# National Counterterrorism Center

**March 2006**

## Vision

*To become the nation's center of excellence for terrorism and counterterrorism issues, orchestrating and shaping the national and international effort to eliminate the terrorist threat to U.S. interests at home and abroad.*

## Mission

*Using all elements of national power, develop the strategic plans and conduct the analysis needed to identify terrorists and their supporters that threaten our national interests; detect their plans, intentions and means of support; and provide assistance to the operational elements of the US Government who have responsibility for the defeat, destruction, arrest, or disruption of these groups or individuals to prevent future attacks.*

3/1/2006

# National Counterterrorism Center
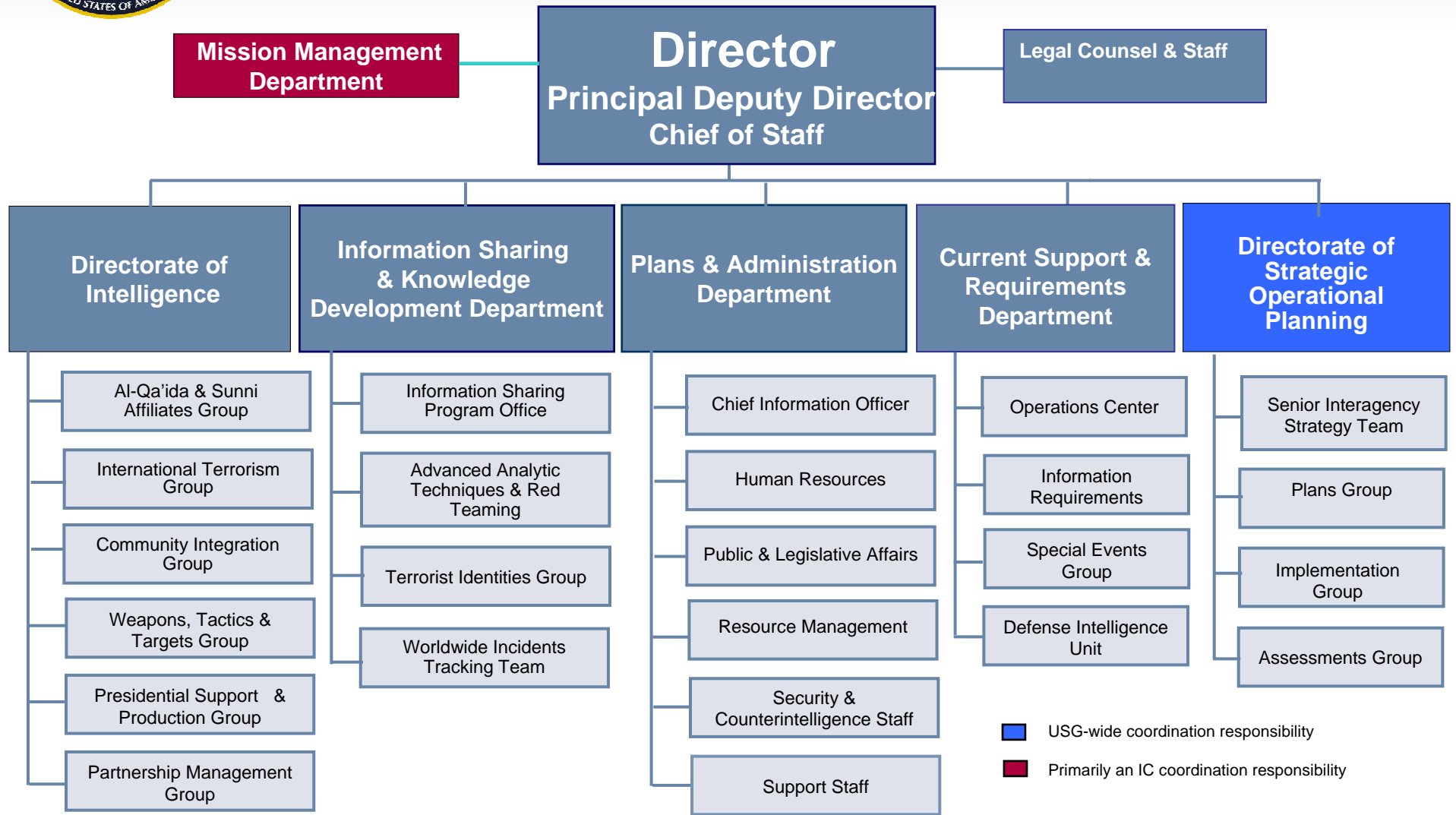
*"An Interagency Effort"*

- NCTC has USG staff "assignees" from:
  - Federal Bureau of Investigation
  - Department of Defense
  - Central Intelligence Agency
  - Department of Homeland Security
  - Department of State
  - *Others* – DOE, NRC, HHS, USDA, USCP, Treasury
- Assignees to NCTC retain authorities of parent entities
- Multiple contractors support NCTC – primarily in information technology and operational support roles
- NCTC also leverages USG organizations *outside* the Intelligence Community, such as the 200+ participants from across the Federal Government supporting the strategic operational planning groups.

In the future, NCTC is moving to an organizational structure composed of a small, permanent cadre, rotational detailees, and assignees to improve our capabilities and attract qualified officers while protecting the equities of our mission partners.
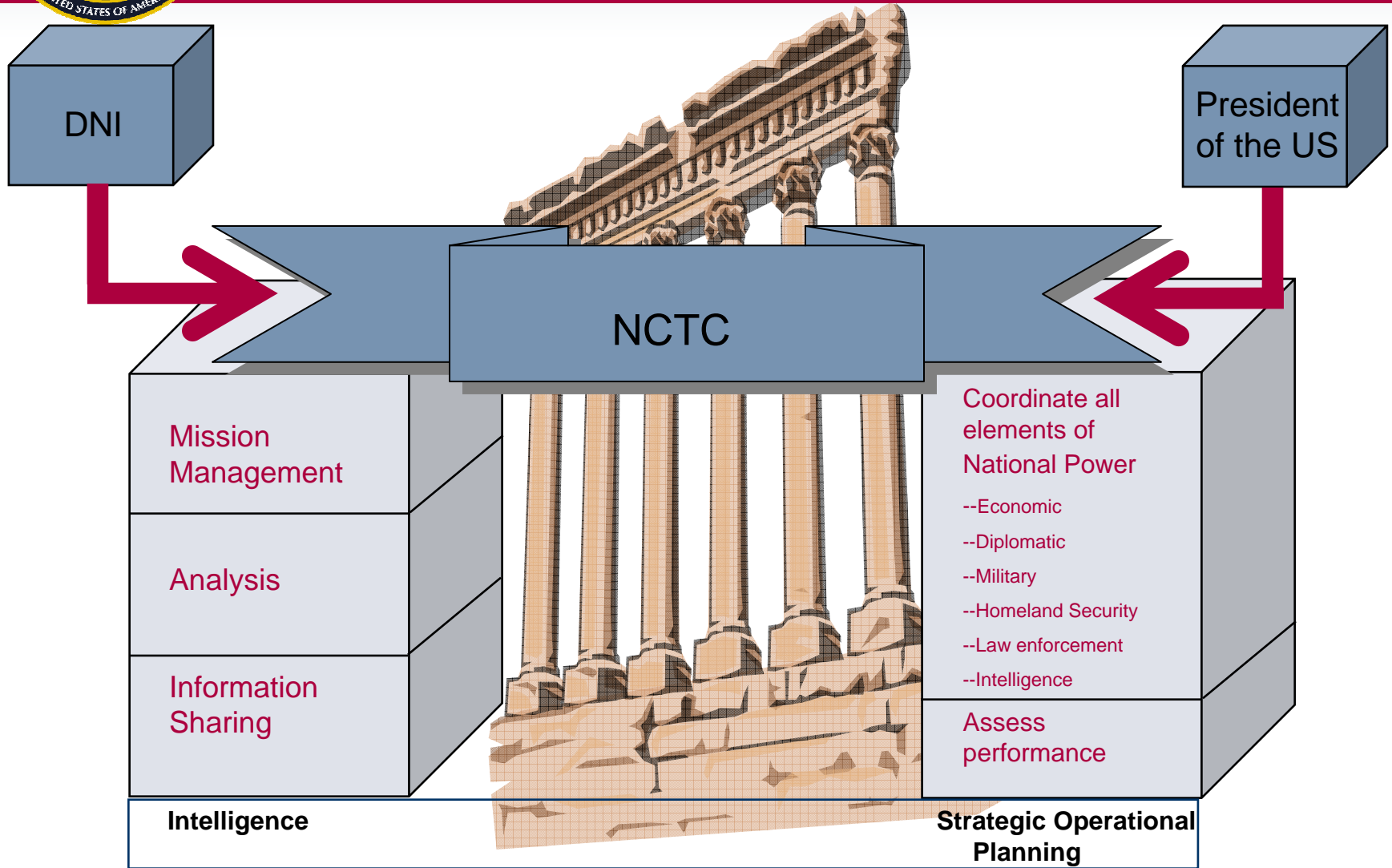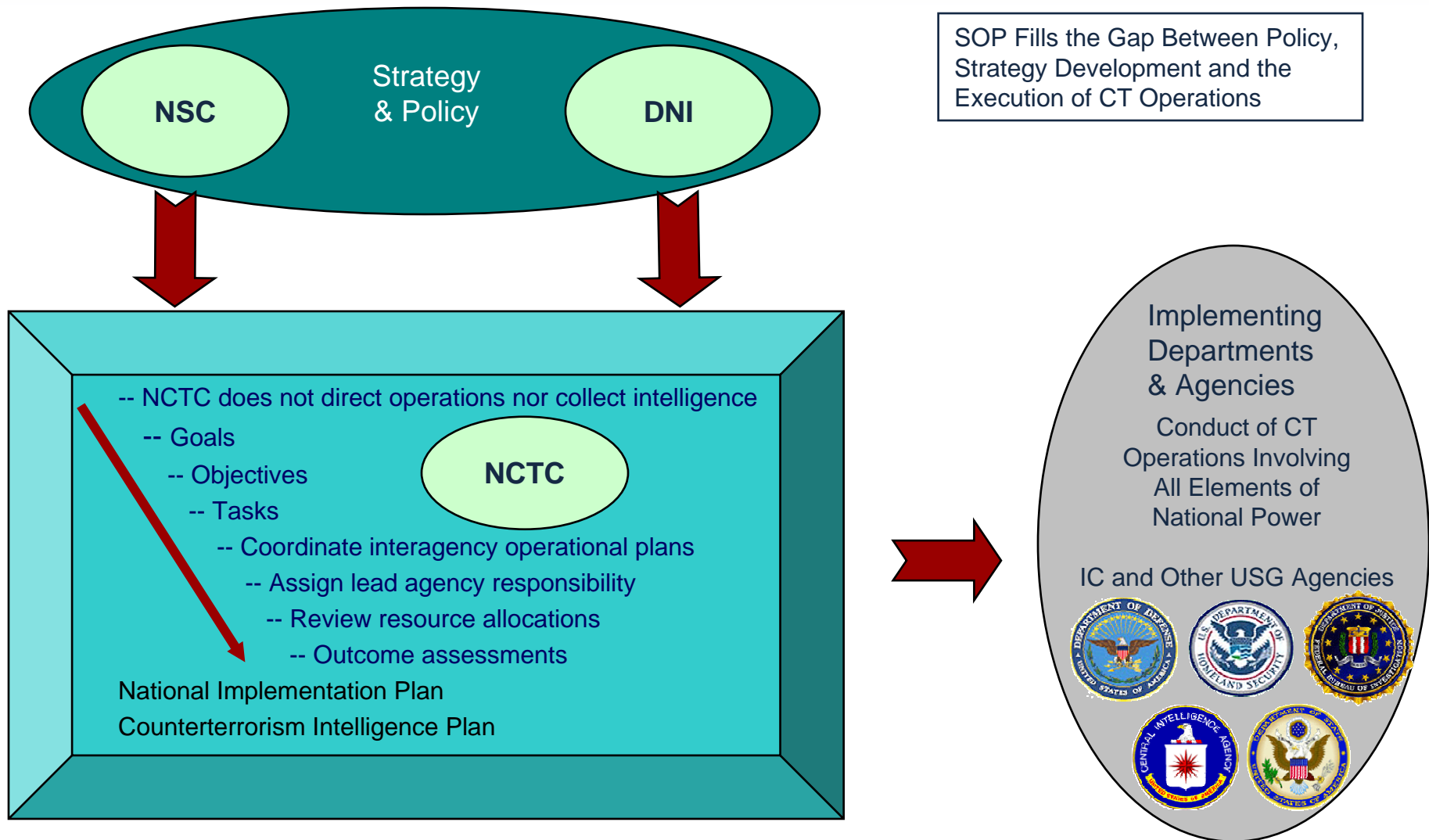
# NCTC Organizational Chart

**Mission Management Department**

## Director
### Principal Deputy Director
**Chief of Staff**

**Legal Counsel & Staff**

### Directorate of Intelligence

- Al-Qa'ida & Sunni Affiliates Group
- International Terrorism Group
- Community Integration Group
- Weapons, Tactics & Targets Group
- Presidential Support & Production Group
- Partnership Management Group

### Information Sharing & Knowledge Development Department

- Information Sharing Program Office
- Advanced Analytic Techniques & Red Teaming
- Terrorist Identities Group
- Worldwide Incidents Tracking Team

### Plans & Administration Department

- Chief Information Officer
- Human Resources
- Public & Legislative Affairs
- Resource Management
- Security & Counterintelligence Staff
- Support Staff

### Current Support & Requirements Department

- Operations Center
- Information Requirements
- Special Events Group
- Defense Intelligence Unit

### Directorate of Strategic Operational Planning

- Senior Interagency Strategy Team
- Plans Group
- Implementation Group
- Assessments Group

■ USG-wide coordination responsibility

■ Primarily an IC coordination responsibility

# NCTC Pillars

DNI

President of the US

NCTC

Mission Management

Analysis

Information Sharing

Coordinate all elements of National Power

--Economic

--Diplomatic

--Military

--Homeland Security

--Law enforcement

--Intelligence

Assess performance

**Intelligence**

**Strategic Operational Planning**

# Strategic Operational Planning (SOP)

**Strategy & Policy**

NSC

DNI

SOP Fills the Gap Between Policy, Strategy Development and the Execution of CT Operations

-- NCTC does not direct operations nor collect intelligence

-- Goals

-- Objectives

-- Tasks

NCTC

-- Coordinate interagency operational plans

-- Assign lead agency responsibility

-- Review resource allocations

-- Outcome assessments

National Implementation Plan

Counterterrorism Intelligence Plan

**Implementing Departments & Agencies**

Conduct of CT Operations Involving All Elements of National Power

IC and Other USG Agencies

# Strategic Terrorism Analysis

- IRTPA designates NCTC as the "*primary* organization in the United States Government for *analyzing and integrating* all intelligence" pertaining to terrorism (except purely domestic terrorism).
    - Providing daily terrorism analysis for the President, senior policymakers and the U.S. Government.
    - Producing integrated and coordinated analysis, drawn from multiple sources, while ensuring dissenting views are aired.
    - Expanding our analytic cadre to enhance our breadth and depth of coverage of key issues and to support our mission partners.

- NCTC leads the analytic community through:

    - Terrorism Production Planning Board (TPPB) – meets daily to guide Community production efforts for the senior USG leadership.

    - Interagency Intelligence Committee on Terrorism (IICT) – Community coordinated analytic warnings, assessments, advisories, and alerts, as well as orchestrating the Community's strategic research program for terrorism.

    - Red Cell and Advanced Analytic Techniques – Provide independent alternative analysis and support interagency conferences to discuss competing beliefs concerning terrorist organizations and their plans.

# Facilitating Information Sharing

- NCTC officers with unprecedented access to terrorism information from multiple USG agencies.

- NCTC sponsors multiple fora and mechanisms for the exchange of terrorism information.
  - NCTC Online
    - -- Community "one stop shopping" for terrorism-related information.
    - -- Includes disseminated cables, finished intelligence, tearlines, & portals to other databases.
    - -- 5,500 accounts, 1 million pages viewed monthly.
    - -- Area for collaboration (e-mail, forums, chat).
  - Video teleconferences (3x daily) with the NSC and CT Community.
  - NCTC Operations Center provides CT situational awareness 24/7.

- NCTC has liaison relationships with selected foreign partners to share information, analysis, and insights on terrorism matters
  - Deploying an electronic capability to collaborate with key foreign CT centers.

- NCTC maintains the all-source database of all U.S. Government and information on international terrorists.
  - Contains 347,000 names/aliases representing over 250,000 unique individuals.
  - Provides terrorist identities information and watchlist nominations to the FBI-administered Terrorist Screening Center.

# Enhancing Terrorism Information Integration

- To comply with the IRTPA requirement for NCTC to become the "knowledge base" for terrorism information, NCTC is:
  - Establishing an integrated architecture that will enable a simultaneous, federated search capability against a data warehouse available to the Federal CT community.
  - Establishing the NCTC Common Computing Environment (NCCE) to improve analyst access to information on multiple networks.
  - Transitioning to a Service Oriented Architecture to separate data from applications and improve the integration of legacy capabilities.
  - Deploying a Sensitive But Unclassified version of NCTC On-Line.

- "Terrorism information" covers an exceptionally broad array of data
  - Active information acquisition effort underway under the Information Sharing Project Office.
  - Seeking awareness and integration of non-obvious terrorism information

# Mission Management: Community Leadership

IC Policy Memorandum 2005-100-2, signed by DNI on 15 November 2005, established NCTC as the Counterterrorism Mission Manager for the Intelligence Community.

- Mission Manager concept was a WMD Commission recommendation.

- Outlines an expansive mandate to focus the Community's CT efforts and lead an Integrated Enterprise. Under this directive, the Mission Manager shall:

  - Understand the full range of customer requirements,

  - Evaluate quality of analysis,

  - Identify collection gaps and develop integrated collection strategies – <span style="color:red">analysis drives collection,</span>

  - Ensure that competitive analysis is conducted on high-priority topics and that emerging threats are addressed,

  - Establish metrics to track Community performance, and

  - Provide recommendations to the DNI on transferring personnel and funds across the IC to improve mission effectiveness.

- Deputy Director for Mission Management has been appointed and the staff is being built.

  - Initial tasks: baseline analytic/collection capabilities, assess performance, and identify gaps/overlaps.

**Goal is comprehensive coverage with planned redundancy
and alternative analysis; an aggressive national collection posture,
and the rational allocation of limited resources**

# Key Challenges

- **Complex Threat Picture**

- **Intelligence Business Process Issues**

  -- Foreign / Domestic divide is blurred.
  -- Community analysis is sub-optimized:
      Redundancies in some areas . . .
      . . . and gaps in other areas.
      Working to baseline the IC's CT resources and develop "lanes in the road".
  -- Information management and sharing
      Complicated balance of legal / technical / security / policy matters

- **Government-wide Business Process Issues**

  -- Contradictory roles and responsibilities between / among the departments and agencies.
  -- Reconciling departmental authority with the need for an interagency approach to the terrorism problem.
  -- Long-term resource commitment is uncertain.