

DHS Intelligence Enterprise Strategic Plan

January 2006



Homeland
Security



Homeland Security

FROM THE CHIEF INTELLIGENCE OFFICER



This document, the first DHS Intelligence Enterprise Strategic Plan, signals our commitment to integrating the tremendous intelligence capabilities of the Department. Our stakeholders expect us to warn them of threats to the Homeland, support operational missions and policy initiatives and develop the collection, analysis, and dissemination capabilities that make the DHS Intelligence Enterprise a first-class operation.

Intelligence is central to all that DHS does. I will be a forceful advocate for intelligence within the Department, with the Intelligence Community, the Office of Management and Budget, our Congressional Oversight Committees as well as with our State, Local, Tribal, and Territorial and Private Sector customers. This Plan articulates our Vision, Mission, Goals, and Objectives and sets the context for all our intelligence activities.

With the dedication and support of the intelligence professionals of the Department, we will ensure that the DHS Intelligence Enterprise is healthy and can do what is required to keep the Homeland safe.

A handwritten signature in blue ink that reads "Charles E. Allen".

CHARLES E. ALLEN
Chief Intelligence Officer



Vision

An integrated DHS Intelligence Enterprise that provides a decisive information advantage to the guardians of our homeland security.

Mission

The Department of Homeland Security's (DHS) intelligence and information sharing activities provide valuable, actionable intelligence and intelligence-related information for and among the National leadership, all components of DHS, our federal partners, state, local, territorial, tribal and private sector customers. We ensure that information is gathered from all relevant DHS field operations and is fused with information from other members of the Intelligence Community to produce accurate, timely, and actionable intelligence products and services. We independently collate, analyze, coordinate, disseminate, and manage threat information affecting the Homeland.

Notes:

- ◆ *In this document, we refer to the **Homeland Security Stakeholder Community**. We consider that community to include the following: all levels of government, the Intelligence, Defense, and Law Enforcement Communities, private sector critical infrastructure operators, and those responsible for securing the borders, protecting transportation and maritime systems, and guarding the security of the Homeland.*
- ◆ *The **Homeland Security Intelligence Community** includes the organizations of the Stakeholder community that have intelligence elements.*
- ◆ *In addition, our reference to the **DHS Intelligence Enterprise** includes all those component organizations within the Department that have activities producing raw information, intelligence-related information, and/or finished intelligence.*



Goals



The following goals encompass the breadth of activities of the DHS Intelligence Enterprise and illustrate where we will concentrate our efforts in improving our capabilities.

Goal 1: Requirements, Collection and Dissemination: Ensure all Homeland Security intelligence-related information is gathered, collected, reported, and disseminated to those who need it.

Goal 2: Analysis and Warning: Be the premier provider of Homeland Security intelligence analysis and warning.

Goal 3: Information Sharing & Knowledge Management: Build and implement an intelligence information systems capability that enables DHS to add value to the national knowledge base.

Goal 4: Mitigation, Prevention, and Readiness: Focus on mitigating threats and preventing attacks against the Homeland, particularly the systems, facilities, and individuals protected by the DHS Stakeholder Community. Lead the Homeland Security Intelligence Community to support Continuity of Operations (COOP), Continuity of Government (COG) and National Special Security Events (NSSEs) and other special events, emerging incidents, and exercises.

Goal 5: Mission Advocacy: Serve as the primary Federal Government homeland security intelligence-related information provider to our Stakeholders while acting as their advocate for intelligence-related information within the Intelligence, Defense and Law Enforcement Communities.

Goal 6: Culture: Promote a culture that supports and rewards initiative, creativity, diversity, and professionalism.

Goal 7: Business Process: Create open and flexible business processes that foster operational excellence and mission success.

Goal 1: Requirements, Collection and Dissemination

Ensure all Homeland Security intelligence-related information is gathered, collected, reported, and disseminated to those who need it.



DHS has the mandate to receive, assess, and analyze information from law enforcement entities, the Intelligence Community, and non-traditional sources in order to use and share information for national and homeland security purposes. We must ensure that DHS-origin information is disseminated to the widest possible Homeland Security Stakeholder Community, based on appropriate classification levels and using standardized reporting

processes, while protecting security, privacy, civil liberties and ensuring data integrity. We must also ensure that wherever possible, non-DHS origin intelligence-related information is made available to all DHS components. DHS must maintain intelligence-related information production capabilities and collection requirements systems and processes to meet our Stakeholder needs.

Objective 1.1: Information and Collection Requirements: Build and continuously update the definitive list of Homeland Security Stakeholders' information and collection requirements, including Priority Intelligence Information Requirements (PIIRs) and Standing Information Needs (SINs.)

Objective 1.2: Collection Management: Build an integrated collection policy and structure for DHS. Provide collection management services to non-IC DHS components, and provide the linkage to DoD, IC, and law enforcement collection systems.

Objective 1.3: Collection Activities: Manage and expand departmental collection resources to more effectively support customer information needs. Improve efficiency and reduce duplication of DHS component collection resources through proper policy and oversight.

Objective 1.4: Reporting: Manage Homeland Security intelligence-related information reporting, seamlessly linking all levels of government and the private sector. Standardize DHS reporting and improve the ability of DHS components to report all relevant intelligence-related information obtained through operations.

Objective 1.5: Dissemination: Manage dissemination of DHS-origin reports throughout the Homeland Security Stakeholder Community, as well as dissemination of non-DHS origin reports to DHS components.



Goal 2: Analysis and Warning

Be the premier provider of Homeland Security intelligence analysis and warning.

DHS performs counterterrorism and other threat intelligence analysis related to infrastructure, border, immigration, transportation, and maritime security as well as, domestic threats to support a risk-based approach to prevention, preparedness, decision making and operations. The DHS expert analytic corps distributed throughout the components is uniquely positioned to fuse information from all sources into accurate and timely products. From warning to strategic analysis and operational support, we will tailor our analysis to meet all our Stakeholders' needs, continuously challenging our assumptions and testing our conclusions through alternative analysis.



Objective 2.1: Warning: Effectively provide warning to DHS senior leadership, policymakers, and our Homeland Security Stakeholders.

Objective 2.2: Strategic Analysis: Build and sustain a strategic analysis capability to recognize, track and accurately assess the significance of patterns / trends in relevant activities.

Objective 2.3: Operational Support: Build an operational support capability to protect the infrastructure, guard against threats, and provide relevant, actionable intelligence to our operators to support their planning / execution cycle to secure the borders.

Objective 2.4: Alternative Analysis: Lead the Homeland Security Intelligence Community in providing and promoting the use of alternative analysis and red teaming.

Objective 2.5: Customized Production: Execute a streamlined and timely tasking and planning process that results in analytic products tailored to customer needs.

Goal 3: Information Sharing & Knowledge Management

Build and implement an intelligence information systems capability that enables DHS to add value to the national knowledge base.

DHS must build, implement, and maintain an integrated intelligence information management and archival capability to meet our Stakeholder needs. The large volume of DHS-origin information, along with data from the Intelligence, Defense and Law Enforcement Communities and the private sector are the raw materials used for the intelligence analysis that informs policymaking and operational decisionmaking. Providing the policy context, infrastructure and tools for these data are critical to the success of the DHS Intelligence Enterprise.



Objective 3.1: Intelligence-Related Information Sharing Policy and Implementation:

Participate in the development of data use policies, information retention policies, and lead the development of information sharing policy and the implementation of information sharing systems.

Objective 3.2: Data Access: Continuously explore, exploit and deploy technical and programmatic capabilities for providing access to and delivering information. Coordinate with other departments, agencies, and organizations to increase access to internal and external Homeland Security-significant data and analysis.

Objective 3.3: Information Management: Act as stewards for all Homeland Security intelligence-related information, ensuring maximal access within appropriate protection requirements of the data, sources and methods, and respect for civil liberties.

Objective 3.4: Technology and Tools: Apply state-of-the-art techniques to the construction of the integrated DHS intelligence information systems capability, to include methods for advanced data analysis, information processing, and archiving.

Goal 4: Mitigation, Prevention, and Readiness

Maintain the perspective that information disseminated by the DHS Intelligence Enterprise must be focused on mitigating threats and preventing attacks against the Homeland, particularly the systems, facilities, and individuals protected by the DHS Stakeholder Community. Lead the Homeland Security Intelligence Community to support COOP/COG, NSSEs and other special events, emerging incidents, and exercises.

The Homeland Security Act of 2002 states that, DHS is a “focal point” in prevention of and response to manmade crises and emergency planning. Further, Homeland Security Presidential Directive-5 states that, DHS is responsible for coordinating federal operations within the United States to prepare for, respond to, and recover from terrorist attacks and other emergencies. The National Response Plan states that DHS is responsible for interagency intelligence, providing the threat / intelligence aspects of situational awareness, forecasting follow-on threat activities, and maintaining real-time communication links to other national intelligence organizations. We intend to take this one step further and link all of our



Homeland Security Stakeholders through both direct liaison and integration, and information system connectivity. Along with effective intelligence collection, analysis, and dissemination, DHS’ ability to foster seamless communications with all partners, provide a common intelligence picture, and ensure a robust, survivable intelligence capability is vital to the mitigation and prevention of, and response to, crises in the Homeland.

Objective 4.1: Capability: Ensure a seamless DHS capability to support the full scope of our customers in all operating environments; and the ability to shift between them without any degradation in the quality or timeliness of our work.

Objective 4.2: Partners: Build partnerships with our Homeland Security Stakeholders, by developing an integrated Homeland Security intelligence approach that will succeed and adapt to all operating environments and the transitions between them.

Objective 4.3: Intelligence

Leadership: During COOP / COG, NSSEs, and emerging incidents, be the intelligence provider of choice for all Homeland Security Stakeholders.

Objective 4.4:

Counterintelligence: Consistent with legal authorities,* establish measures to protect the Department against hostile intelligence and operational activities conducted by or on behalf of foreign powers or international terrorist activities.



* At the time of publication, DHS counterintelligence authorities are limited to those of the United States Coast Guard.

Goal 5: Mission Advocacy

Serve as the primary Federal Government homeland security intelligence-related information provider to our Stakeholders while acting as their advocate for intelligence-related information within the Intelligence, Defense and Law Enforcement Communities.



Securing the Homeland is a complex mission that requires a coordinated and focused effort. There are distinctions in the Homeland Security mission set which require a concerted national effort to assist our Homeland Security partners. DHS will place a premium on nurturing relationships with the Intelligence, Defense and Law Enforcement Communities, becoming the exemplar for information sharing and collaboration. We will constantly strive to build bridges to our mission partners, and eliminate barriers and needless delays in the dissemination of information vital to America's interests. DHS' participation in the Intelligence Community and Law Enforcement

activities keeps the Homeland Security missions front and center, and along with our partner agencies, ensures it receives the collection and analysis support required to do the job.

Objective 5.1: Establish Priorities: Advocate Homeland Security Stakeholders' information and collection requirements to the Intelligence, Defense and Law Enforcement Communities – as well as, relentlessly pursue the fulfillment of these requirements.

Objective 5.2: Deploy Experts: Leverage our skilled workforce to ensure national fora are staffed with expert Homeland Security intelligence professionals.

Objective 5.3: Coordinate Intelligence Support: Improve coordination and integration among Stakeholder intelligence activities to promote a national, unified Homeland Security intelligence approach while championing that approach to the larger intelligence and government communities.

Objective 5.4: Strengthen

Activities: Coordinate Homeland Security intelligence projects between the DHS components, Intelligence, Law Enforcement and Defense Communities, leveraging relevant expertise.

Objective 5.5: Outreach: Ensure Homeland Security customers are familiar with DHS capabilities that meet their intelligence needs.



Goal 6: Culture

Promote a culture that supports and rewards initiative, creativity, diversity and professionalism.

DHS intelligence exists to "connect the dots" and enable the U.S. Government, in cooperation with Homeland Security Stakeholders, to detect threats and potential terrorist activities before they can cause harm. In order to do so, we must adopt methods of analysis and modes of operation that can detect and identify both traditional and non-traditional threats. This requires both constant vigilance and a continuing search for new and different ways of thinking about the threat. This can only be achieved by a professional workforce that is motivated to value originality and risk-taking. DHS seeks to build an intelligence workforce that is diverse in its demographics, culture and thinking. We'll accomplish this by building an Enterprise that provides incentives for and promotes the acceptance of responsibility by all of its members and developing a management team that actively solicits and seeks to implement ideas and improvements suggested by its staff.



Objective 6.1: Creativity and

Responsibility: Become an Enterprise populated with creative and responsible individuals and adaptive processes.

Objective 6.2: Openness and Opportunity:

Promote an open and creative work environment that stimulates and rewards ideas and prudent risk taking.

Objective 6.3: Empowerment: Enable nonhierarchical lines of communication and promote candor.

Objective 6.4: Leadership Development:

Build a DHS dynamic leadership and management corps; push responsibility to the lowest practical level.

Objective 6.5: Innovation: Improve our ability to innovate and approach challenges from multiple perspectives by relentlessly developing, testing and deploying state of the art analytic tradecraft, to include alternative analysis, red teaming, and beyond.

Objective 6.6: Professionalism: Develop a recognized, Enterprise-wide understanding of the DHS Intelligence Professional career path.

Goal 7: Business Process

Create open and flexible business processes that foster operational excellence and mission success.



To succeed in our mission, DHS must effectively and efficiently manage human, financial, and physical resources. Since business processes drive the utilization of our resources, DHS must maintain and adapt its business processes to meet customer requirements, which include continuous exploration of methods and means to achieve more with existing resources. Change creates a dynamic work environment; hence, DHS must continuously build on opportunities for improvement, identified through internal review and ongoing dialogue with all members of the Homeland Security Stakeholder Community.

Objective 7.1: Process Improvement: Streamline business processes to eliminate unnecessary bureaucracy, increase the focus on the mission, and strengthen our ability to adapt to and anticipate change.

Objective 7.2: Workforce Planning: Use effective processes for career workforce development and retention of a world class work force.

Objective 7.3: Resource Planning: Integrate strategic planning, budget and performance management to evaluate and align resource decisions with DHS and national guidance.

Objective 7.4: Infrastructure: Improve our capital investment process to build and maintain state-of-the-art facilities and infrastructure.

