

The Washington Post

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Thunderstorm. 93/76 • Tomorrow: Thunderstorm. 92/76 • DETAILS, B6

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TOP SECRET AMERICA A WASHINGTON POST INVESTIGATION

The government has built a national security and intelligence system so big, so complex and so hard to manage, no one really knows if it's fulfilling its most important purpose: keeping citizens safe.



MICHAEL S. WILLIAMSON/THE WASHINGTON POST

As the federal government continues to expand its top-secret activities, its search for workers with security clearances is constant.

A hidden world, growing beyond control

BY DANA PRIEST AND WILLIAM M. ARKIN

The top-secret world the government created in response to the terrorist attacks of Sept. 11, 2001, has become so large, so unwieldy and so secretive that no one knows how much money it costs, how many people it employs, how many programs exist within it or exactly how many agencies do the same work.

These are some of the findings of a two-year investigation by The Washington Post that discovered what amounts to an alternative geography of the United States, a Top Secret America hidden from public view and lacking in thorough oversight. After nine years of unprecedented spending and growth, the result is that the system put in place to keep the United States safe is so massive that its effectiveness is impossible to determine.

The investigation's other findings include:

- ★ Some 1,271 government organizations and 1,931 private companies work on programs related to counterterrorism, homeland security and intelligence in about 10,000 locations across the United States.
- ★ An estimated 854,000 people, nearly 1½ times as many people as live in Washington, D.C., hold top-secret security clearances.
- ★ In Washington and the surrounding area, 33 building complexes for top-secret intelligence work are under construction or have been built since September 2001. Together they occupy the equivalent of almost three Pentagons or 22 U.S. Capitol buildings — about 17 million square feet of space.
- ★ Many security and intelligence agencies do the same work, creating redundancy and waste. For example, 51 federal organizations and military commands, operating in 15 U.S. cities, track the flow of money to and from terrorist networks.
- ★ Analysts who make sense of documents and conversations obtained by foreign and domestic spying share their judgment by publishing 50,000 intelligence reports each year — a volume so large that many are routinely ignored.

These are not academic issues: Lack of focus, not lack of resources, was at the heart of the Fort Hood shooting that left 13 dead, as well as the Christmas Day bomb attempt thwarted not by the thousands of analysts employed to find lone terrorists but by an alert airline passenger who saw smoke coming from his seatmate.

They are also issues that greatly concern some of the people in charge of the nation's security. **SECRET CONTINUED ON A6**

About the series

The first three parts of this two-year investigation debut this week in print and online. Read the Editors' note about this project on A9.

► Today: Part 1

The growth of Top Secret America since 9/11.

► Tomorrow: Part 2

The government's increasing dependency on contractors.

► Wednesday: Part 3

Inside a Top Secret America neighborhood.



TopSecretAmerica.com

Online home: Learn more about The Washington Post's exploration of Top Secret America at a Web site devoted to this ongoing project. Enter an immersive new reading experience, discover where top-secret work is being done in your community and search relationships within this complex world. You'll also find photographs, an introductory video and profiles of the players in Top Secret America.

Live discussion: Join reporters Dana Priest and William M. Arkin for an online conversation at 1 p.m. today. washingtonpost.com/discussions.

Seepage seen near capped wellhead

Incident commander's
letter to BP also notes
'undetermined anomalies'

BY DAVID A. FAHRENTHOLD

A day that seemed destined for success ended in ambiguity Sunday. The blown-out well at the bottom of the Gulf of Mexico remained shut for the fourth day, but the national incident commander reported concerns about seepage around the well and ordered BP to improve its monitoring of possible problems.

A seep would be a serious setback if it indicated oil or gas escaping from the capped well and bubbling up through the seafloor.

Retired Coast Guard Adm. Thad W. Allen released a letter Sunday night that he had written to BP, noting a "detected seep a distance from the well and undetermined anomalies at the well head."

He gave permission to keep the well shut but said BP must keep him abreast of any potential problems at the well and prepare to release oil if a serious leak appears. "When seeps are detected, you are directed to marshal resources, quickly investigate, and report findings to the government in no more than four hours," Allen wrote.

Earlier in the day, BP had presented a more confident assessment of the situation. Company officials said that a mechanical "cap," installed Thursday to seal the well, appeared to be holding up.

Chief Operating Officer Doug Suttles said BP hoped to keep the well "shut in," relying on the cap until the oil company could close the ruptured well perma-

SPILL CONTINUED ON A10

As 'seat hogs' take up space on Metro, civility is pushed aside

BY ANN SCOTT TYSON

Brooke Timmons grasped a bar in the middle of a crowded Red Line rail car and held on, looking exasperated as she tried to keep her balance while the train jerked and accelerated down the track.

On both sides of Timmons sat riders referred to on commuter Web sites as "seat hogs." A man and woman occupied aisle seats with empty spots beside them but made no move to slide over and offer Timmons a seat.

"There is a self-centeredness about it. 'My space is more important than you,'" said Timmons, 37, a lawyer from the District. "It's epidemic" and reflects a lack of etiquette in Washington, said Timmons, who grew up in Vinita, Okla., population 6,000, where she said gentility prevailed.

As Washington's public transit network grows more congested, with Metro projecting "unmanageable" levels of saturation on its rail system by 2020, the phenomenon of people taking up more than their share of space is becoming increasingly touchy.

"It makes me mad," Soulman Bushera, 26, an IT recruiter in the District, said as he rode a packed Red Line train downtown one recent morning. "I ask them to

SEAT HOGS CONTINUED ON A16

INSIDE

STYLE

Moonbeam, the sequel

Turns out the new, 72-year-old Jerry Brown running for California governor isn't that different from the old Jerry Brown who was elected as the state's youngest governor 36 years ago. **C1**

SPORTS

Another first-time champ

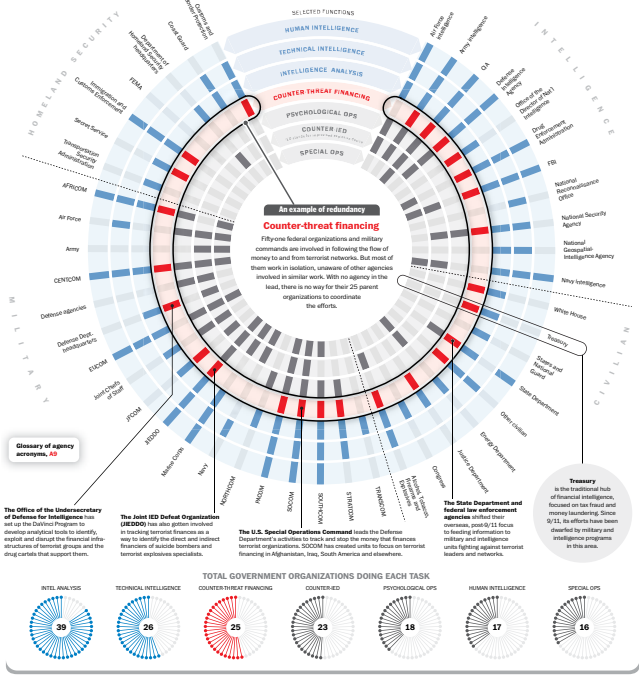
Louis Oosthuizen decisively wins the British Open in the latest in a string of surprises at golf's big events. **D1**

Sally Jenkins: Tiger-like performance hints at more than just one major. **D1**

TOP SECRET AMERICA
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A web of agencies with redundant functions

Each of the 45 top-level government organizations or groups doing top-secret work performs a variety of tasks. A breakdown of who does what, and how their work often overlaps:



Counter-threat financing
Fifty-one federal organizations and military commands are involved in following the flow of money to fund terrorist networks. But most of them are isolated, unaware of other agencies' involvement. Only one agency, the Defense Information Systems Agency, has the authority to coordinate the efforts.

The State Department and federal law enforcement agencies
The State Department and federal law enforcement agencies, particularly the FBI, focus on locating and identifying terrorist groups. The State Department also handles the diplomatic and intelligence aspects of terrorism.

The U.S. Special Operations Command leads the Defense Department's activities to track and stop the money that funds terrorism
The U.S. Special Operations Command leads the Defense Department's activities to track and stop the money that funds terrorism. It coordinates efforts across various military commands and intelligence agencies.

Defense Secretary Robert M. Gates
"Nine years after 9/11, it makes a lot of sense to look at this and say, 'Okay, we've built tremendous capability, but do we have more than we need?'"

The result, he added, is it's impossible to tell whether the country is underfunded because of all this spending and all these agencies. "Because it's a patchwork quilt," he said. "It's not a unified effort. It's a collection of efforts, and it's not clear whether it's making us more effective or less effective."

Interagency database
Of 45 top-level government organizations, 39 do top-secret intelligence work. The database tracks the different intelligence capabilities among working together when they need to.

Liberty Crossing
Liberty Crossing told him what he needed to know. "I have visibility on all the important intelligence programs over the country, and there are people in place to coordinate the different intelligence capabilities among working together when they need to."

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Each day at the National Counterterrorism Center in McLean, workers review at least 5,000 pages of terrorist-related data from intelligence agencies and keep an eye on world events.

collection of U.S. government agencies and contractors that mushroomed after the 2001 attacks. But it is not nearly as big as the most costly of them, the military's special operations command, which is an umbrella organization that oversees the lobby directorate inside the Defense Department. It is not clear if there is a "big" "Whistleblower" sign in the hallway, but the sign is a red circle with a white "X" in the center. The sign is a red circle with a white "X" in the center. The sign is a red circle with a white "X" in the center.

Defense
In the past, the Defense Department has been a major player in counterterrorism. It has a long history of working with intelligence agencies and contractors to track and stop terrorism.

Intelligence
Intelligence agencies play a crucial role in counterterrorism. They gather and analyze information about terrorist groups and their activities. This information is then used to prevent attacks and disrupt the groups' operations.

Contractors
Contractors provide specialized services to the government in the counterterrorism effort. They often have access to advanced technology and expertise that the government lacks. However, their involvement has also raised concerns about oversight and accountability.

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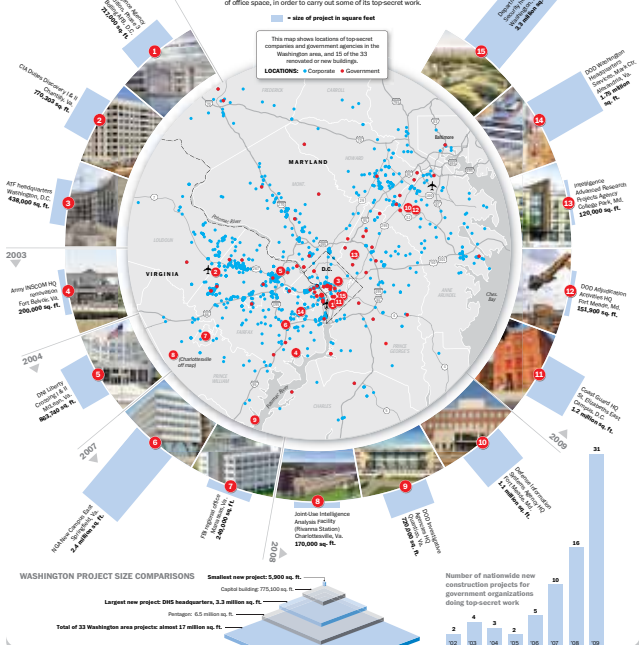


From left, a Defense Department office complex goes up in Alexandria; the NCTC's off-limits campus; construction for the National Counterterrorism Center in Springfield.

TOP SECRET AMERICA
A WASHINGTON POST INVESTIGATION

A building boom around D.C.

Since 9/11, the government has built or substantially renovated 33 office complexes in the Washington area, totaling nearly 17 million square feet of office space, in order to carry out some of the top-secret work.



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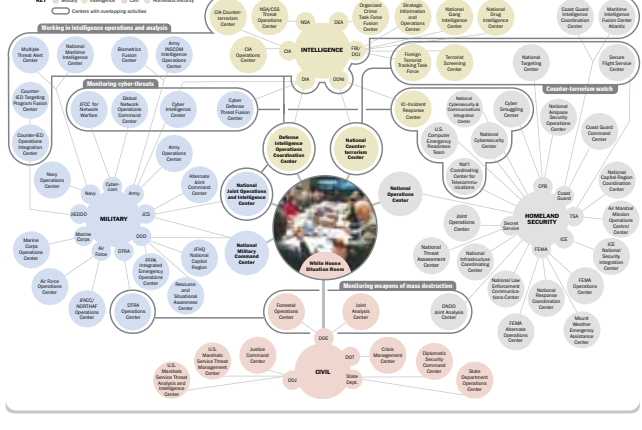
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TOP SECRET AMERICA
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A constellation of counterterrorism command centers in the Washington area

Sixteen centers — from national-level departments to the smallest agency — monitor operations of intelligence and keep an eye on U.S. government and military activities 24/7.



Glossary
... (List of acronyms and their full names) ...

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- In Washington and the surrounding area, 33 building complexes for top-secret intelligence



Defense Secretary Robert M. Gates:
“Nine years after 9/11, it makes a lot of sense to . . . look at this and say, ‘Okay, we’ve built tremendous capability, but do we have more than we need?’ ”

work are under construction or have been built since September 2001. Together they occupy the equivalent of almost three Pentagons or 22 U.S. Capitol buildings -- about 17 million square feet of space.

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- Analysts who make sense of documents and conversations obtained by foreign and domestic spying share their judgment by publishing 50,000 intelligence reports each year -- a volume so large that many are routinely ignored.

These are not academic issues: Lack of focus, not lack of resources, was at the heart of the Fort Hood shooting that left 13 dead, as well as the Christmas Day bomb attempt thwarted not by the thousands of analysts employed to find lone terrorists but by an alert airline passenger who saw smoke coming from his seatmate.

They are also issues that greatly concern some of the people in charge of the nation’s security.

“There has been so much growth since 9/11 that getting your arms around that -- not just for the DNI [Director of National Intelligence], but for any individual, for the director of the CIA, for the secretary of defense -- is a challenge,” Defense Secretary Robert M. Gates said in an interview with The Post last week.

In the Defense Department, where more than two-thirds of the intelligence programs reside, only a handful of senior officials -- called Super Users -- have the ability to even know about all the department’s activities. But as two of the Super Users indicated in interviews, there is simply no way they can keep up with the nation’s most sensitive work.

“I’m not going to live long enough to be briefed on everything” was how one Super User put it. The other recounted that for his initial briefing, he was escorted into a tiny, dark room, seated at a small table and told he couldn’t take notes. Program after program began flashing on a screen, he said, until he yelled “Stop!” in frustration.

“I wasn’t remembering any of it,” he said.

Underscoring the seriousness of these issues are the conclusions of retired Army Lt. Gen. John R. Vines, who was asked last year to review the method for tracking the Defense Department’s most sensitive programs. Vines, who once commanded 145,000 troops in Iraq and is familiar with complex problems, was stunned by what he discovered.

“I’m not aware of any agency with the authority, responsibility or a process in place to coordinate all these interagency and commercial activities,” he said in an interview. “The complexity of this system defies description.”

The result, he added, is that it’s impossible to tell whether the country is safer because of all this spending and all these activities. “Because it lacks a synchronizing process, it inevitably results in message dissonance, reduced effectiveness and waste,” Vines said. “We consequently can’t effectively assess whether it is making us more safe.”

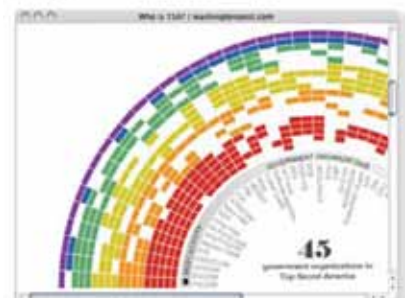
The Post’s investigation is based on government documents and contracts, job descriptions, property records, corporate and social networking Web sites, additional records, and hundreds of interviews with intelligence, military and corporate officials and former officials. Most requested anonymity either because they are prohibited from speaking publicly or because, they said, they feared retaliation at work for describing their concerns.

The Post’s online database of government organizations and private companies was built entirely on public records. The investigation focused on top-secret work because the amount classified at the secret level is too large to accurately track.

Today’s article describes the government’s role in this expanding enterprise. Tuesday’s article describes the government’s dependence on private contractors. Wednesday’s is a portrait of one Top Secret America community. On the Web, an extensive, searchable database built by The Post about Top Secret America is available at <http://topsecretamerica.com>.

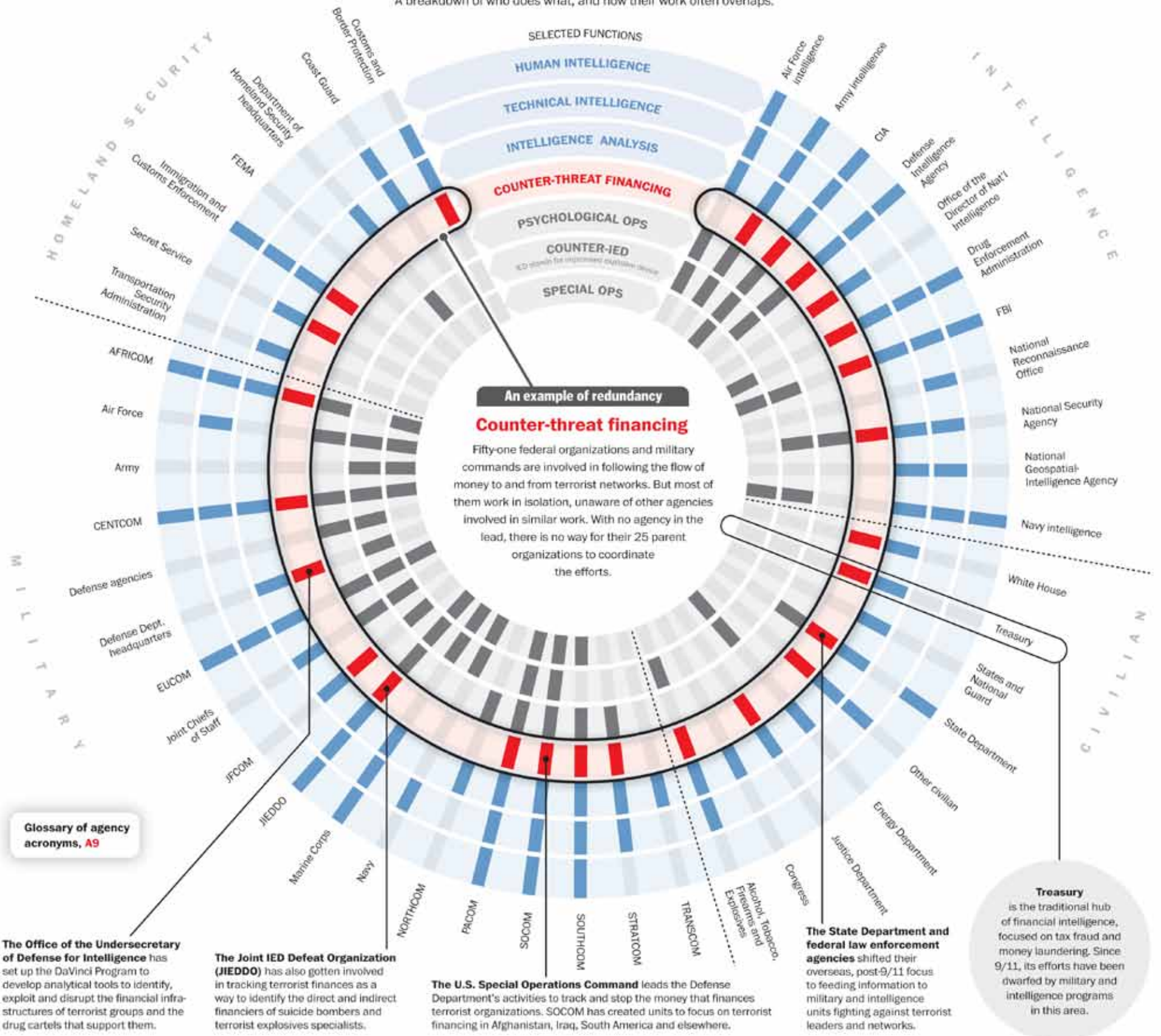
Defense Secretary Gates, in his interview with The Post, said that he does not believe the system has become too big to manage

TopSecretAmerica.com
Interactive database: Out of 45 government organizations, 39 do top-secret intelligence analysis. Learn who they are and explore other redundancies for 23 types of top-secret work.



A web of agencies with redundant functions

Each of the 45 top-level government organizations or groups doing top-secret work performs a variety of tasks. A breakdown of who does what, and how their work often overlaps:



TOTAL GOVERNMENT ORGANIZATIONS DOING EACH TASK





MELINA MARA/THE WASHINGTON POST

Each day at the National Counterterrorism Center in McLean, workers review at least 5,000 pieces of terrorist-related data from intelligence agencies and keep an eye on world events.

but that getting precise data is sometimes difficult. Singling out the growth of intelligence units in the Defense Department, he said he intends to review those programs for waste. “Nine years after 9/11, it makes a lot of sense to sort of take a look at this and say, ‘Okay, we’ve built tremendous capability, but do we have more than we need?’” he said.

CIA Director Leon Panetta, who was also interviewed by The Post last week, said he’s begun mapping out a five-year plan for his agency because the levels of spending since 9/11 are not sustainable. “Particularly with these deficits, we’re going to hit the wall. I want to be prepared for that,” he said. “Frankly, I think everyone in intelligence ought to be doing that.”

In an interview before he resigned as the director of national intelligence in May, retired Adm. Dennis C. Blair said he did not believe there was overlap and redundancy in the intelligence world. “Much of what appears to be redundancy is, in fact, providing tailored intelligence for many different customers,” he said.

Blair also expressed confidence that subordinates told him what he needed to know. “I have visibility on all the important intelligence programs across the community, and there are processes in place to ensure the different intelligence capabilities are working together where they need to,” he said.

Weeks later, as he sat in the corner of a ballroom at the Willard Hotel waiting to give a speech, he mused about The Post’s findings. “After 9/11, when we decided to attack violent extremism, we did as we so often do in this country,” he said. “The attitude was, if it’s worth doing, it’s probably worth overdoing.”

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Outside a gated subdivision of mansions in McLean, a line of cars idles every weekday morning as a new day in Top Secret America gets underway. The drivers wait patiently to turn left, then crawl up a hill and around a bend to a destination that is not on any public map and not announced by any street sign.

Liberty Crossing tries hard to hide from view. But in the winter, leafless trees can’t conceal a mountain of cement and windows the size of five Wal-Mart stores stacked on top of one another rising behind a grassy berm. One step too close without the right badge, and men in black jump out of nowhere, guns at the ready.

Past the armed guards and the hydraulic steel barriers, at least 1,700 federal employees and 1,200 private contractors work at Liberty Crossing, the nickname for the two headquarters of the Office of the Director of National Intelligence and its National Counterterrorism Center. The two share a police force, a canine unit and thousands of parking spaces.

Liberty Crossing is at the center of the collection of U.S. government agencies and corporate contractors that mushroomed after the 2001 attacks. But it is not nearly the biggest, the most costly

or even the most secretive part of the 9/11 enterprise.

In an Arlington County office building, the lobby directory doesn't include the Air Force's mysteriously named XOIWS unit, but there's a big "Welcome!" sign in the hallway greeting visitors who know to step off the elevator on the third floor. In Elkridge, Md., a clandestine program hides in a tall concrete structure fitted with false windows to look like a normal office building. In Arnold, Mo., the location is across the street from a Target and a Home Depot. In St. Petersburg, Fla., it's in a modest brick bungalow in a rundown business park.

Every day across the United States, 854,000 civil servants, military personnel and private contractors with top-secret security clearances are scanned into offices protected by electromagnetic locks, retinal cameras and fortified walls that eavesdropping equipment cannot penetrate.

This is not exactly President Dwight D. Eisenhower's "military-industrial complex," which emerged with the Cold War and centered on building nuclear weapons to deter the Soviet Union. This is a national security enterprise with a more amorphous mission: defeating transnational violent extremists.

Much of the information about this mission is classified. That is the reason it is so difficult to gauge the success and identify the problems of Top Secret America, including whether money is being spent wisely. The U.S. intelligence budget is vast, publicly announced last year as \$75 billion, 2★ times the size it was on Sept. 10, 2001. But the figure doesn't include many military activities or domestic counterterrorism programs.

At least 20 percent of the government organizations that exist to fend off terrorist threats were established or refashioned in the wake of 9/11. Many that existed before the attacks grew to historic proportions as the Bush administration and Congress gave agencies more money than they were capable of responsibly spending.

The Pentagon's Defense Intelligence Agency, for example, has gone from 7,500 employees in 2002 to 16,500 today. The budget of the National Security Agency, which conducts electronic eavesdropping, doubled. Thirty-five FBI Joint Terrorism Task Forces became 106. It was phenomenal growth that began almost as soon as the Sept. 11 attacks ended.

Nine days after the attacks, Congress committed \$40 billion beyond what was in the federal budget to fortify domestic defenses and to launch a global offensive against al-Qaeda. It followed that up with an additional \$36.5 billion in 2002 and \$44 billion in 2003. That was only a beginning.

With the quick infusion of money, military and intelligence agencies multiplied. Twenty-four organizations were created by the end of 2001, including the Office of Homeland Security and the Foreign Terrorist Asset Tracking Task Force. In 2002, 37 more were created to track weapons of mass destruction, collect threat tips and coordinate the new focus on counterterrorism. That was followed the next year by 36 new organizations; and 26 after that; and 31 more; and 32 more; and 20 or more each in 2007, 2008 and 2009.

In all, at least 263 organizations have been created or reorganized as a response to 9/11. Each has required more people, and those people have required more administrative and logistic support: phone operators, secretaries, librarians, architects, carpenters, construction workers, air-conditioning mechanics and, because of where they work, even janitors with top-secret clearances.

With so many more employees, units and organizations, the lines of responsibility began to blur. To remedy this, at the recommendation of the bipartisan 9/11 Commission, the George W. Bush administration and Congress decided to create an agency in 2004 with overarching responsibilities called the Office of the Director of National Intelligence (ODNI) to bring the colossal effort under control.

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While that was the idea, Washington has its own ways.

The first problem was that the law passed by Congress did not give the director clear legal or

· TopSecretAmerica.com



Whether you work inside Top Secret America or never knew it existed, get beyond the acronyms with this Web tool. Here's an example of what you can learn about the government organizations, such as JFCOM or JIEDDO, that do top-secret work:



DEFENSE INTELLIGENCE AGENCY (DIA)

- ★ Does top-secret work in 22 locations across the United States
- ★ Contracts top-secret work to at least 317 corporate contractors
- ★ Does 19 of 23 types of top-secret work

What does 'top secret' mean?

From a 2009 executive order on classified national security:

"Top secret" shall be applied to information, the unauthorized disclosure of which reasonably could be expected to cause exceptionally grave damage to the national security that the original classification authority is able to identify or describe.



MELINA MARA/THE WASHINGTON POST

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budgetary authority over intelligence matters, which meant he wouldn't have power over the individual agencies he was supposed to control.

The second problem: Even before the first director, Ambassador John D. Negroponte, was on the job, the turf battles began. The Defense Department shifted billions of dollars out of one budget and into another so that the ODNI could not touch it, according to two senior officials who watched the process. The CIA reclassified some of its most sensitive information at a higher level so the National Counterterrorism Center staff, part of the ODNI, would not be allowed to see it, said former intelligence officers involved.

And then came a problem that continues to this day, which has to do with the ODNI's rapid expansion.

When it opened in the spring of 2005, Negroponte's office was all of 11 people stuffed into a secure vault with closet-size rooms a block from the White House. A year later, the budding agency moved to two floors of another building. In April 2008, it moved into its huge permanent home, Liberty Crossing.

Today, many officials who work in the intelligence agencies say they remain unclear about what the ODNI is in charge of. To be sure, the ODNI has made some progress, especially in intelligence-sharing, information technology and budget reform. The DNI and his managers hold interagency meetings every day to promote collaboration. The last director, Blair, doggedly pursued such nitty-gritty issues as procurement reform, compatible computer networks, tradecraft standards and collegiality.

But improvements have been overtaken by volume at the ODNI, as the increased flow of intelligence data overwhelms the system's ability to analyze and use it. Every day, collection systems at the National Security Agency intercept and store 1.7 billion e-mails, phone calls and other types of communications. The NSA sorts a fraction of those into 70 separate databases. The same problem bedevils every other intelligence agency, none of which have enough analysts and translators for all this work.

The practical effect of this unwieldiness is visible, on a much smaller scale, in the office of Michael Leiter, the director of the National Counterterrorism Center. Leiter spends much of his day flipping among four computer monitors lined up on his desk. Six hard drives sit at his feet. The data flow is enormous, with dozens of databases feeding separate computer networks that cannot interact with one another.

There is a long explanation for why these databases are still not connected, and it amounts to this: It's too hard, and some agency heads don't really want to give up the systems they have. But there's some progress: "All my e-mail on one computer now," Leiter says. "That's a big deal."



To get another view of how sprawling Top Secret America has become, just head west on the toll road toward Dulles International Airport.

As a Michaels craft store and a Books-A-Million give way to the military intelligence giants Northrop Grumman and Lockheed Martin, find the off-ramp and turn left. Those two shimmering-blue five-story ice cubes belong to the National Geospatial Intelligence Agency, which analyzes images and mapping data of the Earth's geography. A small sign obscured by a boxwood hedge says so.

Across the street, in the chocolate-brown blocks, is Carahsoft, an intelligence agency contractor specializing in mapping, speech analysis and data harvesting. Nearby is the government's Underground Facility Analysis Center. It identifies overseas underground command centers associated with weapons of mass destruction and terrorist groups and advises the military on how to destroy them.

Clusters of top-secret work exist throughout the country, but the Washington region is the capital of Top Secret America.

About half of the post-9/11 enterprise is anchored in an arc stretching from Leesburg south

to Quantico, back north through Washington and curving northeast to Linthicum, just north of the Baltimore-Washington International Marshall Airport. Many buildings sit within off-limits government compounds or military bases. Others occupy business parks or are intermingled with neighborhoods, schools and shopping centers and go unnoticed by most people who live or play nearby.

Many of the newest buildings are not just utilitarian offices but also edifices “on the order of the pyramids,” in the words of one senior military intelligence officer.

Not far from the Dulles Toll Road, the CIA has expanded into two buildings that will increase the agency’s office space by one-third. To the south, Springfield is becoming home to the new \$1.8 billion National Geospatial-Intelligence Agency headquarters, which will be the fourth-largest federal building in the area and home to 8,500 employees. Economic stimulus money is paying hundreds of millions of dollars for this kind of federal construction across the region.

It’s not only the number of buildings that suggests the size and cost of this expansion, it’s also what is inside: banks of television monitors. “Escort-required” badges. X-ray machines and lockers to store cellphones and pagers. Keypad door locks that open special rooms encased in metal or permanent dry wall, impenetrable to eavesdropping tools and protected by alarms and a security force capable of responding within 15 minutes. Every one of these buildings has at least one of these rooms, known as a SCIF, for sensitive compartmented information facility. Some are as small as a closet; others are four times the size of a football field.

SCIF size has become a measure of status in Top Secret America, or at least in the Washington region of it. “In D.C., everyone talks SCIF, SCIF, SCIF,” said Bruce Paquin, who moved to Florida from the Washington region several years ago to start a SCIF construction business. “They’ve got the penis envy thing going. You can’t be a big boy unless you’re a three-letter agency and you have a big SCIF.”

SCIFs are not the only must-have items people pay attention to. Command centers, internal television networks, video walls, armored SUVs and personal security guards have also become the bling of national security.

“You can’t find a four-star general without a security detail,” said one three-star general now posted in Washington after years abroad. “Fear has caused everyone to have stuff. Then comes, ‘If he has one, then I have to have one.’ It’s become a status symbol.”



Among the most important people inside the SCIFs are the low-paid employees carrying their lunches to work to save money. They are the analysts, the 20- and 30-year-olds making \$41,000 to \$65,000 a year, whose job is at the core of everything Top Secret America tries to do.

At its best, analysis melds cultural understanding with snippets of conversations, coded dialogue, anonymous tips, even scraps of trash, turning them into clues that lead to individuals and groups trying to harm the United States.

Their work is greatly enhanced by computers that sort through and categorize data. But in the end, analysis requires human judgment, and half the analysts are relatively inexperienced, having been hired in the past several years, said a senior ODNI official. Contract analysts are often straight out of college and trained at corporate headquarters.

When hired, a typical analyst knows very little about the priority countries -- Iraq, Iran, Afghanistan and Pakistan -- and is not fluent in their languages. Still, the number of intelligence reports they produce on these key countries is overwhelming, say current and former intelligence officials who try to cull them every day. The ODNI doesn’t know exactly how many reports are issued each year, but in the process of trying to find out, the chief of analysis discovered 60 classified analytic Web sites still in operation that were supposed to have been closed down for lack of usefulness. “Like a zombie, it keeps on living” is how one official describes the sites.

The problem with many intelligence reports, say officers who read them, is that they simply reslice the same facts already in cir-



James R. Clapper, undersecretary of defense for intelligence and nominee to be the next director of national intelligence: “There’s only one entity in the entire universe that has visibility on all [Special Access Programs] — that’s God.”

TopSecretAmerica.com

 **Interactive map:** Washington is the capital of Top Secret America — half of the enterprise is here. Use our map to find top-secret clusters in your area and throughout the country.



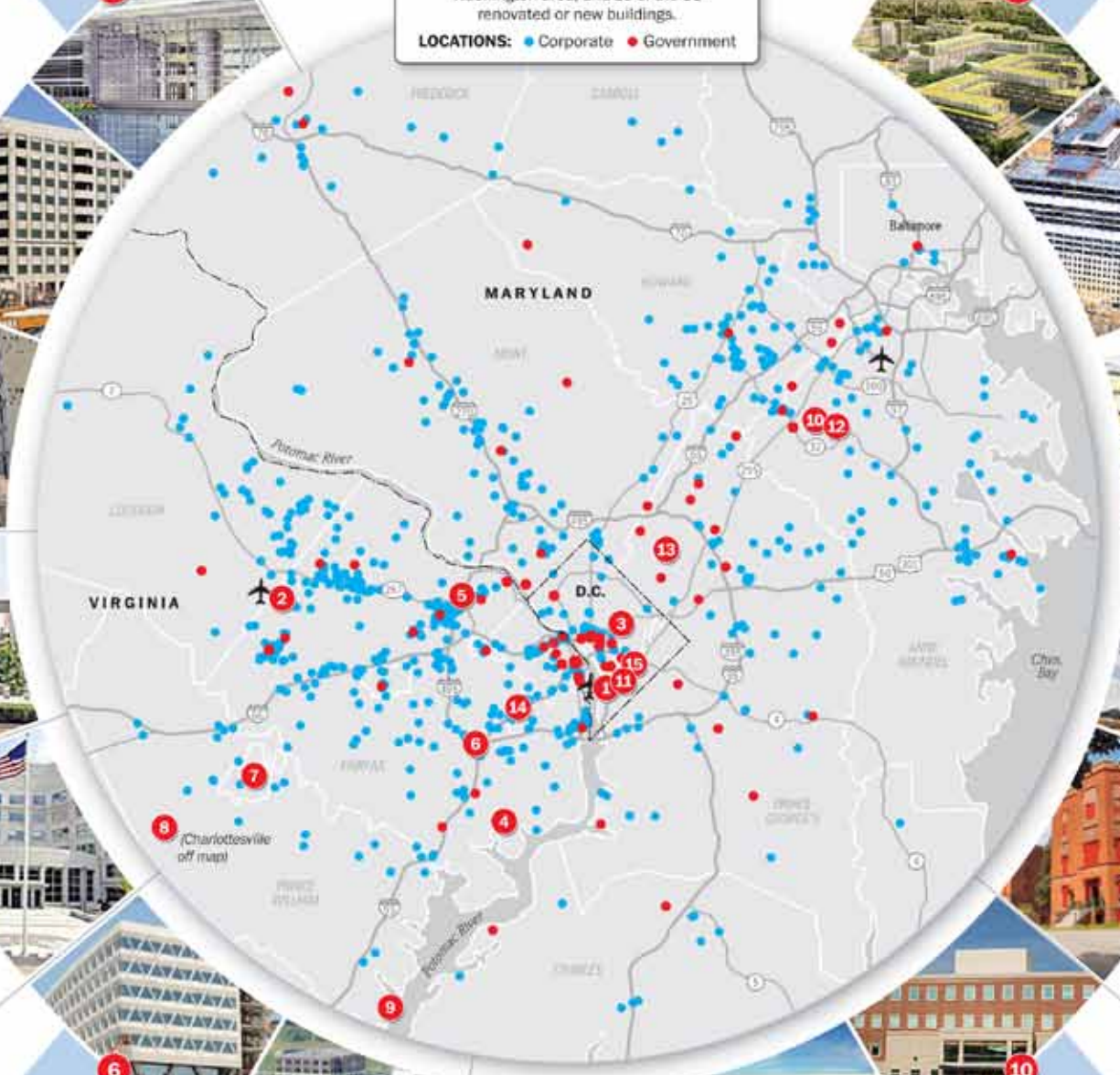
A building boom around D.C.

Since 9/11, the government has built or substantially renovated 33 office complexes in the Washington region, a total of nearly 17 million square feet of office space, in order to carry out some of its top-secret work.

■ = size of project in square feet

This map shows locations of top-secret companies and government agencies in the Washington area, and 15 of the 33 renovated or new buildings.

LOCATIONS: ● Corporate ● Government



2002
 Defense Intelligence Agency addition, Phase 3
 Bolling AFB, D.C.
 717,000 sq. ft.

CIA Dulles Discovery I & II
 Chantilly, Va.
 770,303 sq. ft.

ATF headquarters
 Washington, D.C.
 438,000 sq. ft.

2003
 Army INSCOM HQ renovation
 Fort Belvoir, Va.
 200,000 sq. ft.

2004
 DNI Liberty Crossing I & II
 McLean, Va.
 863,740 sq. ft.

2007
 NSA New Campus East
 Springfield, Va.
 2.4 million sq. ft.

FBI regional office
 Manassas, Va.
 249,000 sq. ft.

2008
 Joint-Use Intelligence Analysis Facility (Rivanna Station)
 Charlottesville, Va.
 170,000 sq. ft.

DOD Investigative Agencies HQ
 Quantico, Va.
 120,000 sq. ft.

2009
 Defense Information Systems Agency HQ
 Fort Meade, Md.
 1.1 million sq. ft.

Coast Guard HQ
 St. Elizabeths East Campus, D.C.
 1.2 million sq. ft.

DOD Adjudication Activities HQ
 Fort Meade, Md.
 151,900 sq. ft.

Intelligence Advanced Research Projects Agency
 College Park, Md.
 120,000 sq. ft.

DOD Washington Headquarters Services, Mark Ctr.
 Alexandria, Va.
 1.75 million sq. ft.

Department of Homeland Security Headquarters
 Washington, D.C.
 3.3 million sq. ft.

WASHINGTON PROJECT SIZE COMPARISONS



Number of nationwide new construction projects for government organizations doing top-secret work



Glossary

AFRICOM: U.S. Africa Command
ATF: Bureau of Alcohol, Tobacco, Firearms and Explosives
CBP: Customs and Border Protection
CENTCOM: U.S. Central Command
CIA: Central Intelligence Agency
DEA: Drug Enforcement Administration
DHS: Department of Homeland Security
DIA: Defense Intelligence Agency
DISA: Defense Information Systems Agency
DOD: Department of Defense
DOE: Department of Energy
DOJ: Department of Justice
DOT: Department of Transportation
DNDO: Domestic Nuclear Detection Office
DTRA: Defense Threat Reduction Agency
EUCOM: U.S. European Command
FBI: Federal Bureau of Investigation
FEMA: Federal Emergency Management Agency
ICE: Immigration and Customs Enforcement
INSCOM: Army Intelligence and Security Command
JFACC: Joint Force Air Component Command
JFCC: Joint Functional Component Command
JFCOM: U.S. Joint Forces Command
JFHQ: Joint Forces Headquarters
JIEDDO: Joint Improvised Explosive Device Defeat Organization
JCS: Joint Chiefs of Staff
NCTC: National Counterterrorism Center
NGA: National Geospatial-Intelligence Agency
NORTHAF: Northern Air Force
NORTHCOM: U.S. Northern Command
NRO: National Reconnaissance Office
NSA: National Security Agency
NSA/CSS: National Security Agency/Central Security Service
ODNI: Office of the Director of National Intelligence
PACOM: U.S. Pacific Command
SOCOM: U.S. Special Operations Command
SOUTHCOM: U.S. Southern Command
STRATCOM: U.S. Strategic Command
TRANSCom: U.S. Transportation Command
TSA: Transportation Security Administration
USSS: U.S. Secret Service

culation. “It’s the soccer ball syndrome. Something happens, and they want to rush to cover it,” said Richard H. Immerman, who was the ODNI’s assistant deputy director of national intelligence for analytic integrity and standards until early 2009. “I saw tremendous overlap.”

Even the analysts at the National Counterterrorism Center (NCTC), which is supposed to be where the most sensitive, most difficult-to-obtain nuggets of information are fused together, get low marks from intelligence officials for not producing reports that are original, or at least better than the reports already written by the CIA, FBI, National Security Agency or Defense Intelligence Agency.

When Maj. Gen. John M. Custer was the director of intelligence at U.S. Central Command, he grew angry at how little helpful information came out of the NCTC. In 2007, he visited its director at the time, retired Vice Adm. John Scott Redd, to tell him so. “I told him that after 4½ years, this organization had never produced one shred of information that helped me prosecute three wars!” he said loudly, leaning over the table during an interview.

Two years later, Custer, now head of the Army’s intelligence school at Fort Huachuca, Ariz., still gets red-faced recalling that day, which reminds him of his frustration with Washington’s bureaucracy. “Who has the mission of reducing redundancy and ensuring everybody doesn’t gravitate to the lowest-hanging fruit?” he said. “Who orchestrates what is produced so that everybody doesn’t produce the same thing?”

He’s hardly the only one irritated. In a secure office in Washington, a senior intelligence officer was dealing with his own frustration. Seated at his computer, he began scrolling through some of the classified information he is expected to read every day: CIA World Intelligence Review, WIRE-CIA, Spot Intelligence Report, Daily Intelligence Summary, Weekly Intelligence Forecast, Weekly Warning Forecast, IC Terrorist Threat Assessments, NCTC Terrorism Dispatch, NCTC Spotlight . . .

It’s too much, he complained. The inbox on his desk was full, too. He threw up his arms, picked up a thick, glossy intelligence report and waved it around, yelling.

“Jesus! Why does it take so long to produce?”

“Why does it have to be so bulky?”

“Why isn’t it online?”

The overload of hourly, daily, weekly, monthly and annual reports is actually counterproductive, say people who receive them. Some policymakers and senior officials don’t dare delve into the backup clogging their computers. They rely instead on personal briefers, and those briefers usually rely on their own agency’s analysis, recreating the very problem identified as a main cause of the failure to thwart the attacks: a lack of information-sharing.

The ODNI’s analysis office knows this is a problem. Yet its solution was another publication, this one a daily online newspaper, Intelligence Today. Every day, a staff of 22 culls more than two dozen agencies’ reports and 63 Web sites, selects the best information and packages it by originality, topic and region.

Analysis is not the only area where serious overlap appears to be gumming up the national security machinery and blurring the lines of responsibility.

Within the Defense Department alone, 18 commands and agencies conduct information operations, which aspire to manage foreign audiences’ perceptions of U.S. policy and military activities overseas.

And all the major intelligence agencies and at least two major military commands claim a major role in cyber-warfare, the newest and least-defined frontier.

“Frankly, it hasn’t been brought together in a unified approach,” CIA Director Panetta said of the many agencies now involved in cyber-warfare.

“Cyber is tremendously difficult” to coordinate, said Benjamin A. Powell, who served as general counsel for three directors of national intelligence until he left the government last year. “Sometimes there was an unfortunate attitude of bring your knives, your guns, your fists and be fully prepared to defend your turf.” Why? “Because it’s funded, it’s hot and it’s sexy.”



Last fall, U.S. Army Maj. Nidal Malik Hasan allegedly opened fire at Fort Hood, Tex., killing 13

people and wounding 30. In the days after the shootings, information emerged about Hasan's increasingly strange behavior at Walter Reed Army Medical Center, where he had trained as a psychiatrist and warned commanders that they should allow Muslims to leave the Army or risk "adverse events." He had also exchanged e-mails with a well-known radical cleric in Yemen being monitored by U.S. intelligence.

But none of this reached the one organization charged with handling counterintelligence investigations within the Army. Just 25 miles up the road from Walter Reed, the Army's 902nd Military Intelligence Group had been doing little to search the ranks for potential threats. Instead, the 902's commander had decided to turn the unit's attention to assessing general terrorist affiliations in the United States, even though the Department of Homeland Security and the FBI's 106 Joint Terrorism Task Forces were already doing this work in great depth.

The 902nd, working on a program the commander named RITA, for Radical Islamic Threat to the Army, had quietly been gathering information on Hezbollah, Iranian Republican Guard and al-Qaeda student organizations in the United States. The assessment "didn't tell us anything we didn't know already," said the Army's senior counterintelligence officer at the Pentagon.

Secrecy and lack of coordination have allowed organizations, such as the 902nd in this case, to work on issues others were already tackling rather than take on the much more challenging job of trying to identify potential jihadist sympathizers within the Army itself.

Beyond redundancy, secrecy within the intelligence world hampers effectiveness in other ways, say defense and intelligence officers. For the Defense Department, the root of this problem goes back to an ultra-secret group of programs for which access is extremely limited and monitored by specially trained security officers.

These are called Special Access Programs -- or SAPs -- and the Pentagon's list of code names for them runs 300 pages. The intelligence community has hundreds more of its own, and those hundreds have thousands of sub-programs with their own limits on the number of people authorized to know anything about them. All this means that very few people have a complete sense of what's going on.

"There's only one entity in the entire universe that has visibility on all SAPs -- that's God," said James R. Clapper, undersecretary of defense for intelligence and the Obama administration's nominee to be the next director of national intelligence.

Such secrecy can undermine the normal chain of command when senior officials use it to cut out rivals or when subordinates are ordered to keep secrets from their commanders.

One military officer involved in one such program said he was ordered to sign a document prohibiting him from disclosing it to his four-star commander, with whom he worked closely every day, because the commander was not authorized to know about it. Another senior defense official recalls the day he tried to find out about a program in his budget, only to be rebuffed by a peer. "What do you mean you can't tell me? I pay for the program," he recalled saying in a heated exchange.

Another senior intelligence official with wide access to many programs said that secrecy is sometimes used to protect ineffective projects. "I think the secretary of defense ought to direct a look at every single thing to see if it still has value," he said. "The DNI ought to do something similar."

The ODNI hasn't done that yet. The best it can do at the moment is maintain a database of the names of the most sensitive programs in the intelligence community. But the database does not include many important and relevant Pentagon projects.



Because so much is classified, illustrations of what goes on every day in Top Secret America can be hard to ferret out. But every so often, examples emerge. A recent one shows the post-9/11 system at its best and its worst.

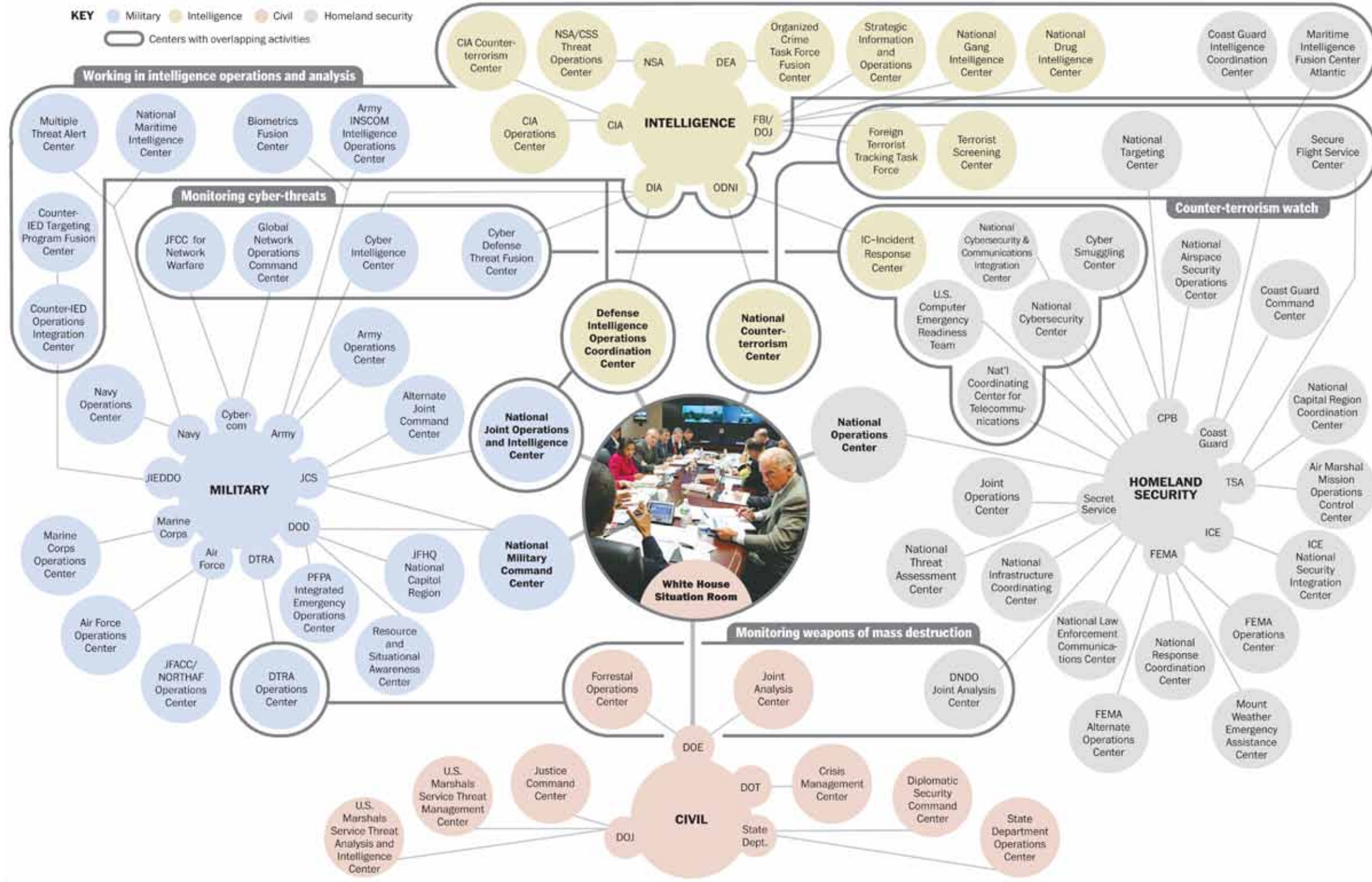
Last fall, after eight years of growth and hirings, the enterprise was at full throttle when word emerged that something was seriously amiss inside Yemen. In response, President Obama signed an order sending dozens of secret commandos to that country to target and kill the leaders of an al-Qaeda affiliate.

In Yemen, the commandos set up a joint operations center packed with hard drives, forensic kits and communications gear. They exchanged thousands of intercepts, agent reports, photographic evidence and real-time video surveillance with dozens of top-secret organizations in the United States.

That was the system as it was intended. But when the information reached the National Counterterrorism Center in Washington for analysis, it arrived buried within the 5,000 pieces of general terrorist-related data that are reviewed each day. Analysts had to switch from database to database,

A constellation of counterterrorism command centers in the Washington area

Sixty-seven centers – from national-level departments to the smallest agency – monitor overlapping bits of intelligence and keep an eye on U.S. government and military activities 24/7.



from hard drive to hard drive, from screen to screen, just to locate what might be interesting to study further.

As military operations in Yemen intensified and the chatter about a possible terrorist strike increased, the intelligence agencies ramped up their effort. The flood of information into the NCTC became a torrent.

Somewhere in that deluge was even more vital data. Partial names of someone in Yemen. A reference to a Nigerian radical who had gone to Yemen. A report of a father in Nigeria worried about a son who had become interested in radical teachings and had disappeared inside Yemen.

These were all clues to what would happen when a Nigerian named Umar Farouk Abdulmutallab left Yemen and eventually boarded a plane in Amsterdam bound for Detroit. But nobody put them together because, as officials would testify later, the system had gotten so big that the lines of responsibility had become hopelessly blurred.

“There are so many people involved here,” NCTC Director Leiter told Congress.

“Everyone had the dots to connect,” DNI Blair explained to the lawmakers. “But I hadn’t made it clear exactly who had primary responsibility.”

And so Abdulmutallab was able to step aboard Northwest Airlines Flight 253. As it descended toward Detroit, he allegedly tried to ignite explosives hidden in his underwear. It wasn’t the very expensive, very large 9/11 enterprise that prevented disaster. It was a passenger who saw what he was doing and tackled him. “We didn’t follow up and prioritize the stream of intelligence,” White House counterterrorism adviser John O. Brennan explained afterward. “Because no one intelligence entity, or team or task force was assigned responsibility for doing that follow-up investigation.”

Blair acknowledged the problem. His solution: Create yet another team to run down every important lead. But he also told Congress he needed more money and more analysts to prevent another mistake.

More is often the solution proposed by the leaders of the 9/11 enterprise. After the Christmas Day bombing attempt, Leiter also pleaded for more -- more analysts to join the 300 or so he already had.

The Department of Homeland Security asked for more air marshals, more body scanners and more analysts, too, even though it can’t find nearly enough qualified people to fill its intelligence unit now. Obama has said he will not freeze spending on national security, making it likely that those requests will be funded.

More building, more expansion of offices continues across the country. A \$1.7 billion NSA data-processing center will be under construction soon near Salt Lake City. In Tampa, the U.S. Central Command’s new 270,000-square-foot intelligence office will be matched next year by an equally large headquarters building, and the year after that by a 51,000-square-foot office just for its special operations section.

Just north of Charlottesville, the new Joint-Use Intelligence Analysis Facility will consolidate 1,000 defense intelligence analysts on a secure campus.

Meanwhile, five miles southeast of the White House, the DHS has broken ground for its new headquarters, to be shared with the Coast Guard. DHS, in existence for only seven years, already has its own Special Access Programs, its own research arm, its own command center, its own fleet of armored cars and its own 230,000-person workforce, the third-largest after the departments of Defense and Veterans Affairs.

Soon, on the grounds of the former St. Elizabeths mental hospital in Anacostia, a \$3.4 billion showcase of security will rise from the crumbling brick wards. The new headquarters will be the largest government complex built since the Pentagon, a major landmark in the alternative geography of Top Secret America and four times as big as Liberty Crossing.

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