

IC ITE STRATEGY 2016-2020



INTELLIGENCE COMMUNITY
INFORMATION TECHNOLOGY ENTERPRISE STRATEGY
2016-2020



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MESSAGE FROM THE DNI

Today, the Intelligence Community faces a more diverse set of challenges than ever before. Accordingly, we must think differently about how we provide our customers with the intelligence necessary to make the best informed decisions. IC ITE is providing that different way of thinking and is providing a more effective, efficient way of conducting our business.

I've been talking about IC ITE as a "Big Idea" for how the IC will work within an ever-changing national security environment. It will help us continue to lead the way, allowing us to increase intelligence integration, enhance IT safeguards, and drive efficiencies. Achieving these goals is one of my top priorities.

This updated IC ITE Strategy reflects the maturation from a concept on a whiteboard, to a unifying, Community-wide strategy with a series of implementation plans. With a solid foundation in place, we will now shift our focus towards providing this new architecture to users across the Intelligence Community. With the cohesive community ***focused on implementation***, we are seeing our "Big Idea" quickly becoming reality.

The IC CIO, in cooperation with Community Senior Leadership, has successfully led us to the point where we can now see the full potential of the IC ITE. I am excited about where we are and where we are going. Greater intelligence integration, better IT safeguards, and less redundancy will provide us with the capabilities necessary to keep pace with the needs of our intelligence mission. That is really what IC ITE is all about – giving our mission partners, warfighters, and decision makers the most accurate and timely information they need to keep the nation secure. There is no greater endeavor.

I appreciate your continued support for this crucial initiative, which I believe will literally revolutionize our capabilities.

All the best,

J

James R. Clapper
Director of National Intelligence



MESSAGE FROM THE IC CIO

In 2012, the Director of National Intelligence and leaders across the IC agreed to initiate a change to the IC's Information Technology operating model and move to a common enterprise architecture: the IC IT Enterprise (IC ITE). In doing so, we established a new vision for how the IC will leverage modern information technology concepts to enable greater IC integration, improve information sharing and safeguarding, and reduce costs.

We have made great strides since that initial agreement: the IC Desktop Environment (DTE) is operational, Community applications are in the Apps Mall, and data is in the IC Cloud. These user facing capabilities, along with the many behind the scenes services, are a testament to the hard work and dedication of Community elements to increase our intelligence integration. Given our collective progress, we felt it was time to evolve our current set of IC ITE Goals and Objectives. While we maintained alignment to our foundational IC ITE strategy, the updated objectives are focused on the three primary goals of IC ITE: increased intelligence integration, enhanced IT safeguards, and greater efficiencies.

To achieve these goals, IC agencies will need to transition to IC ITE services, capitalize on the opportunities they present, and begin to reduce their own legacy IT infrastructure. We see this beginning to happen, and it will take our collective effort to continue to foster the environment where IC ITE capabilities can continue to evolve and improve to meet an ever widening range of IC needs.

The ability to think in these terms would not have been possible even a year ago. IC components have now begun to lead the way, with ODNI guidance and encouragement. I am looking forward to the months and years of continued progress that lie ahead. While we have achieved a great deal in a short amount of time, our work is not done yet. This rapid pace must continue as we seek to provide missions with the capabilities needed to effectively defend against national security threats. IC ITE is the way of the future, and the future is now.



Al Tarasiuk
Intelligence Community Chief Information Officer
Assistant Director of National Intelligence



INTRODUCTION

It is imperative that information technology provide intelligence professionals, wherever they are, with the ability to efficiently and effectively discover, access, and exploit data. The Intelligence Community Information Technology Enterprise (IC ITE) was designed to support and enable mission integration, and to provide mechanisms to answer tough intelligence questions. Additionally, the IC ITE must provide data protection and offer innovative methods for organizing and managing intelligence information such that authorized analysts and collectors are able to share and report data critical to the intelligence mission, and to decision makers for addressing national security issues.

The IC ITE represents a strategic shift from agency-centric information technology (IT) to a common enterprise platform where the Intelligence Community (IC) can easily and securely share technology, information, and capabilities across the Community. To enable this change, the Director of National Intelligence (DNI), in consultation with the applicable IC element head, has designated IC elements as Service Providers, who assume the responsibility of developing and maintaining IC ITE services of common concern. IC ITE Services are the capabilities and shared solutions that are being delivered across the IC to help complete the vision of IC ITE. These services currently include: a common desktop environment; a joint cloud environment; an applications mall; an enterprise management capability; identification, authentication, and authorization capabilities; network requirements and engineering services; and a security coordination service.

The Intelligence Community Chief Information Officer (IC CIO) is accountable for overall formulation, management, and oversight of the IC ITE. The IC ITE is the enabling foundation for intelligence missions worldwide and furthers the goals of intelligence integration.

This IC ITE Strategy updates and replaces the IC ITE Strategy 2012-2017, reflecting the progress made to date. It adheres to the *Guiding Principles for Implementing and Operating in a Common*



INTRODUCTION *continued*

Intelligence Community Information Technology Enterprise. It aligns with the *2014 National Intelligence Strategy (NIS)*, focusing on enabling greater intelligence integration by partnering across the IC to support NIS information sharing and safeguarding objectives that direct the IC to:

- Consolidate existing and future information technology requirements into an effective and efficient IC information technology infrastructure to enable greater IC integration, information sharing, and safeguarding;
- Provide the IC workforce with discovery and access to information based on mission need to deliver timely, tailored, and actionable information;
- Integrate enterprise-wide information, as appropriate, to enhance discovery, improve correlation, and enable advanced analytics consistent with protection of privacy and civil liberties;
- Strengthen and synchronize security and data protection standards for new and existing intelligence information systems based on policy-driven interoperable approaches and attribute-based access to provide a trusted and secure IC-wide information environment;
- Promote a culture that embodies, supports, and furthers responsible information sharing respectful of civil liberties and privacy.

This IC ITE Strategy establishes a vision for IC efforts that will enable greater intelligence integration and collaboration by partnering across the IC to directly support information sharing and safeguarding objectives, and indirectly support the other NIS mission and enterprise objectives. These NIS objectives, along with Executive Branch directives, challenge the IC to enhance, integrate, and leverage IC capabilities to enable discovery, access, retrieval, retention, and safeguarding of information.

The potential contributions of the IC ITE to achieving intelligence mission success cannot be overstated; the ultimate value of IC ITE is dependent on our collaborative efforts to move this Community forward toward a common, secure, 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 across the IC.

Partner

Achieve unity of effort through teamwork, collaboration, and transparency.

Innovate

Leverage technology to increase effectiveness and drive efficiency.

Achieve

Deliver an integrated, secure enterprise to satisfy the highest mission priorities.



STRATEGIC GOALS

1

Enhance Intelligence Integration

Promote the Intelligence Community's ability to integrate and unify intelligence activities by fully leveraging IC ITE.

2

Optimize Information Assurance to Secure and Safeguard the IC Enterprise

Enhance IC mission success through a trusted collaborative environment while protecting national intelligence information, sources, and methods as well as privacy and civil liberties.

3

Operate as an Efficient, Effective IC Enterprise

Achieve an IC ITE operating model that employs common business practices and Community teams to deliver, adopt, and sustain shared enterprise services and capabilities across the IC.



1

STRATEGIC GOAL

Enhance Intelligence Integration

Promote the Intelligence Community's ability to integrate and unify intelligence activities by fully leveraging IC ITE.

Intelligence integration is the IC's highest priority. Mission success depends on the right people getting the right information at the right time. Maximizing the use of the IC ITE will transform agency-centric information technology to a common enterprise platform where the IC can easily and securely share information and capabilities across the Community. The IC ITE is designed to provide the IC workforce with the ability to discover, access, and collaborate on information based on mission need to deliver timely, tailored, and actionable intelligence.

OBJECTIVES

Integrating Data

Purposely optimize the IC-wide use of data by integrating mission-focused capabilities, improving access, discovery, and exploitation of intelligence information to maximize mission value provided to the Community.

Integrating Technology

Advance standards-based, interoperable, and innovative IC ITE capabilities to shift from agency-centric capabilities to common, secure enterprise services that support the IC mission.

Integrating People

Enable optimum participation through the use of technology to maximize user adoption of IC ITE, enhancing our trusted relationships, and increasing sharing, collaboration, and integration of the IC, thereby accelerating intelligence integration.



STRATEGIC GOAL

2

Optimize Information Assurance to Secure and Safeguard the IC Enterprise

Enhance IC mission success through a trusted collaborative environment while protecting national intelligence information, sources, and methods as well as privacy and civil liberties.

Promote trusted intelligence collaboration through risk-managed information sharing and safeguarding solutions. Cleared individuals who have a mission need for critical information must be able to discover and retrieve it securely without organizational boundaries or technical hurdles. The IC must work together to improve enterprise security services and implement security-related policies that will facilitate access and control while protecting systems, data, and people.

The security of the enterprise requires a resilient, well documented, and scalable foundation comprising shared best practices, common standards, innovative technologies, and authoritative decisions.

OBJECTIVES

Secure Information Infrastructure

Coordinate auditing, monitoring, detection, and protection capabilities to prevent unauthorized activity and provide decision makers insight into the security status of IC ITE.

Information Assurance

Employ seamless, secure enterprise solutions for trusted collaboration that are compliant with legal and oversight requirements, and instill confidence in the IC ITE's information availability, safeguarding, security, and protection of privacy and civil liberties.

Records Management

Support electronic records management frameworks where necessary to better enable accountability and compliance with Federal regulations throughout the records lifecycle.



STRATEGIC GOAL



Operate as an Efficient, Effective IC Enterprise

Achieve an IC ITE operating model that employs common business practices and Community teams to deliver, adopt, and sustain shared enterprise services and capabilities across the IC.

A strategic shift is under way, transforming multiple agency-centric enterprises to an IC enterprise that will enable delivery of cost-effective, demand-driven shared services and capabilities. This shift must be nurtured until the IC ITE business model matures into an operation that maximizes the benefit of the IT enterprise to the IC.

OBJECTIVES

Enhanced Business Operations

Cultivate effective business practices, controls, and oversight for shared services across the IC, and employ performance-based decision making to foster continuous improvement and customer satisfaction.

Mature IC ITE Business Model

Implement standardized business processes across IC ITE services that build upon the business model framework to achieve customer-centric goals of transparency and efficiency by delivering enterprise IT services that are timely, dependable, and cost effective.

Culture of Shared Capabilities

Recognize and reward the adoption of shared capabilities that enhance mission requirements and the delivery of efficient and effective shared services.



WAY AHEAD FOR STRATEGY IMPLEMENTATION

IC ITE Implementation is an evolving process of consolidating and adopting Community capabilities. IC elements designated by the DNI as Service Providers will provide services of common concern guided by IC policy, the IC ITE Strategy, and their business plans. IC components will implement and use IC ITE services in accordance with applicable legal and policy requirements, including those pertaining to the protection of privacy and civil liberties.

The execution of the IC ITE Strategy and its objectives will require consistent governance and collaborative assessment of progress. IC elements will continue to provide information through the IC ITE governance structure and ODNI processes, illustrating progress against the goals and objectives. The IC CIO will take the lead, supported by IC elements providing the information necessary to evaluate progress, inform decision making, and implement the IC ITE Strategy.

With the adoption of IC ITE services, users will have broader and faster access to data and an increased ability to collaborate on common systems across the IC in ways that enhance mission integration and optimize mission success.





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