



Intelligence Community Information Technology Enterprise Strategy

2012-2017





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Message from the DNI

As members of the IC, we protect the homeland by providing critical information to our customers, from the White House to the foxhole. We enable our customers to make informed critical policy decisions across the spectrum of our national interests, in a rapidly shifting international security landscape.

The core function of ODNI is intelligence integration; everything else we do revolves around, supports, and enables that function. Successful integration requires a global IT infrastructure through which the IC can rapidly and reliably share intelligence with those who need it.

This IC ITE Strategy directly supports the ODNI strategic initiative of delivering world-class global services that are always functioning, accessible, and take full advantage of agile and efficient mission capabilities. However, this infrastructure is much more than hardware, software, data, and networks. It also encompasses the policies, procedures, and strategies that drive responsible and secure information sharing.

This strategy lays the groundwork that will enhance our ability to share information – through improved infrastructure, capabilities, business operations, governance, oversight, and strategic partnerships.

I have charged the IC CIO with implementing these efforts in a way that strikes the right balance between providing mission agility, strengthening information sharing, maintaining information security, and meeting unique customer requirements. This is no small task; and it will take the support of all IC elements and ODNI offices to implement this strategy. I don't expect this to be a panacea for intelligence integration, but I am cautiously optimistic this will enable all of the integration initiatives underway throughout the IC.

Ultimately, mission success depends on our diverse workforce bringing forth and implementing innovative ideas that are linked to the National Intelligence Strategy and the IC ITE Strategy. In doing so, we enable our mission partners, warfighters, and decision makers to have secure and timely information that helps them meet mission needs and keep our nation secure. That is our number one priority.



James R. Clapper

Director of National Intelligence



Message from the IC CIO

In 2011, the DNI, with IC leaders, approved an ambitious new and more efficient direction for planning, developing, and operating Intelligence Community IT. This direction, which we are calling IC ITE (for Enterprise), paves the way for a fundamental shift to operation as a IC-level IT Enterprise. We are being asked to change our historical agency IT models to a new common architecture - one that, through shared services, will become our future, single strategic IT platform for the IC.

Our new IC IT architecture will enable better integration of the IC and build trust in information sharing. Missions will benefit from improved agility, scalability, and security while realizing lower operating costs. We will employ cloud technologies, wide-spread virtualization, thin-client desktops, application stores and improved security as we evolve to a modern, data-centric IC IT Enterprise.

This strategic plan outlines five major goals that will guide us as we achieve our vision of an Integrated Intelligence Enterprise. Over the next five years, we will focus our resources and work plans on these goals. It will take our collective effort to achieve them and deliver, to mission, our new IC IT Enterprise.

We effectively demonstrated the power of joint planning as we worked together the past 9 months to define a realizable Enterprise implementation strategy. This same joint model will be necessary as we go forward - it is the new standard, the new normal, for how we plan, design and operate IT, as a single IC-level enterprise, in the future.

Al Tarasiuk

Intelligence Community Chief Information Officer
Assistant Director of National Intelligence





Introduction

The Intelligence Community Chief Information Officer (IC CIO) is accountable for overall formulation, development, and management of the IC Information Technology (IT) Enterprise (hereinafter referred to as the “IC IT Enterprise”). Contributions of the IC ITE to achieving intelligence mission success cannot be overstated; the IC ITE *is* the enabling foundation for intelligence missions from the White House to the foxhole. It is imperative that information technology provide intelligence professionals, wherever they are, with the ability to efficiently and effectively discover, access, and exploit data. Additionally, the IC ITE must provide exceptional data protection and offer innovative methods for organizing and managing intelligence information such that appropriate analysts, and ultimately decision-makers, are able to exploit data critical to the intelligence mission.

This IC ITE Strategy aligns with the National Intelligence Strategy objective to “radically improve the application of information technology [to] meet the responsibility to provide information and intelligence, while at the same time protect against compromise.” (NIS, Enterprise Objective 4). This IC ITE Strategy focuses on enabling greater integration, greater information sharing and safeguarding, and on reducing operational costs by implementing a new IC IT architecture. This architecture presents an opportunity to emphasize rigor and standardization across program planning activities to prioritize, inform, and resource National Intelligence Program (NIP) investment decisions.

Workforce analysis and investment are essential to meet evolving intelligence mission requirements. We must assess our existing programmatic and technical expertise, and attract and hire (or grow) an agile, high-performance workforce that understands the depth and breadth of the intelligence mission to more effectively identify and implement seamless, secure enterprise solutions to mission requirements. We must develop new avenues for increased educational and career-broadening opportunities to promote and sustain this workforce.

The IC ITE implementation challenges we face require committed, integrated, community-wide efforts:

- to design, develop, and deploy needed mission capabilities;
- to enable secure information sharing; and
- to engage and sustain a highly skilled, innovative, and high-performance, workforce.

This Intelligence Community Information Technology Enterprise Strategy will guide the IC IT community during the next five years. It describes a vision, strategic goals, objectives, and implementation approach to move us from a collection of agency-centric enterprises to a single, secure, coherent, mutually-operated, and integrated IC IT Enterprise.





Vision

An Integrated Intelligence Enterprise

Mission

To enable intelligence collection, analysis, and sharing through innovative, robust, and secure IT capabilities

Operating Principles

- **Mission First.** Make decisions based on intelligence mission needs.
- **Lead.** Provide strategic leadership to the IC.
- **Partner.** Achieve unity of effort through teamwork, collaboration, and transparency.
- **Innovate.** Leverage technology to increase effectiveness and drive efficiency.
- **Achieve.** Deliver to the highest mission priorities with an integrated systems view.

Strategic Goals

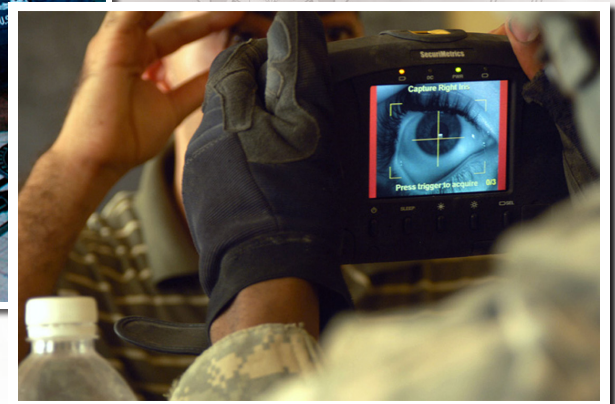
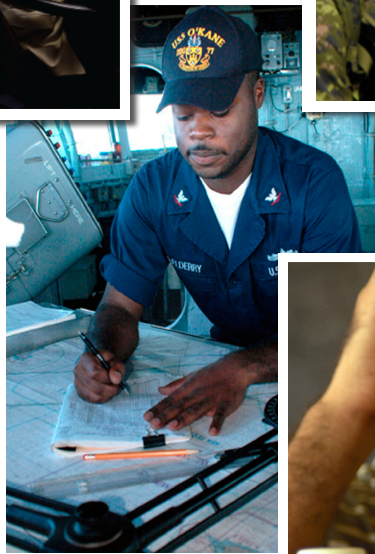
Strategic Goal 1: Fortify the Foundation: Define, develop, implement, and sustain a single, standards-based, interoperable, secure, and survivable IC IT Enterprise architecture that accomplishes mission objectives, and yet substantially increases efficiencies and safeguards across the enterprise, encompassing all security domains.

Strategic Goal 2: Deliver User-Focused Capabilities: Provide seamless, secure enterprise solutions for trusted collaboration - people to people, people to data, and data to data - delivering user experiences that enhance mission success while ensuring protection of intelligence assets and information.

Strategic Goal 3: Operate as an IC Enterprise: Adopt an operating model that employs standards, common business practices, commodity IT, and joint Community teams to deliver and sustain common enterprise services and capabilities across the IC.

Strategic Goal 4: Establish Effective Governance and Oversight: Define and implement transparent IT governance and oversight processes that are driven by data.

Strategic Goal 5: Forge Strategic Partnerships: Enhance trusted partnerships to better leverage innovative capabilities and integrate intelligence missions.





1

GOAL

Fortify the Foundation

Define, develop, implement, and sustain a single, standards-based, interoperable, secure, and survivable IC IT Enterprise architecture that accomplishes mission objectives, and yet substantially increases efficiencies and safeguards across the enterprise, encompassing all security domains.

Intelligence integration is our highest priority. Implementing the new architecture will establish an IC IT Enterprise with essential components needed to enhance intelligence integration. The IC IT Enterprise will transform from its current state of duplicative agency-centric infrastructures to one characterized by common, secure enterprise capabilities and services. In addition, a plan to continually infuse the IC IT workforce with evolving, relevant expertise to deliver and maintain the new IC IT Enterprise will be implemented. Investing in the IT workforce must include opportunities benefiting both the individual and the IC, such as IT career paths with growth potential, access to career broadening IC-wide assignments, and first-in-class educational and training opportunities.



Objectives:

- 1.1. **Enterprise Architecture.** Define and implement the IC IT Enterprise architecture.
- 1.2. **Enterprise Services.** Deliver key IC enterprise services based on mission priorities.
- 1.3. **Common Standards.** Develop or refine policies and standards to implement the new IC IT Enterprise.
- 1.4. **Workforce Management.** Implement an IC IT workforce management strategy that supports the new IC IT Enterprise.
- 1.5. **Safeguards.** Implement safeguards and protections (e.g. audit, smart data, defense, and identity) to deliver a more defensible IC IT Enterprise.

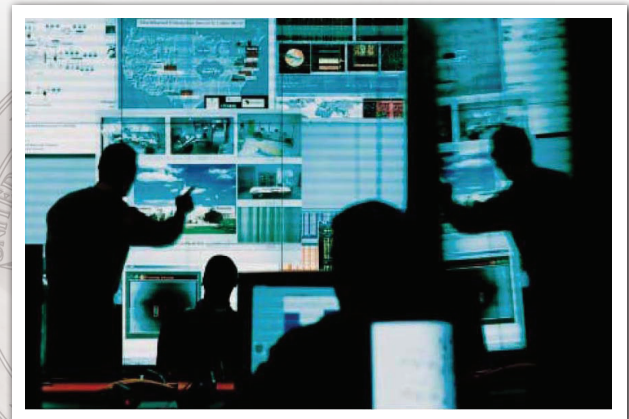
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GOAL

Deliver User-Focused Capabilities

Provide seamless, secure enterprise solutions for trusted collaboration - people to people, people to data, and data to data - delivering user experiences that enhance mission success while ensuring protection of intelligence assets and information.

Those who need access to critical information must be able to get it, regardless of technical or organizational boundaries. Access, discovery, and exploitation of intelligence information must be improved. At the same time, analytic and collection communities must trust that their intelligence assets and information are protected against compromise. The new IC IT Enterprise must provide intelligence customers and stakeholders access to information required to make informed decisions. As a result, the IC will provide efficient, coordinated, and timely delivery of the IC's most insightful intelligence possible.



Objectives:

- 2.1. **Secure Collaboration.** Develop or enhance secure collaboration capabilities across the IC IT Enterprise.
- 2.2. **Data Discovery and Organization.** Enhance integrated, mission-focused capabilities to improve discovery, access, and exploitation of intelligence information.
- 2.3. **Data Transformation.** Develop or enhance IC IT Enterprise capabilities to correlate and synthesize large volumes of disparate data.



3

GOAL

Operate as an IC Enterprise

Adopt an operating model that employs standards, common business practices, commodity IT, and joint Community teams to deliver and sustain common enterprise services and capabilities across the IC.

Implementing an operating model that enables an “integrated intelligence enterprise” requires us to transcend the boundaries of any one IC element and reinforce unity of effort as we deliver sustainable enterprise services and capabilities. Driven by strategic requirements, the IC IT Community must quickly adopt a new Enterprise business model: integrating efforts, operating jointly, and leveraging the unique strengths of each IC Element to achieve the vision. This integrated approach, over time, will enable delivery of cost-effective, demand-driven enterprise services and capabilities that keep pace with the needs of the intelligence mission. A strategic shift from multiple federated agency-centric enterprises to an IC enterprise that employs joint community teams, unified strategies, common business practices, and standardized IT solutions has begun. This shift must continue until a new mode of operation emerges that consistently makes the most of investments in IT and tangibly maximizes the benefits of IT to the mission.



Objectives:

3.1. Enterprise Service Delivery Models. Designate IC service providers and business models for delivering and sustaining IC IT Enterprise services and capabilities.

3.2. Efficient Business Operations. Implement integrated business operations and back-office functions across the IC using common processes, practices, data standards, and technologies that enhance enterprise-wide efficiencies.

4

GOAL

Establish Effective Governance and Oversight

Define and implement transparent IT governance and oversight processes that are driven by data.

Decision-making processes that support integrated planning, assessment, implementation, and monitoring of the IC IT Enterprise will be established. Innovative acquisition approaches that modernize the IC IT Enterprise, while identifying or eliminating duplication and unwarranted redundancies, will be implemented. Additionally, portfolio-management processes that recommend investments based on their potential contributions to achieving intelligence mission strategies and priorities will be institutionalized. Processes and approaches will support Intelligence Planning, Programming, Budgeting, and Execution (IPPE) activities.



Objectives:

- 4.1. **IC-Level Strategic Oversight.** Implement a decision-making framework for implementation of IC IT Enterprise strategic goals and priorities.
- 4.2. **Performance Management.** Implement performance measures to assess IC IT Enterprise progress, as well as, ensure compliance with applicable policies and standards.
- 4.3. **Portfolio and Investment Management.** Institutionalize collaborative IT enterprise portfolio and investment management processes that focus on applying resources to the highest priorities of the intelligence mission.



Forge Strategic Partnerships

5

GOAL

Enhance trusted partnerships to better leverage innovative capabilities and integrate intelligence missions.

Delivering innovative and integrated IC IT Enterprise capabilities requires leveraging partnerships within the ODNI and the IC, with DoD and other U.S. Government entities, and with industry and Allied partners.

To enhance intelligence integration, judicious, risk-managed information sharing and safeguarding must be promoted. Innovative solutions that strengthen partnerships to enrich intelligence collection and analysis must be implemented. Policies, guidelines, and standards to promote collaboration will be harmonized. Ultimately, enhanced information sharing will address the importance of protecting national intelligence information, sources and methods, as well as privacy and civil liberties.



Objectives:

- 5.1. **Strategic Engagement.** Implement a strategic partner engagement framework that improves collaboration and information sharing with partners.
- 5.2. **Communications and Outreach.** Implement a strategic communications plan fostering IC-wide collaboration with mission stakeholders and oversight organizations.





Way Ahead for Strategy Implementation

The IC CIO will establish an IC IT Enterprise Strategic Implementation Plan focused on achieving the goals and objectives set forth in this Strategy. The plan will outline major activities, capabilities, resources, and timelines. The IC CIO will use the plan to assess progress, inform National Intelligence Program (NIP) investment decisions, and evolve the Intelligence Community Information Technology Enterprise Strategy.







