
US Intelligence Community

Policy (defn): (a) General course of action, selected from among alternatives, intended to guide present and future decisions. (b) A high-level plan embracing general goals, especially of a governmental body.

As used by the US Intelligence Community, a “policy maker” is a public official (typically with the Federal government) who decides on national policy, and most often national *foreign* policy.

Intel & Policy: One-Way Street

- Under US system, there is a sharp line between intelligence and policy making
 - In other countries, e.g., Great Britain, senior intelligence officers are also involved in policy making
- The US Intelligence Community (IC) supports policy makers
 - IC does not make policy
 - IC does not advocate one policy choice over another
- Although IC cannot meddle in policy, nothing stops policy makers from involving themselves in intelligence matters
 - For example, policy makers and reject specific intelligence assessments, but the IC cannot reject policy maker decisions

Intel & Policy: One-Way Street (cont'd)

- **Neutrality on policy ≠ Passivity on the issues**
 - Intelligence officers care about world affairs, often passionately, and that's not only acceptable, it's positively rewarded — as long as the officer remains objective and does not advocate for one policy over another
- **Professional objectivity vs Personal opinion**
 - While US intelligence officers are expected to be professionally neutral toward policy options, most have personal opinions which they are free to voice in appropriate circumstances, e.g., discussions with colleagues
- **Informally, policy makers will ask senior intelligence officials for their opinions on policy options**

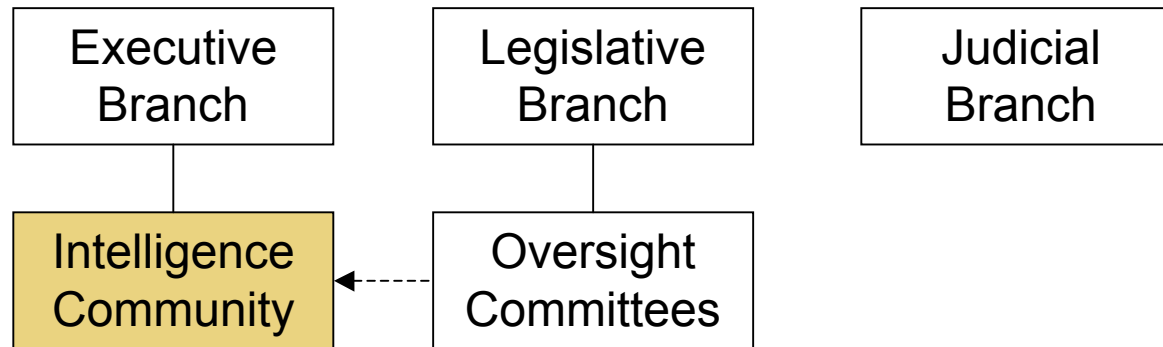
Historical Background

- National Security Act of 1947
 - Impetus was intelligence failure behind Pearl Harbor attack
 - Created National Security Council (NSC)
 - Created Secretary of Defense (SecDef)
 - Created the Central Intelligence Agency (CIA)
 - CIA was headed by the Director of Central Intelligence (DCI)
 - DCI had two roles
 - Head of CIA
 - Leader of IC
- CIA was deliberately created civilian, not military
 - Intended to coordinate all US intelligence

Historical Background (cont'd)

- Creation of National Security Agency (NSA) in 1952 by order of President Harry S. Truman
- After 1952, the IC structure remained stable throughout the Cold War and into the first few years of the 21st century
- National Intelligence Security Reform Act (2004)
 - Responded partly to intelligence failures of 11 September 2001, but mostly to the failure of the National Intelligence Estimate (NIE) of 2002 to accurately assess Iraq's WMD program
 - Created post of Director of National Intelligence (DNI)
 - Replaced the DCI as head of the IC
 - The former DCI is now the Director of the CIA (DCIA)

Federal Gov't and the IC



- Intelligence collection and analysis is a Federal government function
 - Beginning to share some responsibility with state/local *fusion centers*, but not much
 - There is “criminal intelligence” existing at state/local level, but this very different from the intelligence we are discussing in this class
 - Criminal intelligence is a law enforcement function, e.g., wiretaps on the Mafia
 - Bound by law enforcement goals, rules, and constraints, e.g., probable cause, criminal predicate, standards of evidence, prosecution, trial in open court
- Specifically, intelligence is an *executive* function, i.e., it falls under the President
 - The intelligence community fundamentally exists to serve the President
 - Unlike domestic issues, where the President must work with Congress and (to a lesser degree) take the courts into account, in foreign policy (including intelligence) the President has a relatively free hand
- Perhaps because of the President’s relative autonomy in this area, foreign policy generally looms large in historically significant Presidencies

More on the Executive Branch

■ President's Cabinet

- Advise the President on general policy matters
- Cabinet includes the Vice President and the heads of the 15 executive departments
 - Department of Agriculture
 - Department of Commerce
 - Department of Defense
 - Department of Education
 - Department of Energy
 - Department of Health and Human Services
 - Department of Homeland Security
 - Department of Housing and Urban Development
 - Department of Interior
 - Department of Justice
 - Department of Labor
 - Department of State
 - Department of Transportation
 - Department of Treasury
 - Department of Veterans Affairs

■ National Security Council (NSC)

- Advise the President on national security and foreign affairs
- NSC is chaired by the President
- Various cabinet members may be asked to attend NSC meetings as appropriate
- Regular NSC participants
 - Vice President
 - Secretary of State
 - Secretary of the Treasury
 - Secretary of Defense
 - Assistant to the President for National Security Affairs
- Military advisor to the NSC is the Chairman of the Joint Chiefs of Staff
- Intelligence advisor to the NSC is the **Director of National Intelligence (DNI)**

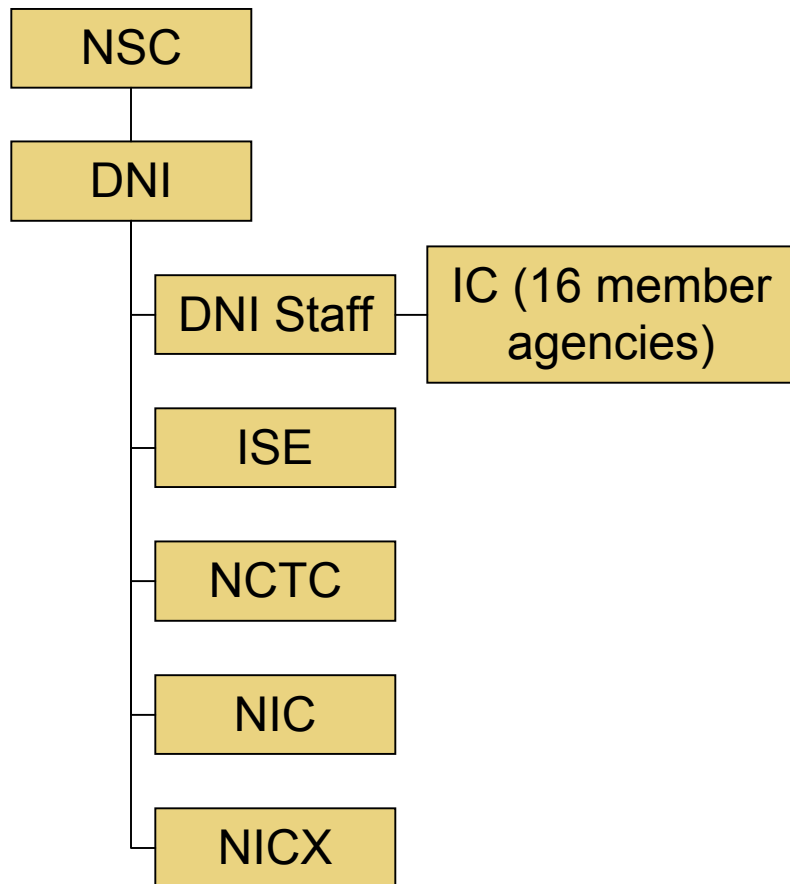
What does the DNI do?

- DNI is the head of the Intelligence Community
 - Position formerly held by the Director of Central Intelligence (DCI)
 - Loss of this position may have bureaucratically diminished the CIA
- DNI is the principal intelligence advisor to the President, the NSC, and the Homeland Security Council
 - Role of advisor to President and NSC formerly performed by DCI
 - Loss of direct access to the President by the DCI may have bureaucratically diminished the CIA
- Oversees and directs the implementation of the National Intelligence Program
 - Includes both foreign intelligence (as did the old DCI role) and a domestic “homeland security” component, which the DCI did not
 - Assignment of domestic responsibilities seeks to address the “sharing” issues swirling around the 9/11 intelligence failure
- Ensures all intelligence is properly disseminated across the IC
- Ultimately responsible for protecting intelligence sources and methods

Issues for the DNI

- DNI does not have a home agency
 - Director of Central Intelligence had the CIA as his own agency, giving him a measure of bureaucratic clout in Washington
 - DNI has no home agency at his command
 - Possible benefits to this, too — DNI's attention may not be as fragmented as was the DCI's, who had to lead both his own agency (the CIA) and the IC
- Control over IC components limited
 - For example, although the DCIA reports to the DNI, the DNI has no operational control over the CIA
 - CIA still operates for the President and NSC, not the DNI
- SecDef (as opposed to the DNI) still has enormous control over military-related intelligence agencies, operations, and products
 - Circa 80% of the IC agencies and budgets are under direct SecDef control
- Office of the DNI is a work in progress, and much depends on the personal bureaucratic skills of the DNI himself, John Negroponte

Office of the DNI



- NSC oversees DNI, DNI oversees CIA and other IC members
- Special DNI offices
 - Information Sharing Environment (ISE)
 - Sharing intel among federal, state, local, and private sector agencies
 - National Counter Terrorism Center (NCTC)
 - Fighting terrorism
 - National Intelligence Council (NIC)
 - Made up of National Intelligence Officers, responsible for National Intelligence Estimates (NIEs)
 - NIEs are analyses of foreign policy issues, reviewed and coordinated across the IC
 - National Counter Intelligence Executive (NICX)
 - Coordinating CI for the US gov't

The 16 IC Members and their Cabinet-level Support

- Central Intelligence Agency
- Defense Intelligence Agency*
- Department of Homeland Security***
- Drug Enforcement Administration
- Department of Energy (cabinet member itself)
- Federal Bureau of Investigation
- Military intelligence elements
 - Army*
 - Navy*
 - Air Force*
 - Marines*
- National Geospatial Intelligence Agency*
- National Reconnaissance Office*
- National Security Agency*
- Department of State (cabinet member itself)
- United States Coast Guard***

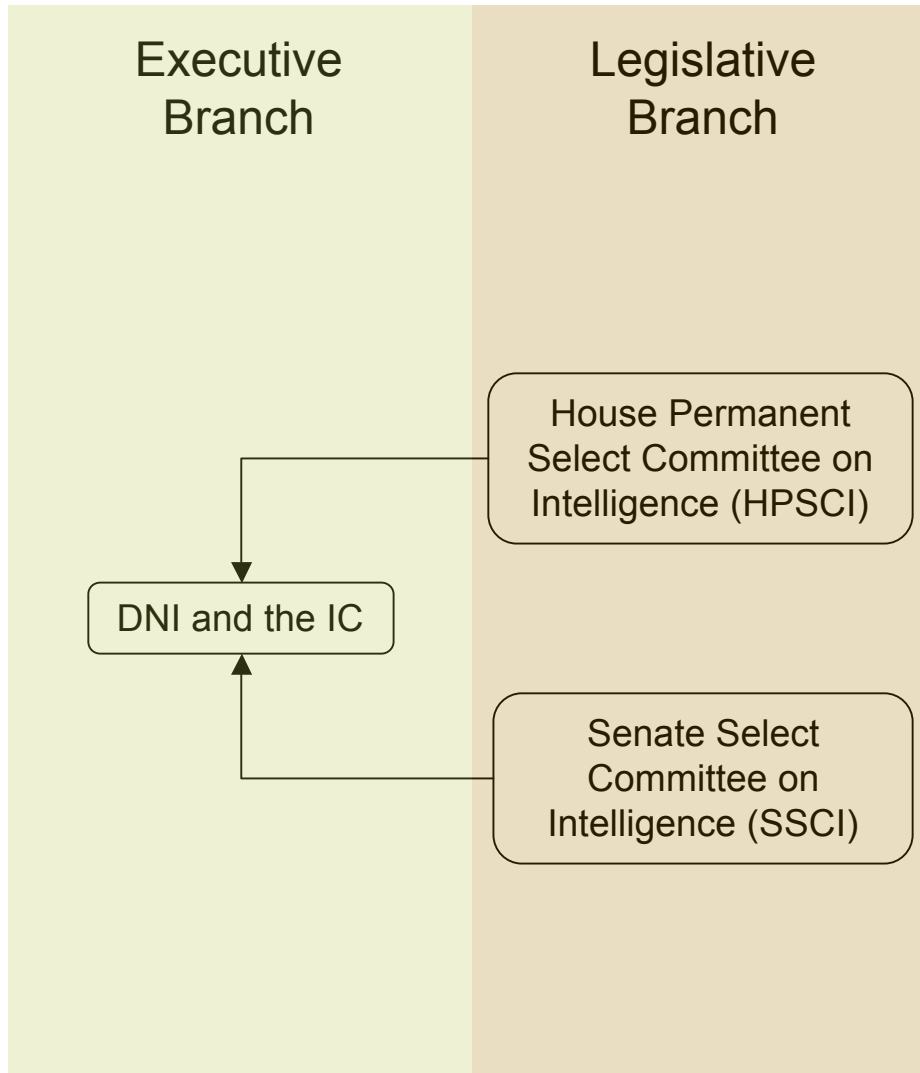
Cabinet Supporters

Department of Defense*
Department of Justice**
Department of Homeland Security***

Notes on CIA

1. CIA is the only IC member without a cabinet-level bureaucratic supporter.
2. Before 2004 intelligence reform act, CIA had stature that partly offset this deficit.
3. In today's post-reform world, however, lack of cabinet-level support may have a diminishing effect on CIA.

Congressional Oversight



- Congressional oversight of US intelligence began as a result of the post-Watergate intelligence hearings in the mid-1970s
 - Church Committee (1975-76) in the Senate
 - Pike Committee (1975-76) in the House
- Both Committees brought to public light sundry abuses by the Intelligence Community, particularly the CIA and NSA
- Congressional oversight must constantly balance the need to supervise intelligence operations against the need to keep those operations secret
 - Protection of sources and methods
 - Protection of operational plans
 - Protection of sensitive intelligence

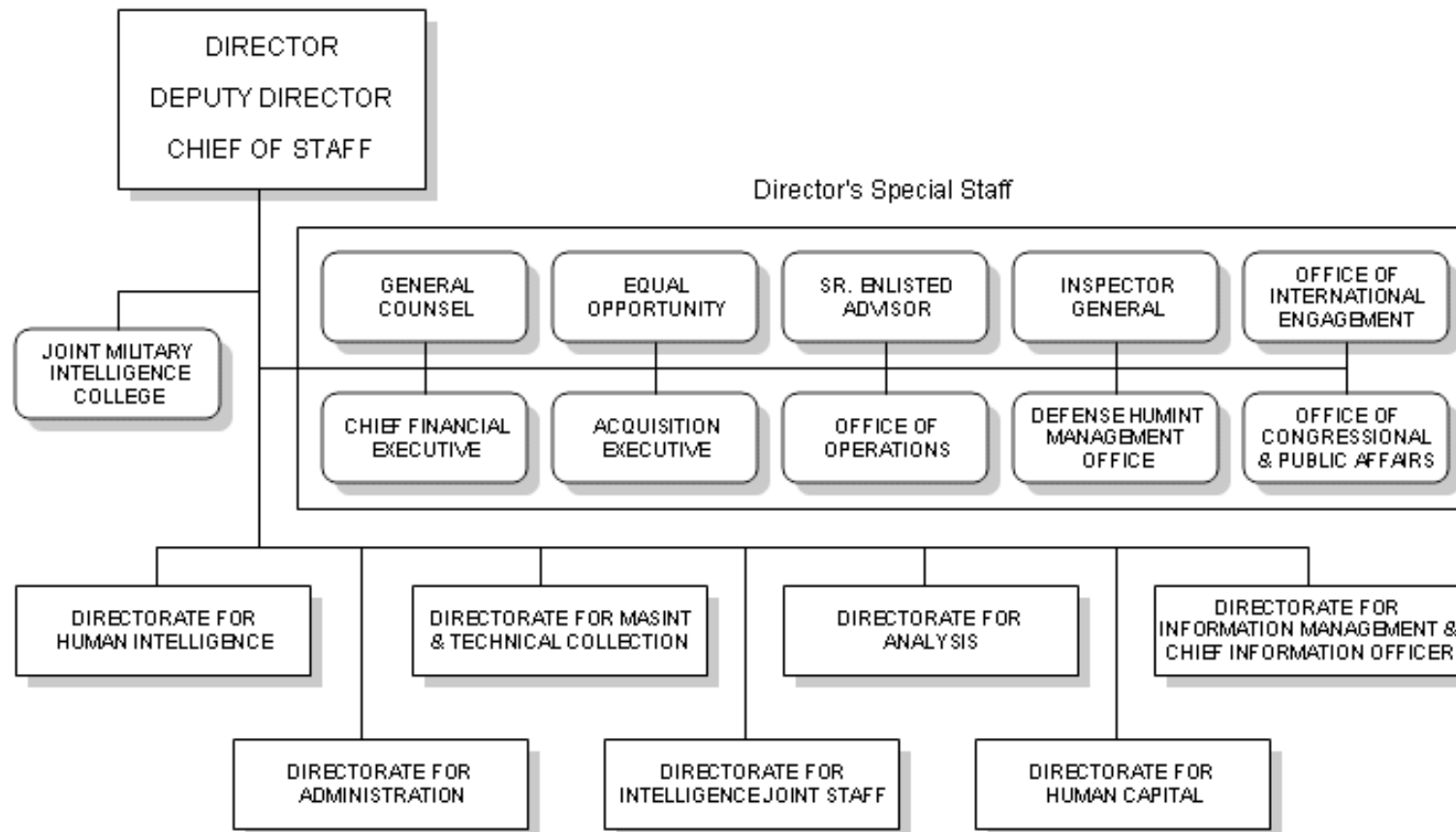
Organizational Detail on Selected Intelligence Community Members

Central Intelligence Agency

- Directorate of Intelligence (intelligence analysis)
- Directorate of Science & Technology (creates and applies technology in support of intelligence collection)
- National Clandestine Service (HUMINT collection abroad)
 - Formerly known as the Directorate of Operations
- Directorate of Support (admin functions, e.g., personnel, finance)

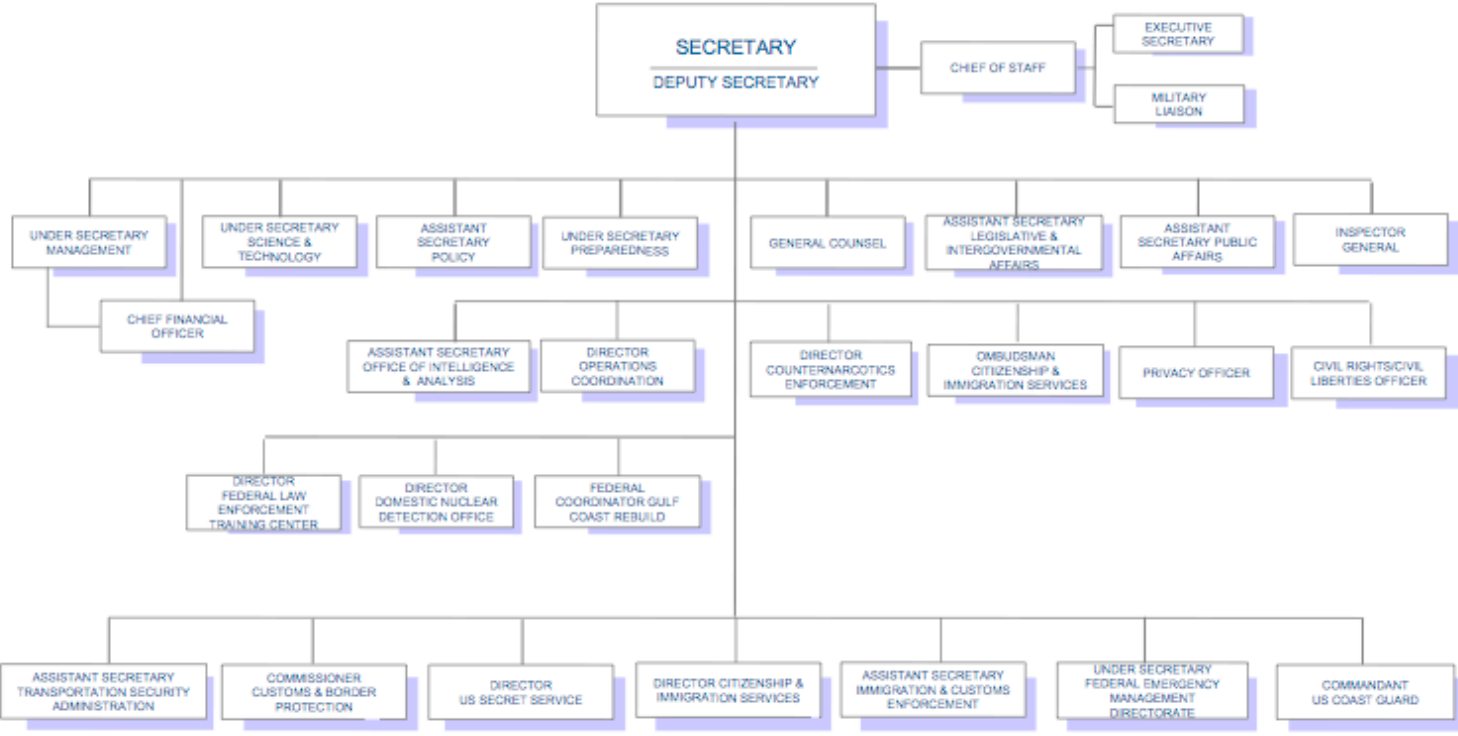


Organization of the DEFENSE INTELLIGENCE AGENCY



14 December 2005

Department of Homeland Security Organization Chart



July 2006

FBI's National Security Branch

- NSB was established 12 September 2005
 - FBI was always was a law enforcement organization
 - Effort to introduce an intelligence capability into the FBI, traditionally a law enforcement organization
- NSB structure
 - Counter Terrorism Division
 - Counter Intelligence Division
 - Directorate of Intelligence
 - WMD Directorate

National Reconnaissance Office

National Geospatial-Intelligence Agency

- NRO designs, builds, and launches US intelligence satellites
- NGA processes and interprets imagery intelligence (IMINT or PHOTINT)

National Security Agency

- Signals Intelligence (SIGINT)
 - Communications Intelligence (COMINT), i.e., communications between multiple parties
 - Electronic Intelligence (ELINT), e.g., radar signals
 - Telemetry Intelligence (TELINT), e.g., missile test data
 - Cryptology and code-breaking
- Information Assurance (IA)
 - Protecting America's own classified and sensitive information
 - Most specifically, NSA is responsible for creating codes and ciphers for US government use

Department of State

- The Bureau of Intelligence and Research (INR) is the intelligence analysis unit of the State Department
- Highly respected
- The State Department is a policy making organization, so INR is the only part of the IC that is also part of the policy making world