading a unified, agile, and resilient CT enterprise.

IDENTITY INTELLIGENCE

Discover, integrate, analyze, and share identity intelligence to advance the most comprehensive and accurate identity picture, network development, and traveler screening to prevent terrorism at home and abroad.

WARNING & INFORMATION SHARING

Provide customer support by warning and sharing intelligence information—24/7/365 with the White House, NSC, IC, Congress, US Military, foreign partners, private sector, and law enforcement entities.



ANALYSIS

Integrate unparalleled terrorism information, network analysis, and innovative methodologies to produce original finished intelligence products in support of National Security Council (NSC) policy formulation.

STRATEGIC OPERATIONAL PLANNING

Advance policy planning and intelligence management on emerging and evolving CT threats; inform national-level risk discussions and associated mitigation efforts for the CT enterprise; and identify and address interagency gaps, inefficiencies, and opportunities – with special emphasis on driving change through interagency resource and budget processes.

DATA & ACCESS

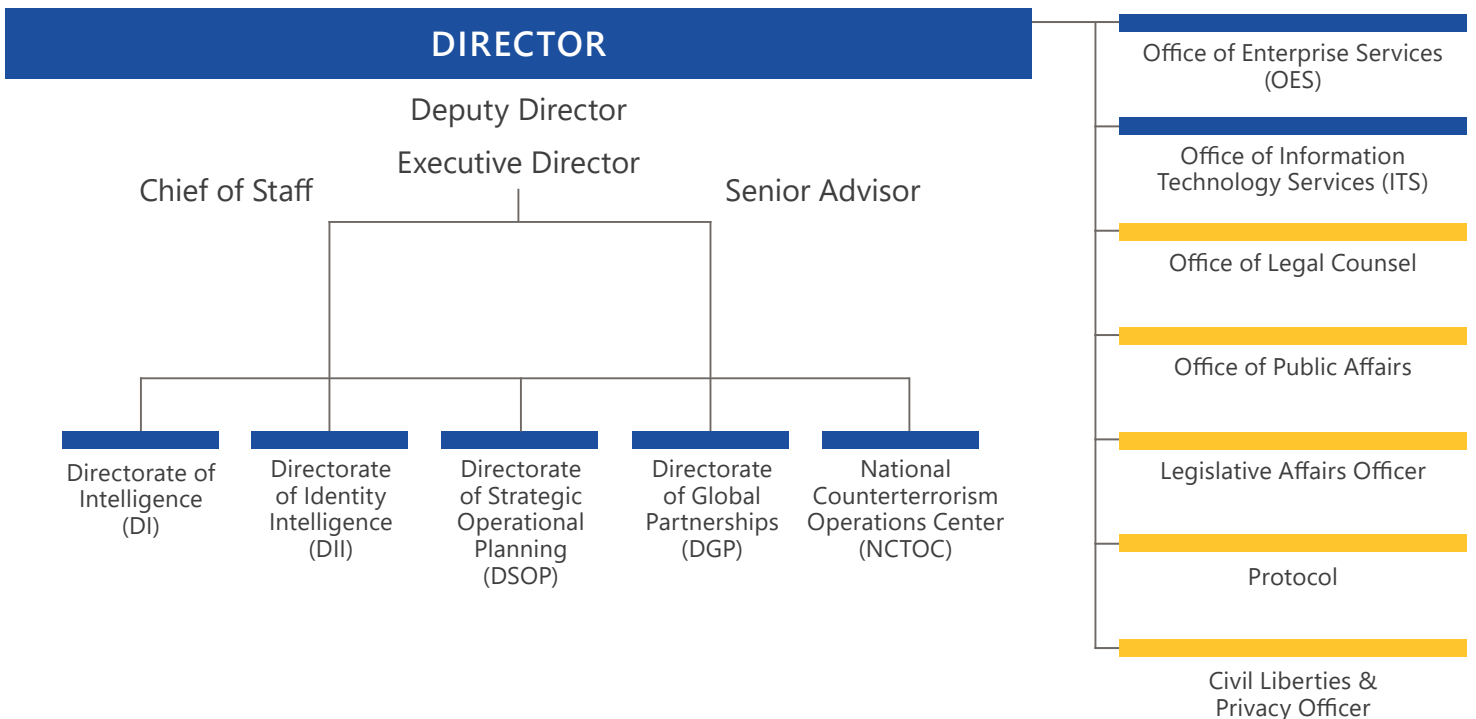
Access mission-critical information—including foreign and domestically acquired intelligence concerning KSTs—through the Center's unique authorities to strengthen internal cohesion and expand external collaboration.

ORGANIZATIONAL STRUCTURE

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

NCTC has four directorates: Directorate of Intelligence, Directorate of Identity Intelligence, Directorate of Strategic Operational Planning, Directorate of Global Partnerships, as well as the National Counterterrorism Operations Center – and two offices – Office of Enterprise Services and Office of Information Technology Services. Findings related to the Office of Legal Counsel, Office of Public Affairs, Office of Legislative Affairs, Protocol, and the Civil Liberties and Privacy Office are Shared Services under ODNI, which work together to achieve NCTC’s goal of leading the USG CT community.

Today, 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 on 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.



*Yellow = ODNI/NCTC Shared Services

DIRECTORATES **AND OFFICES**



DIRECTORATE OF INTELLIGENCE (DI)

The DI analyzes and incorporates all USG intelligence information pertaining to terrorism to produce a wide range of sophisticated finished intelligence products in support of US foreign policy and national security objectives. NCTC created the DI in response to EO 13354 and the IRTPA of 2004, which called for establishing and maintaining a Directorate of Intelligence that would serve as the primary organization in the USG for analyzing and integrating all sources of intelligence pertaining to terrorism.

NCTC's unparalleled access to terrorism information allows DI officers to analyze intelligence reporting, assessing terrorist groups and the threats they pose. NCTC analysts focus on links to the Homeland and develop network analysis, using data analytics and innovative methodologies to produce original, finished intelligence products in support of policy formulation and implementation by the National Security Council (NSC). Working with colleagues from across the USG as well as foreign partners, DI officers have played an integral role in addressing every major terrorism threat since NCTC was established in 2004.

AREAS OF RESPONSIBILITY

The DI supports CT policy, intelligence, military, law enforcement, and Homeland security communities through intelligence warning and strategic analysis.

Specifically, the DI:

- Works closely with IC and law enforcement partners to detect, preempt, prevent, or disrupt terrorist threats from al-Qa'ida, ISIS, affiliates, Iran, and Hizballah to the homeland and to US interests abroad emanating from around the world or within the United States.
- Integrates diverse expertise with Intelligence Community-coordinated assessments to better enable the CT enterprise to address a dynamic threat environment.
- Helps drive the White House decision-making process on CT strategy, threat prioritization, and resource allocation and provides objective assessments that inform CT operations.
- Supports operational partners by identifying key threats, and uses network modeling and data science to generate actionable leads in support of worldwide CT investigations and operations.
- Is pioneering new advanced analytic tools and methodologies, building new CT data repositories, new ways to exploit captured enemy material, and is leading the Intelligence Community's technical analysis on terrorist weapons capabilities and use of emerging technologies.

DI's **MISSION** is to lead our nation's analytic effort to protect the United States from terrorism by providing objective, strategic insight using the Center's deep expertise and unique data accesses to inform customers ranging from the President to local law enforcement.

DI's **VISION** is to be the nation's indispensable source for rigorous, sophisticated, and timely terrorism analysis to combat terrorism at home and abroad. The DI leads the CT community by setting the standard for expertise and collaboration, attracting and retaining the best talent in the intelligence community.





DI KEY PRODUCTS



TIB

The Terrorism Intelligence Brief (TIB) is the primary vehicle to alert and advise Cabinet-level principals and other senior officials with CT responsibilities of current threats and other terrorism-related analysis. It often contains sensitive operational and investigative information, including intelligence derived from NCTC’s unique accesses.



THE NCTC CURRENT is the Center’s flagship analytic product, providing US policymakers, operational entities, and certain domestic audiences with unique and timely IC-coordinated analytic insight on key terrorism developments and trends.

**CT
Warning
Suite**

NCTC WARNING PRODUCTS alert and inform USG consumers of transnational terrorist threats as a function of the Center’s first and most important responsibility—detecting, preventing, disrupting, preempting, or mitigating the effects of such threats against the people, territory, and interests of the United States.



THE SEARCHLIGHT is a quarterly periodical for public- and private-sector partners designed to highlight threats to critical infrastructure from violent extremists. NCTC works closely with DHS, FBI, and other Federal partners to share information about terrorists’ activities as widely and quickly as possible and values its relationships with public- and private-sector partners.



DIRECTORATE OF IDENTITY INTELLIGENCE (DII)

DII identifies, integrates, analyzes, and disseminates identity intelligence and provides I2 services including identity management, classified screening and vetting support, traces and network development. DII'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 (KST) and international terror groups on behalf of the USG.

DII works closely with nominating agencies to propose additions, deletions, and modifications to enhance records in TIDE – the USG's central repository for terrorist identities – and sends watchlisting information to the Terrorist Screening Center, which maintains the USG's consolidated Terrorist Watchlist: the Terrorist Screening Dataset. DII uses TIDE and other datasets to conduct in-depth, all-source screening analysis on individuals seeking entry to the United States through visa, refugee, and immigration programs to determine whether applicants have a connection to terrorism and provides this information to DHS and/or the Department of State for adjudication. DII also leverages all of NCTC's unique data holdings to discover nonobvious terrorist connections and networks to develop tactical leads, which NCTC passes to our CT partners for intelligence purposes or possible investigative actions as determined by the respective agencies.

AREAS OF RESPONSIBILITY

DII identifies and enhances the entire identity management cycle. Specifically, DII:

- Maintains the data quality in TIDE, grants access to other agencies, and shares this information for watchlisting, screening, and analytic purposes. DII shares its TIDE KST information through intelligence reporting related to current threats, or in response to terrorist incidents.
- Compares information against additional data holdings to discover and resolve identity intelligence gaps in TIDE records.
- Administers NCTC's Kingfisher 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 to USG agencies, including matching faces and/or fingerprints to identities in TIDE and conducting facial, fingerprint, and handwriting comparisons.
- Prioritizes and pursues nonobvious terrorism connections and produces tactical leads for USG entities to disrupt terrorist activities.
- Offers analytic support to partner agencies in addressing urgent terrorism threats.

DII's **MISSION** is to discover, integrate, analyze, and share identity intelligence to advance the most comprehensive and accurate identity picture, network development, and traveler screening to prevent terrorism at home and abroad.

DII's **VISION** is to be the identity intelligence leader by delivering reliable, relevant, and timely terrorism information to our partners.

IDENTITY INTELLIGENCE OUTPUT

- **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.
- **Biometric Reports** provide facial and/or fingerprint identity resolution to customers and partners.
- **TIDE Timelines** are a graphical overview of the watchlisting history of identities associated with high-profile terrorist attacks.
- **Lead Cables** produce rapid and in-depth tactical identity, biometrics, and network analysis lead information to USG agencies for CT action.
- Makes identity information on KSTs available to the Intelligence Community via **TIDE Online**, a read-only version of TIDE.
- Establishes unified **Identity Intelligence policy, training, and technology** to integrate NCTC and Intelligence Community efforts.



DIRECTORATE OF STRATEGIC OPERATIONAL PLANNING (DSOP)

DSOP unifies and leads the national CT effort by coordinating, integrating, and optimizing relevant strategies, plans, policies, programs, and activities of departments, agencies, and elements across the USG. EO 13354 and the IRTPA of 2004 directed NCTC to establish and maintain DSOP as a means to drive a whole-of-government approach to the terrorism problem, and to ensure national-level policymakers have timely, accurate, and objective information to make informed decisions about priorities, resources, and risk. DSOP also executes NCTC's responsibilities as the National Intelligence Manager (NIM)-CT by providing strategic oversight for intelligence activities and issues related to this mission, consistent with IC Directives issued by the DNI.

DSOP continuously partners with operating departments and agencies across the USG who have a role in CT. DSOP also routinely works with each of the 18 intelligence agencies under its NIM-CT authorities to advance community collection and analysis for CT. DSOP also works closely with the NSC staff and the Office of Management and Budget to align whole-of-government strategy, implementation, assessment, and resourcing in conformance with the President's CT policy priorities.

AREAS OF RESPONSIBILITY

DSOP advances policy planning and intelligence management on emerging and evolving CT threats; informs national-level risk discussions and associated mitigation efforts for the CT enterprise; and identifies and addresses interagency gaps, inefficiencies, and opportunities—with special emphasis on driving change through interagency resource and budget processes. Specifically, DSOP:

- Formulates strategic plans for USG civilian and military CT efforts to effectively integrate applicable intelligence and operations across agency boundaries, both inside and outside the United States.
- Ensures CT strategies include the mission, objectives, tasks, interagency coordination of operational activities, and assignment of roles and responsibilities.
- Collaborates with IC partners to identify critical analytic and intelligence gaps; sets collection priorities; develops strategic guidance; and convenes interagency partners to identify CT strategic, operational, and resource gaps and opportunities to address them.
- Coordinates and monitors whole-of-government implementation of strategies and plans and assesses their efficacy and impact.
- Provides independent and objective assessments of CT resources to inform policy and broaden strategic thinking.

DSOP's **MISSION** is to provide indispensable leadership, support, and strategic advantage to the USG by integrating, aligning, and supporting diplomatic, military, intelligence, financial, Homeland security, and law enforcement capabilities across the CT Enterprise.

DSOP's **VISION** is to ensure the USG CT Enterprise remains ready, capable, efficient, and effective against a constantly shifting terrorism landscape.



STRATEGIC PLANNING OUTPUT

- **The National Intelligence Priorities Framework for CT (NIPF-CT)** is the primary DNI mechanism to communicate the national intelligence priorities, which guide the IC's collection and analytic activities for CT.
- **The National Counterterrorism Budget Report** assesses the congruence between the 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.
- **Strategic Assessments** are objective, data-driven evaluations of the impact of whole-of-government CT efforts.
- **CT Postures** identify current and ongoing capabilities, challenges to collection efforts, key actions to enhance collection, and associated risks and trade-offs against top priority terrorist targets.



NATIONAL COUNTERTERRORISM OPERATIONS CENTER (NCTOC)

NCTOC is the CT community's operations center that provides 24/7/365 situational awareness on global CT issues to NCTC leaders and directorates and the broader CT community, including state, local, and tribal elements, and key foreign partners. It carries out its information-sharing mission by collaborating with the White House, IC, US Military, foreign partners, and state, local, tribal, territorial, and private-sector (SLTTP) customers and DHS and FBI to guarantee the timely and actionable dissemination of CT intelligence. Besides maintaining situational awareness, NCTOC integrates and unifies the IC's efforts that support security arrangements for major international events; provides direct CT support to key Federal partners during large, domestic events; and promotes CT readiness for NCTC, Homeland, and international partners through exercises and continuity planning.

NCTOC's **MISSION** is to provide awareness, reduce uncertainty, and ensure operational continuity for NCTC and the CT community.

NCTOC's **VISION** is to be a high-performing, integrated, and entrepreneurial organization that delivers indispensable CT intelligence products and services with a well-led, well-trained, and appropriately recognized workforce.

AREAS OF RESPONSIBILITY

NCTOC 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, NCTOC:

- Provides awareness of worldwide terrorism threats through the 24/7/365 Operations Center to ensure NCTC leaders, the USG CT community, and state and local partners have the most timely and relevant terrorism and CT information.
- Produces summaries and matrices of intelligence reports for wider distribution.
- Administers 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 United States and its interests worldwide.
- Oversees NCTC's Crisis Management Program and continuity of operations.

OPERATIONS OUTPUT

- **Situational Reports** are produced summaries of key all-source, disseminated, terrorism-related reporting intended to promote situational awareness across the CT community. These reports remain the most widely read publications in the CT community, to include Congressional Oversight Committees.
- **NCTC Alerts and Advisories** provide near real-time situational awareness on key breaking events and terrorist attacks to the IC, NSC, and SLTTP customers.
- The **Threat Matrix** is a daily compilation of terrorism threat reporting and occasional specialized threat matrices for special events.
- **The CT Weekly and CT Digest** are an U//FOUO and Unclassified, respectively, compilation of international and domestic news and other open-source reporting intended to provide a common threat picture of CT events across the globe to first responders.





DIRECTORATE OF GLOBAL PARTNERSHIPS (DGP)

DGP provides strategic advice and counsel to the Center’s executive leadership team on all matters relating to public-private, national, and international partnerships.

AREAS OF RESPONSIBILITY

Specifically, DGP:

- Aligns outreach activities with NCTC’s Partner Engagement Plan, driving proactive engagements with Federal, state, local, tribal and territorial (SLTT), and non-USG partners through tailored support that includes information sharing, briefings, and trainings based on NCTC’s mission and partner need.
- Manages and develops NCTC’s relationships with international partners by facilitating foreign liaison participation during NCTC-hosted events; engaging the Washington, DC-based diplomatic community; and maintaining coordination and communication with our partners overseas.
- Coordinates online terrorism trends briefings through Tech Sector Outreach Officers, providing information that companies may use to independently detect content that violates their established terms of service.
- Plans, manages, and implements IC contributions and support to major International Special Security Events through Special Events Intelligence Coordinators.
- Empowers NCTC’s Regional Representatives, who serve as the CT Community’s primary touch point for Federal, SLTT, and non-USG partners in their respective areas of responsibility.

DGP’s **MISSION** is to ensure the Center’s analytic, identity intelligence, and policy work are proactively shared with our global partners.

DGP’s **VISION** is to serve at the intersection of intelligence support and CT diplomacy by leading all aspects of the Center’s engagements with its global partners.





The **Joint Counterterrorism Assessment Team (JCAT)** is an NCTC-led group of Federal, SLTT, intelligence, law enforcement, public health, and intelligence officers that facilitate increased information sharing among the IC, SLTT, and private-sector partners. JCAT consists of Federal intelligence analysts from NCTC, DHS, and FBI working side-by-side with law enforcement, fire service, and public health personnel from around the United States, at Liberty Crossing, and across three LINES OF EFFORT:

- CT Intelligence Review and Collaborative PRODUCTION
- OUTREACH and EDUCATION
- SUPPORT to CT Exercises and Training

The First Responder's Toolbox is an Unclassified and joint NCTC, DHS, and FBI publication that promotes CT coordination among Federal and SLTT government authorities and partnerships with private-sector officials to deter, prevent, and respond to terrorist attacks.



UNITED WE STAND.



OFFICE OF ENTERPRISE SERVICES (OES)

OES manages and coordinates NCTC’s enterprise mission-enabling functions, providing the foundation for the integrated, effective, and efficient operation of the Center.

AREAS OF RESPONSIBILITY

OES manages the Center’s business and oversight functions. Specifically, OES:

- Provides strategic budget and resource planning.
- Drafts or reviews budget requests, impact statements, responses to resource reductions, Questions for the Record from the White House Office of Management and Budget and/or Congress, and inquiries from other oversight bodies.
- Develops and implements the strategy for attracting, recruiting, and retaining a highly motivated, diverse, and skilled workforce for the Center.
- Develops and implements the NCTC career and talent development strategy, which supports the development of NCTC’s workforce of the future and provides a comprehensive suite of corporate talent and training development services.
- Manages and coordinates the Center’s compliance activities to provide reasonable assurance that NCTC complies with the authorities, policies, and obligations governing NCTC’s mission data.
- Facilitates information sharing and unique data access between NCTC and the CT Community by fostering relationships across the community to provide NCTC analysts the data they need to produce informed analytic products.
- Manages NCTC’s Publicly Available Information (PAI) Program by maintaining PAI policy, managing training, overseeing PAI tools and applications, and engaging the Open Source community.

OES’s **MISSION** is to provide the leadership, management, and vision necessary to ensure that proper operational controls, administrative reporting procedures, and compliance oversight are in place to manage the Center’s workforce, budget, contracts, facility, and logistics. OES serves as a trusted adviser to NCTC senior leaders on the allocation of resources and services to accomplish overall Center-mission priorities.

OES’s **VISION** is to be an innovative service provider for NCTC, developing new and improved methods for managing and supporting the Center’s enterprise functions.



OES leads the **NCTC Data Governance Board**, which was established to align NCTC with IC and ODNI data-related initiatives through: strategic planning, standardization, knowledge sharing, maturity assessments, acquisition, accountability, and issue resolution.



ITS all About the Mission

INFORMATION TECHNOLOGY SERVICES (ITS)

ITS delivers agile and integrated IT solutions that enable analytic production, seamless collaboration, and secure CT information sharing for our mission partners. NCTC views technology as a key enabler to the CT mission and relies on ITS to directly support the day-to-day work of CT analysts, planners, watch officers, and policy makers across the IC and throughout the USG.

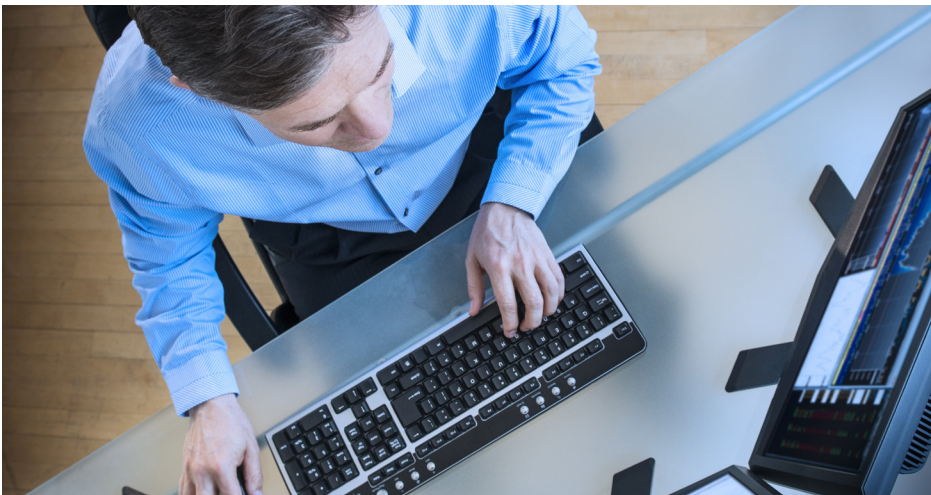
ITS operates physical and virtual infrastructure that provides NCTC's computing, storage, network capabilities, and software that manages and secures the data. ITS also develops and maintains various systems and applications that power the NCTC mission. Highly skilled officers in ITS work with the NCTC workforce, other government agencies, industry experts, and academia to devise innovative solutions to modernize data collection and management, data analytics, software engineering, and resilient infrastructure.

ITS assists the USG in preventing terrorist attacks against the Homeland and our allies and partners by providing NCTC with modern, resilient information technology (IT) services and capabilities.

AREAS OF RESPONSIBILITY

ITS is responsible for delivering the data and technology solutions needed to meet NCTC mission requirements. Specifically, ITS:

- Provides tools that enhance user experience by incorporating mission-driven features, delivering trusted results, and being highly available.
- Operates with a sense of urgency to deliver capabilities to fulfill new and emerging mission needs and to respond rapidly to resolve any system-related issues.
- Optimizes the NCTC IT enterprise to reduce operating costs, protect data, increase resiliency, and strengthen system security.



ITS's **MISSION** is to deliver data and tools needed to meet NCTC's requirements. ITS accomplishes this by drawing from in-house knowledge, industry experts, other government agencies, and academia to devise robust solutions for data collection and management, data analytics, software engineering, and resilient infrastructure.

ITS's **VISION** is to revolutionize NCTC and the entire USG CT enterprise's ability to process, manage, analyze, and correlate data to maximize intelligence on KSTs and unknown individuals and networks with links to terrorism at a faster pace, lowering operating costs, and greatly improving user experience.



NCTC'S WORKFORCE

NCTC is unique among IC elements because of its blended workforce, which is composed of ODNI cadre officers—whose long-term professional home is with ODNI—and detailees from Federal agencies, a local police department, and the US military. NCTC officers drive the CT mission by enhancing identity intelligence capabilities, producing finished intelligence products, developing CT strategies, providing crisis planning responses, sharing information, supporting systems applications, maintaining data, providing legal counsel, and communicating our message inside and outside the Center. This amalgam of cultures allows NCTC to fulfill its explicit duty to collaborate with and assist USG partners on CT matters.

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.

In many ways, NCTC continues to meet new goals. The organization is flat, allowing for greater innovation and wider connectivity with the rest of the IC, as well as State, Local, Tribal, and Territorial first-responder partners, and the private sector. For example, our officers have completed, developed, or tested a number of data discovery and visualization tools to enhance our analysis. In addition, many IC partners and platforms abroad request NCTC officers for their specific expertise and data access to enhance coordination and drive CT targeting leads.

NCTC continues to build the workforce of the future by investing in recruitment, training, and retention. NCTC has attracted a large number of entry-level employees through the ODNI Onboarding Program.

This two-year program features ODNI mission familiarization, rotations, and on-the-job training to prepare junior officers to tackle some of the IC's most challenging tasks. More-seasoned IC officers (non-ODNI employees) join NCTC on a Joint Duty Assignment because the work is rewarding. This experience offers officers growth and development by gaining greater insights, deepening skills and expertise, allowing for alternative points of view, and broadening their networks. NCTC has demonstrated its commitment to recruiting a diverse and inclusive workforce through the growing numbers of applicants and new hires from schools identified for diverse student bodies and security and technology programs.



FOUNDATIONAL DOCUMENTS



EXECUTIVE ORDER 13354

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) 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 all-source 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.



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;
- (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 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

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 referred 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;

(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.”



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