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# National Counterterrorism Center (NCTC)

## A New Paradigm for a New Century



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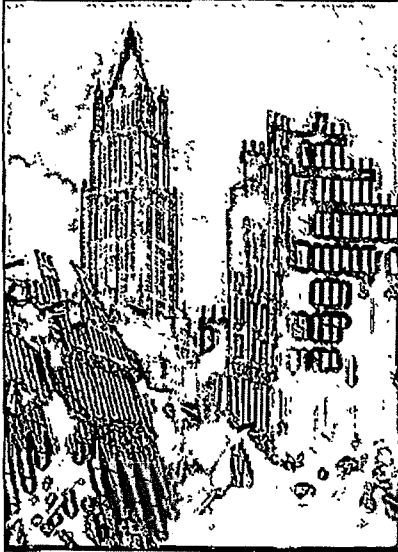
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## What is NCTC?

### Mission: United To Protect

Leading the counterterrorism enterprise in strategic operational planning and counterterrorism intelligence for USG in order to diminish the ranks, capabilities, and threats of terrorists to the US and its interests.



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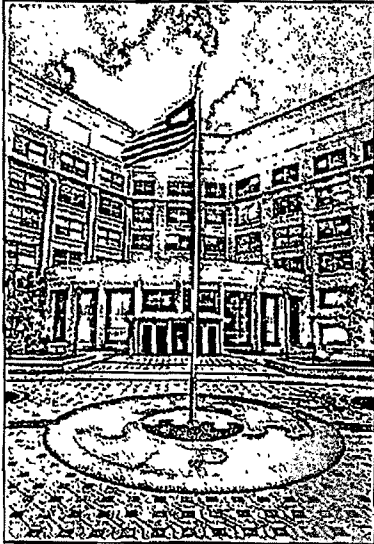
## **NCTC: Born from Mandate to Reform**

- **The 9/11 Intelligence Gap**
- **The President, Congress, and various commissions all agreed that the US needed a fully integrated counterterrorism (CT) intelligence and planning effort**
  - **Formula for the future: A concentration of intelligence resources with access to all available CT information and the ability to enable swift action**

**To posture ourselves for the threat environment of tomorrow, we must act - today.**



## **"Interagency<sup>16</sup>"**



- Staff of ~400 detailed from 16 agencies:
  - State, Defense, Homeland Security, FBI, CIA
  - Energy, HHS, Agriculture, Treasury, NRC
- Moving to an organizational structure composed of:
  - Small, permanent cadre (~20%)
  - Rotational detailees (~80%)
- Organizationally part of ODNI



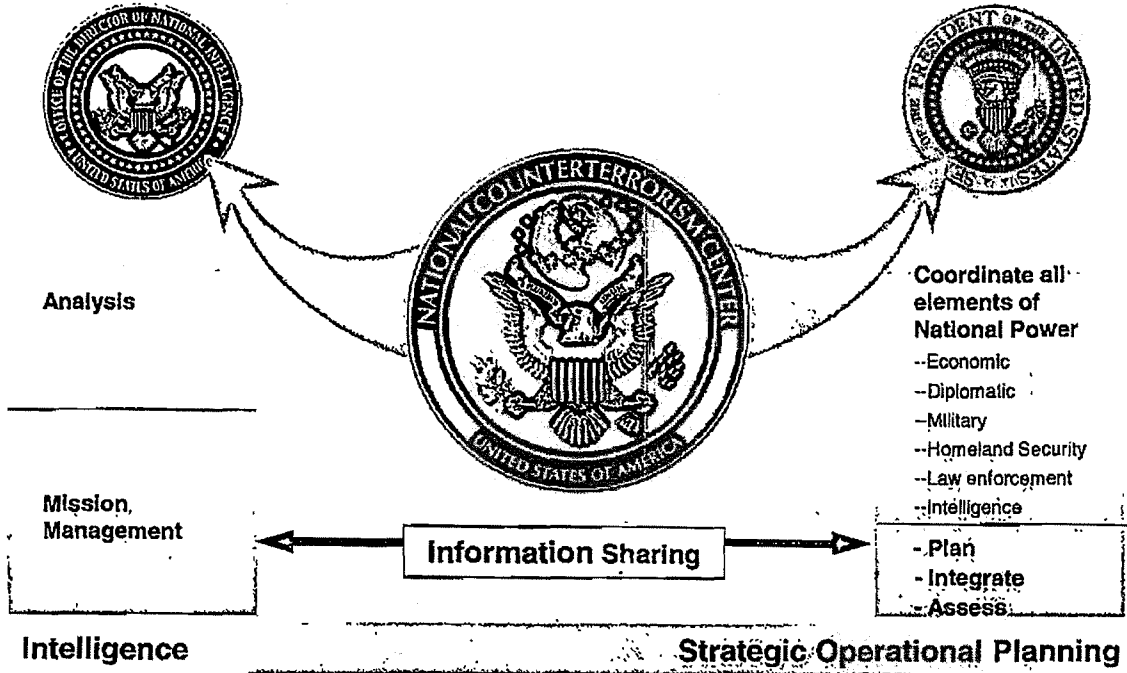
## **NCTC Key Priorities**

### **Lead USG in Counterterrorism (CT):**

- **Strategic Operational Planning (SOP)**
- **Intelligence**
- **Information Sharing**



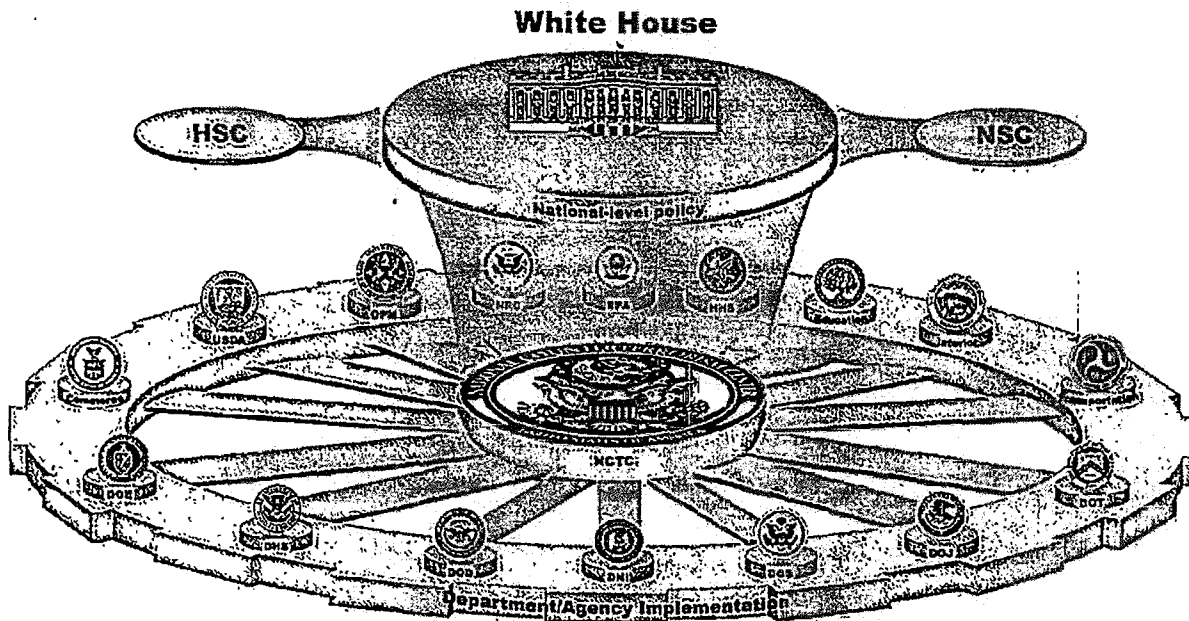
# NCTC Pillars



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# Adding Value - Strategic Operational Planning



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

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## Adding Value - Strategic Operational Planning

### Strategic Operational Planning - Integrating All Elements of National Power. NCTC:

- **Plans the War on Terror for USG**
  - ***Defines*** goals and objectives consistent with national CT priorities
  - ***Identifies*** tasks that need to be performed
  - ***Assigns*** roles and responsibilities consistent with applicable law
- **Implements the plan through interagency coordination**
  - ***Monitors*** Departmental execution of operational activities
  - ***Develops*** USG plans for selected interagency efforts
- **Assesses net effectiveness of effort and revises plan**
  - ***Actions:*** *Are the tasks and execution correct*
  - ***Resources:*** *Are resources properly matched to plan*





## **Adding Value - The National Implementation Plan (NIP)**

- **NIP: The USG Plan for the War on Terror**
  - **Approved by the President**
- **Plan Comprised of Four Broad Pillars**
- **Two Enablers**
- **Divided into Strategic Objectives, Sub-Objectives, with Specific Tasks**
  - **Each task assigned to Cabinet Secretary**



## Adding Value - Mission Management

### ▪ Strategic Leadership of CT Intelligence Community (IC)

- Coordinating IC on a strategic level during crisis
  - Coordinates interagency focus
  - Identifies key intelligence gaps
  - Boosts collection efforts
- Charting IC's future through counterterrorism strategic planning
  - Implements the NIP in IC through a comprehensive plan to provide intel support to all aspects of the War on Terror
- Understanding IC's strengths and weaknesses
  - Baselines analytic / collection capabilities and conducts "lessons learned" to identify areas needing adjustment
- Leading "gap attacks"
  - Senior-level group discusses assessments & identifies integrated approaches for filling information gaps, improving analytic capabilities & energizing IC focus on particular threats

UK aviation plot

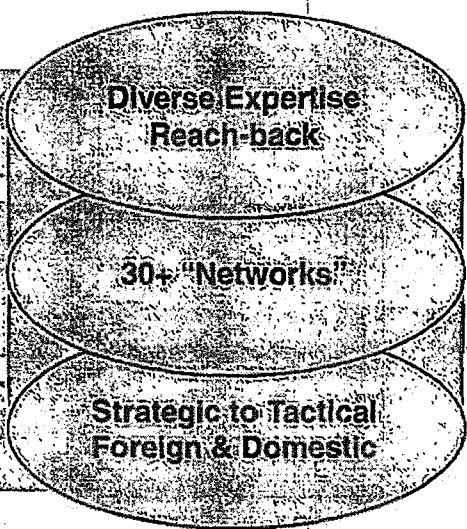
CT Implementation Plan

Turin, UK aviation plot



# Adding Value - Analysis

- Rotating Workforce**  
Analysts from "Interagency<sup>16</sup>" workforce
- Unequaled Information Access**  
To both disseminated and undissemintated information
- Integrated, Alternative Analysis**  
BUT... single voice for warnings





# Adding Value - Optimizing Analytic Resources

- **IRTPA: NCTC is Primary for CT Analysis and Integration**
- **DNI: Analytic Framework – Division of Labor.**

## Strategic Offense

*Winning "hearts. & minds"*  
*"The Long War"*  
 NCTC primary

## Strategic Defense

*Identifying vulnerabilities/ threats of tomorrow*  
 NCTC primary for strategic warning;  
 DHS & FBI for vulnerability assessments

## Tactical Offense

*Direct action against terrorists*  
 DIA & CIA: Overseas  
 DHS & FBI: Domestic

## Tactical Defense

*Warn of & counter planned attacks*  
 NCTC primary with others support;  
 DIA



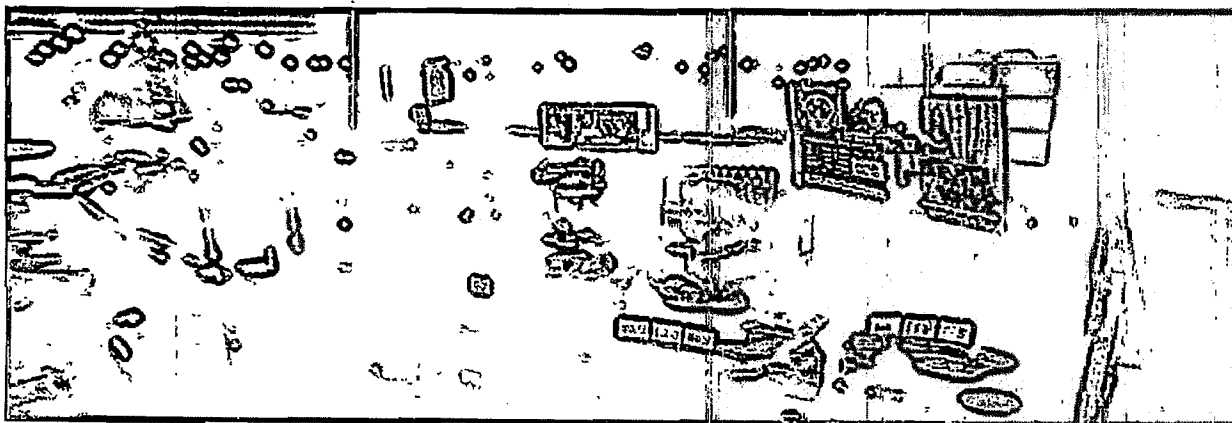
## Adding Value - Information Sharing

<b>9/11</b>	<b>Today</b>
<b>Nowhere</b> in the USG where all terrorism information came together	NCTC can access <b>30+</b> networks from intelligence, military, law enforcement and homeland security.
<b>No</b> means of routine maintenance of situational awareness across the USG	NCTC hosts <b>3 daily VTCs 7 days/wk</b> , operates <b>24/7 Ops Center</b> for all the key CT elements to "compare notes"
<b>No</b> electronic library of terrorism info available across the USG	NCTC Online is a terrorism datamart reaching <b>~8000</b> authorized users with <b>7 million</b> terrorism documents.
<b>No</b> single data base of all known and suspected international terrorists	NCTC has consolidated all terrorist identities databases supporting watchlisting and analysis

**The CT community continues to work a host of technical, policy, security and legal issues to improve terrorism information sharing.**



## Maintaining USG Situational Awareness



- Access to foreign and domestic data...co-located FBI/CIA watch centers
- 24/7 monitoring and reporting on CT issues...SITREP, SPOTREP, Threat Matrix
- Community-wide collaboration...three daily SVTCs, extensive crosstalk with USG and foreign partners
- Engage collectors of CT information...to facilitate information sharing

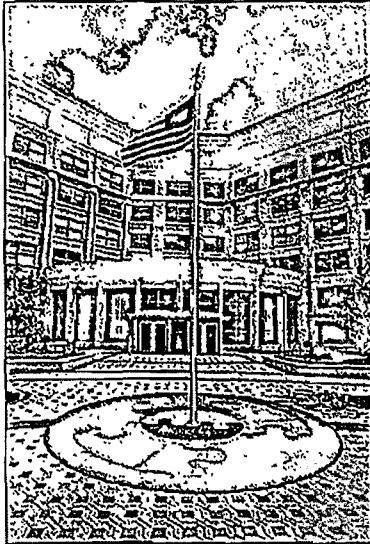


## Challenges

- **Fully Enable Strategic Operational Planning**
- **Complete Implementation of CT Analytic Framework**
- **Fine Tune Info Sharing within USG**
- **Deal with the Deluge of Available Information**



## Conclusion



- **NCTC - Two Critical Functions:**
  - **Strategic Operational Planning**
  - **Counterterrorism Intelligence**
  
- **Key Strengths:**
  - **Joint "Interagency<sup>16</sup>" workforce**
  - **Unrivalled information access**
  - **Integrated analysis**

**United to Protect**





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# Timeline

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