



DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



U-22-2030/IMO-2 (FOIA)

FOIA-00071-2018

October 4, 2022

John Greenewald
27305 W Live Oak Rd. Suite 1203
Castaic, CA 91384

Dear Mr.Greenewald,

This responds to your Freedom of Information Act (FOIA) request, dated August 23, 2017 that you submitted to the National Security Agency (NSA) requesting a copy of the Intellipedia for the following entry's: Actors of Concern, Adaptive Intelligence Action Plan, Defense Planning Guidance, and DIA's Integrated Intelligence Centers. NSA forwarded two documents (8 pages) to the Defense Intelligence Agency (DIA) for review and direct response to you.

I apologize for the delay in responding to your request as DIA continues its efforts to eliminate the large backlog of pending requests.

Upon review, while considering the foreseeable harm standard, I have determined that some portions of the two documents (8 pages) must be withheld in part from disclosure pursuant to the FOIA. The withheld portions are exempt from release pursuant to Exemptions 3 and 6 of the FOIA, 5 U.S.C. § 552 (b)(3) and (b)(6). Exemption 3 applies to information specifically exempted by a statute establishing particular criteria for withholding. The applicable statutes are 10 U.S.C. § 424, 50 U.S.C. § 3024(i), and 50 U.S.C. 3605. Statute 10 U.S.C. § 424 protects the identity of DIA employees, the organizational structure of the agency, and any function of DIA. Statute 50 U.S.C. § 3024(i) protects intelligence sources and methods. Statue 50 U.S.C. 3650 protects NSA functions and information. Exemption 6 applies to information which if released would constitute and unwarranted invasion of the personal privacy of other individuals. DIA has not withheld any reasonably segregable non-exempt portions of the records.

If you have additional questions/concerns you may:

Contact the FOIA Public Liaison	Email: FOIA1@dodiis.mil Phone: 301-394-6253
File an administrative appeal (must be submitted within 60 days of the date on the letter) please contact us via one of the following and use FOIA-00071-2018 when referencing your case)	Email: FOIA1@dodiis.mil Mail: Defense Intelligence Agency ATTN: IMO-2C (FOIA) 7400 Pentagon Washington, DC 20301-7400
For mediation services, you may contact the Office of Government Information	Email: ogis@nara.gov Phone: 202-741-5770 Toll-Free 1-877-684-6448 Facsimile: 202-741-5769 Mail: Office of Government Information Services

Services (OGIS) at the National Archives and Records Administration to inquire	National Archives and Records Administration 8601 Adelphi Road-OGIS College Park, MD 20740-6001
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Sincerely,

A handwritten signature in blue ink, appearing to read "Cheryl Cross-Davison".

(for)
Cheryl Cross-Davison
Chief, Records and Open Government

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and research of John Greenewald, Jr., creator of:

The Black Vault



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document clearinghouse in the world. The research efforts here are
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(U) Integrated Intelligence Centers

From Intellipedia



**Defense Intelligence Agency
Portal**

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(U) About

(U) The **Defense Intelligence Agency** is first in all-source defense intelligence to prevent strategic surprise and deliver a decision advantage to warfighters, defense planners, and policymakers. We deploy globally alongside warfighters and interagency partners to defend America's national security interests.^[1]

(U) Integrated Intelligence Centers: History and Purpose

(U) DIA established the IICs in 2013 in order to foster collaboration and communication.

Documented successes from numerous joint task forces and enclaves proves that collocating highly skilled experts from multiple disciplines, and fostering an environment that encourages them to work in partnership, results in exceptional outcomes. LTG Flynn created Vision 2020, a task force constructed to



(U) DIA Seal

create a vision for the DIA workforce. Vision 2020 was tasked to: maximize intra-agency collaboration, improve efficiency, and eliminate redundancy. Vision 2020 presented 3 courses of action to LTG Flynn, resulting in today's current IIC model of four regional centers and one functional center.

(U) Upon LtGen Stewart's arrival to DIA, he directed DIA CFO's office of Program Analysis and Evaluation (PA&E) to conduct a thorough, 90-day study of the IICs — examining everything from their genesis and implementation to their current performance — through extensive interviews and a review of all relevant documentation. At the heart of this study, he wanted to know whether the IICs better position DIA to respond effectively and in an agile manner to future threats and mission responsibilities.

(U) The study found that the concept of integration at DIA is the right one. In his 31 July 2015 message to the workforce, LtGen Stewart stated that "...in my judgment, the remaining challenges to putting these centers on the right track all have achievable solutions." Further, he stated, "More simply, Integrated Intelligence Centers (IIC's) are the heart of DIA's operating model. They must, and will, include all the necessary components and capabilities to manage the intelligence cycle from end-to-end for their designated area of responsibility. They must be organized to rapidly inform decision-makers, from the President to the warfighter."

(U) The purpose of the IICs is to physically and virtually integrate DIA's core capabilities.

(U) In a 31 July 2015 message to the workforce, LTG Stewart stated that, "A diversity of assignments, tours, and leadership roles over the past few decades informs my view on integration. In several environments, I've seen firsthand the positive impact when individuals and offices with different specialties and functions come together to tackle a problem set. On many occasions, I've seen individual teams struggle to solve the toughest challenges or answer the hardest questions, only to find the way forward through collaboration with another type of unit. This integration of diverse viewpoints, experiences, and skill sets frequently proved to be the critical factor in success."

(U) Efforts are underway to ensure the model of the IICs is reinforced and that the Centers are fully operational in FY16.

(U) Centers Created Under the IIC Construct

(U) Until 2015, all IICs were nested in DIA's Directorate for Analysis (DI)

(b)(3):10 USC 424

A transition was made to have the IICs report to the Director, DIA through the Deputy Director.

(U) The IICs are broken into five groups, four regional and one functional:

- (U) Asia Pacific Regional Center (APRC)
- (U) Europe Eurasia Regional Center (EERC)
- (U) Americas Regional Center (AMRC)
- (U) Middle East Africa Regional Center (MARC)
- (U) (b)(3):10 USC 424

(U) The Strategic Planning, Policy, and Performance Management Office is assisting with the creation of plans, metrics, and alignment activities in concert with the Deputy Director for Strategic Integration.

(U) Current DIA Organization

(U) For our most up-to-date organizational structure, please visit the DIA Website

(b)(3):10 USC 424. The DIA History Office details the evolution of our agency.

(U) Related IC Efforts

(U) CIA is also in the midst of a modernization initiative.

(U) See Also

- (U) Defense Intelligence Agency
- (U) DIA Strategic Planning, Policy, and Performance Management Office

(U) External Links

- (U) Joint Publication 1-0 Doctrine for the Armed Forces of the United States - 25 March 2013
(b)(3):P.L. 86-36
- (U) Joint Publication 5-0: Joint Operations Planning (b)(3):P.L. 86-36
- (U) Guidance for Employment of the Force
- (U) Joint Strategic Capabilities Plan
- (U) DoD IC: NSA (b)(3):P.L. 86-36 • NRO (b)(3):P.L. 86-36 • NSA
(b)(3):P.L. 86-36 • USDI (b)(3):P.L. 86-36 • MSIC
(b)(3):P.L. 86-36
- (b)(3):P.L. 86-36 • NCMI (Formerly AFMIC)
(b)(3):10 USC 424

(U) Other Gov't Sites

- DNI Iped
- DNI (b)(3):P.L. 86-36 • A-Space (b)(3):P.L. 86-36
- CIA (b)(3):P.L. 86-36
- FBI
- State Department (b)(3):P.L. 86-36
- OSC (b)(3):P.L. 86-36
- DHS

(U) References

1. 2012–2017 Defense Intelligence Agency Strategy

(b)(3):10 USC 424, June 2011

Retrieved from (b)(3):P.L. 86-36

(b)(3):P.L. 86-36

(b)(3):P.L. 86-36

8/24/2017

Categories: DIA Intelligence Planning Planning DIA Organizations

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(b)(3):10 USC 424;(b)(3):50 USC 3024(i);(b)(6)

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(U) DIA Integrated Intelligence Centers

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From Intellipedia

(U) The **Defense Intelligence Agency** is first in all-source defense intelligence to prevent strategic surprise and deliver a decision advantage to warfighters, defense planners, and policymakers. We deploy globally alongside warfighters and interagency partners to defend America's national security interests.^[1]

When discussing this topic on eChirp, use **#DIA**

(b)(3):P.L. 86-36

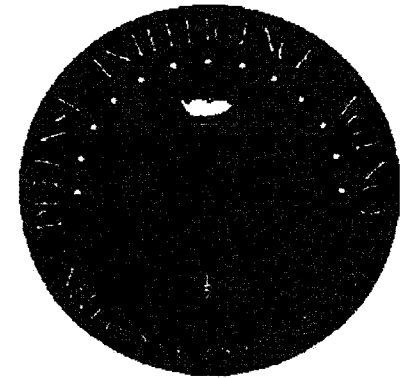
(U) History and Purpose

(U) DIA established the IICs in 2013 in order to foster collaboration and communication. Documented successes from numerous joint task forces and enclaves proves that collocating highly skilled experts from multiple disciplines, and fostering an environment that encourages them to work in partnership, results in exceptional outcomes. LTG Flynn created Vision 2020, a task force constructed to create a vision for the DIA workforce. Vision 2020 was tasked to: maximize intra-agency collaboration, improve efficiency, and eliminate redundancy. Vision 2020 presented 3 courses of action to LTG Flynn, resulting in today's current IIC model of four regional centers and one functional center.

(U) Upon LtGen Stewart's arrival to DIA, he directed DIA CFO's office of Program Analysis and Evaluation to conduct a thorough, 90-day study of the IICs — examining everything from their genesis and implementation to their current performance — through extensive interviews and a review of all

relevant documentation. At the heart of this study, he wanted to know whether the IICs better position DIA to respond effectively and in an agile manner to future threats and mission responsibilities.

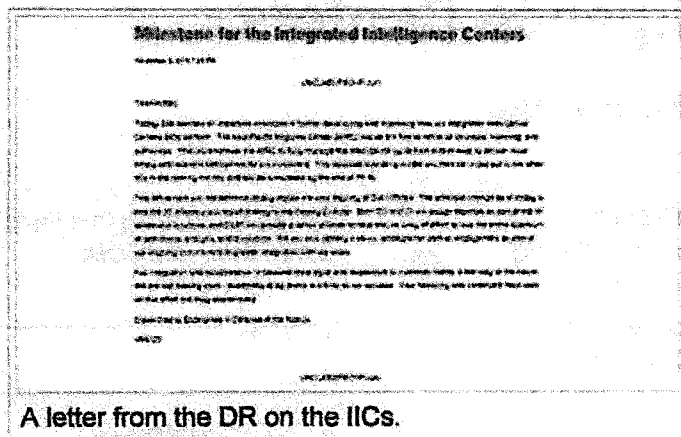
(U) The study found that the concept of integration at DIA is the right one. In his 31 July 2015 message to the workforce, LtGen Stewart stated that "...in my judgment, the remaining challenges to putting these centers on the right track all have achievable solutions." Further, he stated, "More simply, Integrated Intelligence Centers (IIC's) are the heart of DIA's operating model. They must, and will, include all the necessary components and capabilities to manage the intelligence cycle from end-to-end for their designated area of responsibility. They must be organized to rapidly inform



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 - 4.1.2 Other Gov't Sites
- 5 (U) References

decision-makers, from the President to the warfighter."



A letter from the DR on the IICs.

(U) The purpose of the IICs is to physically and virtually integrate DIA's core capabilities.

(U) In a 31 July 2015 message to the workforce, LTG Stewart stated that, "A diversity of assignments, tours, and leadership roles over the past few decades informs my view on integration. In several environments, I've seen firsthand the positive impact when individuals and offices with different specialties and functions come together to tackle a problem set. On many occasions, I've seen individual teams struggle to solve the toughest challenges or answer the hardest questions, only to find the way forward through collaboration with another type of unit. This integration of diverse viewpoints, experiences, and skill sets frequently proved to be the critical factor in success."

(U) On 25 April 2016, General Stewart released DIA's 2016 Strategy (b)(3):P.L. 86-36

(b)(3):P.L. 86-36

(b)(3):P.L. 86-36. As part of the "Integrated Intelligence" Line of Effort, the IICs were identified as an Intermediate Objective. The strategy states, "Ensure the IICs become the nexus for DIA's support to the Joint Intelligence Operations Centers (JIOCs) and national decisionmakers."^[2]

(U) On 27 April 2016, the DIA Director signed out Defense Intelligence Agency Directive 3000.200 which officially implemented the IIC concept throughout the agency.^[3]

(U) Centers created under the IIC organization

(U) Until 2015, all IICs were nested in DIA's Directorate for Analysis (DI) (b)(3):10 USC 424

(b)(3):10 USC 424

A transition is underway which will result in IICs reporting to the Director, DIA through the Deputy Director.

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(U) Middle East/North Africa (MARC)

(U) (b)(3):10 USC 424

(U) Current DIA Organization

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(U) Related IC Efforts

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(U) See Also

- (U) DIA
- (U) DIA Strategy
- (U) DIA Strategic Planning, Policy, and Performance Management Office
- (U) Intelligence Planning Reference Library

(U) Helpful Documentation and External Links

- (U) Defense Intelligence Agency Directive (DIAD) 3000.200 implementing the Integrated Intelligence Centers
- (U) Joint Publication 1-0 Doctrine for the Armed Forces of the United States - 25 March 2013 (b)(3):P.L. 86-36
- (U) Joint Publication 5-0: Joint Operations Planning (b)(3):P.L. 86-36
- (U) Guidance for Employment of the Force
- (U) Joint Strategic Capabilities Plan

(U) DoD IC

- (U) NGA (b)(3):P.L. 86-36
- (U) NRO
- (U) NSA
- (U) USD
- (U) MSIC (b)(3):P.L. 86-36
- (U) NCMI (Formerly AFMIC) (b)(3):10 USC 424

Other Gov't Sites

- (U) DNI Iped
- (U) DNI (b)(3):P.L. 86-36
- (U) i-Space (b)(3):P.L. 86-36
- (U) CIA (b)(3):P.L. 86-36
- (U) FBI
- (U) State Department (b)(3):P.L. 86-36
- (U) OSC (b)(3):P.L. 86-36
- (U) DHS

(U) References

1. 2012–2017 Defense Intelligence Agency Strategy (b)(3):10 USC 424

(b)(3):10 USC 424

June 2011

2. 2016_DIA_Strategy.pdf (b)(3):P.L. 86-36

3. DIAD 3000.200 (b)(3):10 USC 424

(b)(3):10 USC 424

Retrieved from (b)(3):P.L. 86-36

(b)(3):P.L. 86-36

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- 4 (b)(3):P.L. 86-36

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(b)(3):10 USC 424;(b)(3):50 USC 3024(i);(b)(6)

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