

~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

OFFICE OF INTELLIGENCE AND ANALYSIS TRANSITION OVERVIEW



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Highlights

- I&A statutorily charged with delivering intelligence to SLTT and developing intelligence from those partners for DHS and the IC
- Producing and sharing unique homeland security intelligence and information (use of DHS-unique data, increase reporting on SLTT and Departmental data, customer-focused performance measures)
- Leveraging state-of-the-art technology and innovative solutions (Data Framework, Analytic Innovation Cell)
- Right-sizing, developing, and engaging the workforce to build a cadre of premier homeland security intelligence professionals (seed corn, SES reduction, realignment, career roadmaps, Employee Advisory Council)

Sustaining changes through Codifying, Automating, Measuring, Communicating



Protecting the Homeland Through Predictive Intelligence and Analysis

I&A Statutory Mandate

“...access, receive, and analyze law enforcement information, intelligence information, and other information from agencies of the Federal Government, State and local government agencies (including law enforcement agencies), and private sector entities, and to integrate such information ..., in order to:

- (A) identify and assess the nature and scope of terrorist threats to the homeland;
- (B) detect and identify threats of terrorism against the United States; and
- (C) understand such threats in light of actual/potential vulnerabilities of the homeland

...integrate relevant information, analysis, and vulnerability assessments ... in order to—

- (A) identify priorities for protective and support measures regarding terrorist and other threats to homeland security...
- (B) Prepare finished intelligence and information products ... whenever reasonably expected to be of benefit to a State, local, or tribal government (including law enforcement agency) or a private sector entity.

...provide intelligence and information analysis and support to other elements of the Department.”

-Homeland Security Act of 2002



Protecting the Homeland Through Predictive Intelligence and Analysis

I&A Mission, Vision, Customers

Our Mission

Equip the homeland security enterprise with timely intelligence and information it needs to keep the homeland safe, secure and resilient

Our Vision

A premier intelligence enterprise, driving information sharing and delivering unique predictive intelligence and analysis to operators and decision-makers at all levels

Our Customers

The leadership of the Department of Homeland Security; state, local, tribal, and territorial partners; DHS components; the Intelligence Community; private sector; and international partners



Protecting the Homeland Through Predictive Intelligence and Analysis

I&A Goals

Our Priorities

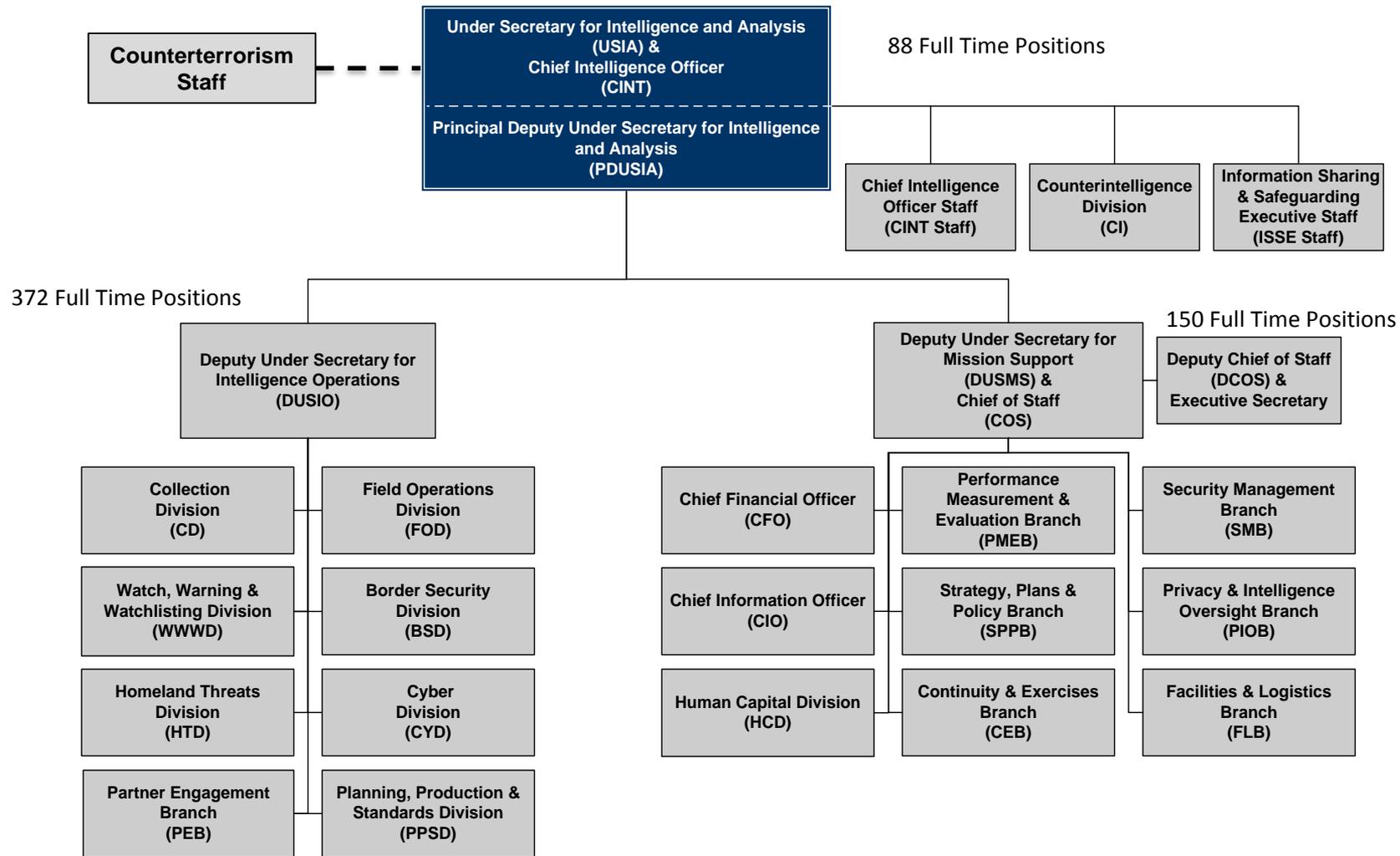
Provide those customers with unique, predictive intelligence and analytic products that:

- Enhance customer understanding of, and response to, threats to aviation security
- Increase operational effectiveness against threats to border security
- Improve the integrity of our cyber networks
- Inform operators and decision-makers on effective means to counter violent extremism



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I&A Organizational Chart



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Additional Roles & Responsibilities

Under Secretary's Additional Roles

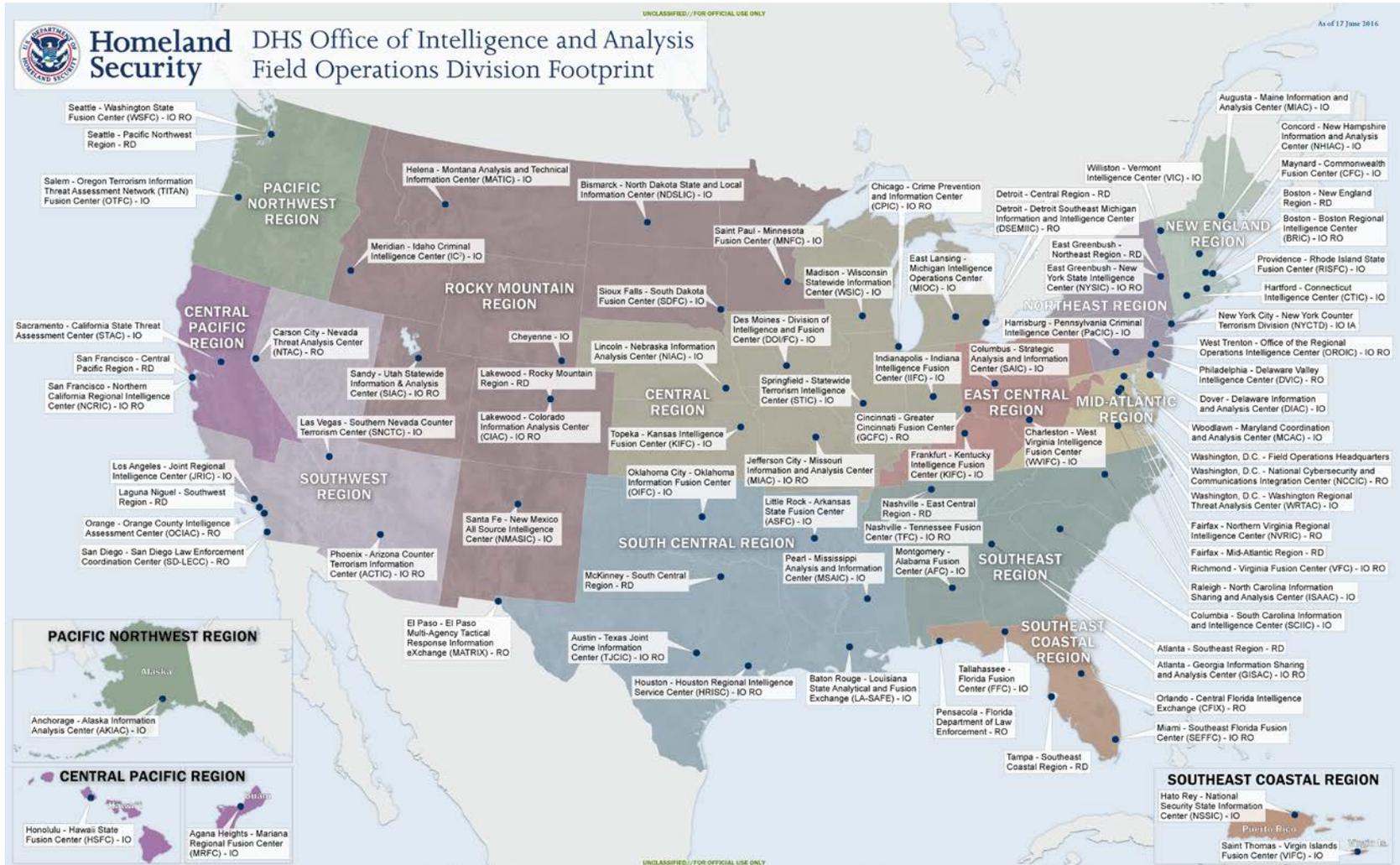
- DHS Chief Intelligence Officer
- DHS Senior Information Sharing and Safeguarding Executive
- DHS Counterintelligence Executive
- Executive Agent for DHS Watchlisting
- DHS Counterterrorism Coordinator *
- Executive Agent for the DHS State, Local, and Regional Fusion Center Initiative

*Delegation specific to U/S Francis X. Taylor



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Nationwide I&A Footprint



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I&A Support to State and Local Partners

- ✓ Serve as **focal points** for the intelligence cycle and information sharing
- ✓ Lead execution of intelligence functions for state, local, tribal, territorial partners
- ✓ Facilitate collaboration among all levels of government
- ✓ Provide access to a diversity of expertise from homeland security and law enforcement partners
- ✓ Share information across jurisdictional boundaries
- ✓ Build on the strength of a national network approach



“State and major urban area fusion centers...serve as the primary focal points within the State and local environment for the receipt and sharing of terrorism-related information.”

— *National Strategy for Information Sharing, 2007*



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Back-up Slides



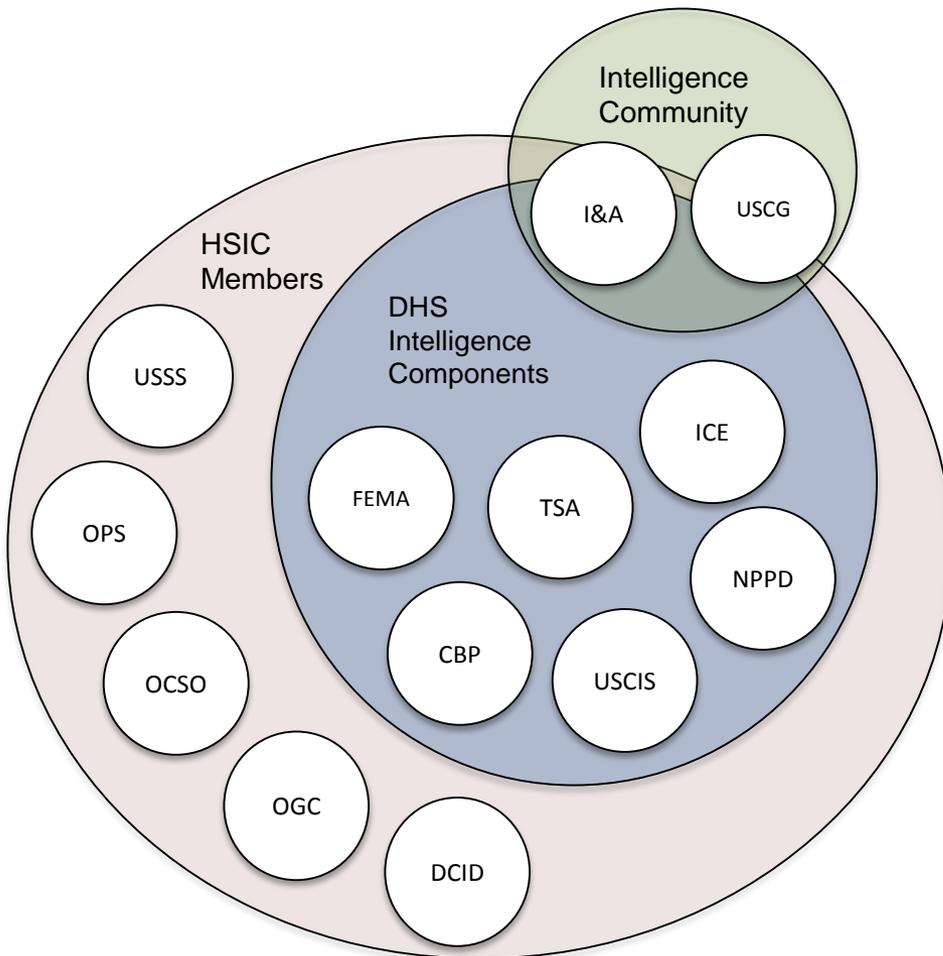
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Intelligence Community Oversight

- As a member of the Intelligence Community, I&A is subject to oversight from the Director of National Intelligence
- I&A is also subject to oversight from the House Permanent Select Committee on Intelligence and the Senate Select Committee on Intelligence
- I&A is primarily funded in the National Intelligence Program through the Homeland Security Appropriations Act and its budget is authorized annually in the Intelligence Authorization Act



DHS Intelligence Enterprise



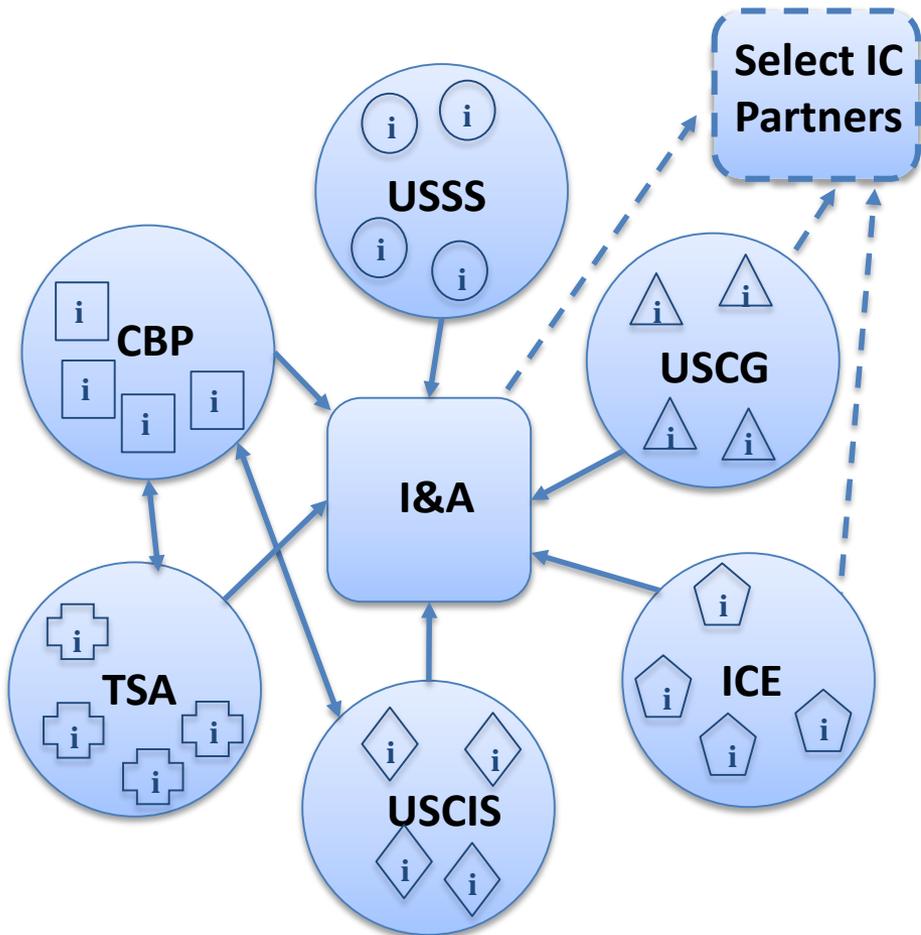
- All are members of the Homeland Security Intelligence Council
- Two are members of the Intelligence Community



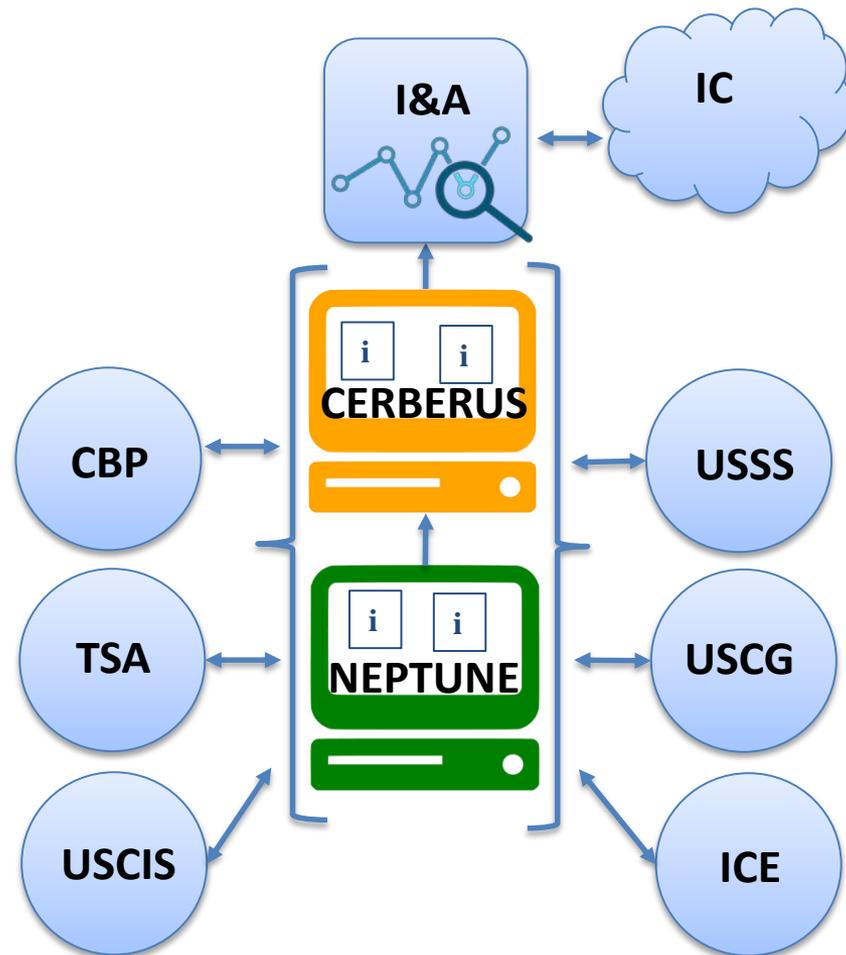
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DHS Data Framework

Present State Data Flows



Future State Data Flows



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DHS 2016 Priorities

Counterterrorism

Core mission of DHS – Reason the Department was created. Produces unique insights through finished intelligence on terrorist targets, weapons, and tactics; terrorist identities and networks; violent extremists' radicalization and messaging; terrorist travel and facilitation; and US immigration security for the full spectrum of Homeland Security mission partners and stakeholders.



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DHS 2016 Priorities

Aviation Security

Produces finished intelligence on current and emerging aviation threats, explosive developments, and tactics intended to circumvent security leading to enhanced security at overseas “last point of departure” airports; improved checkpoint screening capabilities; and more effective screening of passengers, luggage, and airport and airline personnel.



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DHS 2016 Priorities

Border Security

Know more about who travels to the United States by fusing Intelligence Community reporting with unique DHS data; produce finished intelligence focused on terrorism and transnational criminal threats to public safety that approach or cross US borders; analyze human smuggling networks and illegal migration patterns; perform opportunity analysis to inform engagement with partner governments in transit countries; assess threats to the security of lawful trade and travel.



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DHS 2016 Priorities

Cybersecurity

Improve federal civilian cybersecurity by monitoring networks, and detecting, blocking and mitigating vulnerabilities and attacks; identify a common set of best practices for the development of Information Sharing and Analysis Organizations, share cyber threat indicators with the interagency and private sector.

I&A Cyber Division supports the Department's mission by providing cyber threat intelligence to support the needs of Federal, State and Local, and Critical Infrastructure sector network defenders. Cyber Division personnel are:

- Integrated into the National Cybersecurity and Communication's Integration Center (NCCIC) and provide focused all-source cyber threat analysis and outreach to federal civilian agency leaders and network defenders, delivering decision advantage and actionable intelligence for protection of federal networks, operations, and data.
- Assess and communicate cyber threats to critical infrastructure sector networks.



Protecting the Homeland Through Predictive Intelligence and Analysis

I&A Intelligence Cycle

Analytic and operational feedback informs priorities

Senior leaders establish intelligence priorities

Analysts establish and validate intelligence gaps

Analysts and collectors identify and validate targets

Intelligence Priorities & Requirements

Intelligence Gaps

Targeting/ Validation

Collection

I&A Intelligence Cycle

New insights, operations, decisions or gaps?

Information Sharing

Feedback

Reporting/ Raw Data

Analysts prepare and disseminate intelligence products to customers

Analysts and operators evaluate raw reporting and provide direction to collectors

Collectors write raw intelligence reports and disseminate reporting

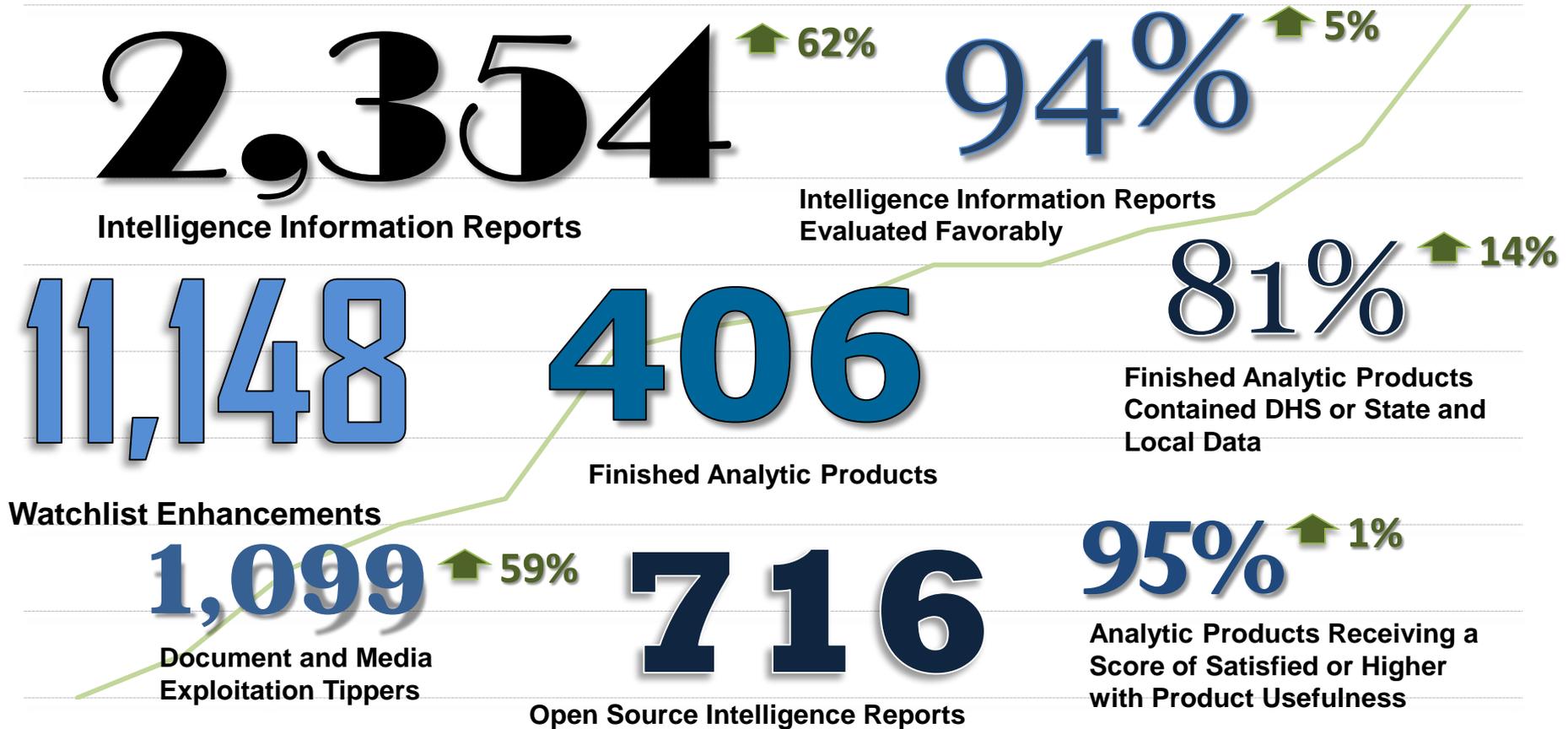
Collectors analyze capabilities, develop strategies and targets to address gaps



Protecting the Homeland Through Predictive Intelligence and Analysis

FY2016 Intelligence Production

Over the last two years, I&A transformed our organizational structure and processes to increase the quantity and quality of our reporting, focus our analysis on harnessing DHS and SLTT data, and accelerate performance across the entire spectrum of the intelligence cycle.



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FEVS/IC Climate Survey Results – By Index

Index/Category	Federal Employee View Point Survey (OPM)			IC Climate Survey (ODNI)		
	2014	2015	2016	2014	2015	2016
IC Integration	n/a	n/a	n/a	66	67	69
Leadership	49	47	49	45	51	51
Performance Culture	48	42	49	44	48	48
Talent Management	52	47	50	47	49	54
Job Satisfaction	57	54	56	52	53	57
Employee Engagement	56	53	57	51	57	58
Inclusion Quotient *new*	51	48	n/a	n/a	52	54

Increases from 2015 scores highlighted in yellow



Protecting the Homeland Through Predictive Intelligence and Analysis

Office of Intelligence and Analysis

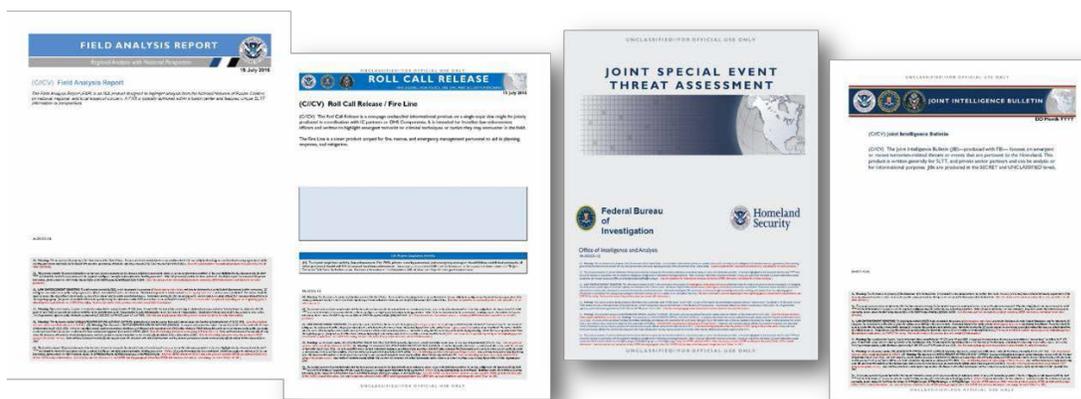


I&A Intelligence Officers support state and major urban area fusion centers across our country. During Super Bowl 50, I&A personnel provided on-site intelligence support at fusion centers throughout the San Francisco area. Photo credit: Anthony Frangipane, DHS I&A

The Office of Intelligence and Analysis (I&A) equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient. I&A produces unique intelligence products for DHS leadership; state, local, tribal, and territorial partners; DHS components; the Intelligence Community; and private sector partners. I&A is a member of the U.S. Intelligence Community (IC) and is the only IC element statutorily charged with delivering intelligence to our state, local, tribal, territorial and private sector partners, and developing intelligence from those partners for the Department and the IC.

Mission

The mission of I&A is to equip the Homeland Security Enterprise with the timely intelligence and information it needs to keep the Homeland safe, secure, and resilient.

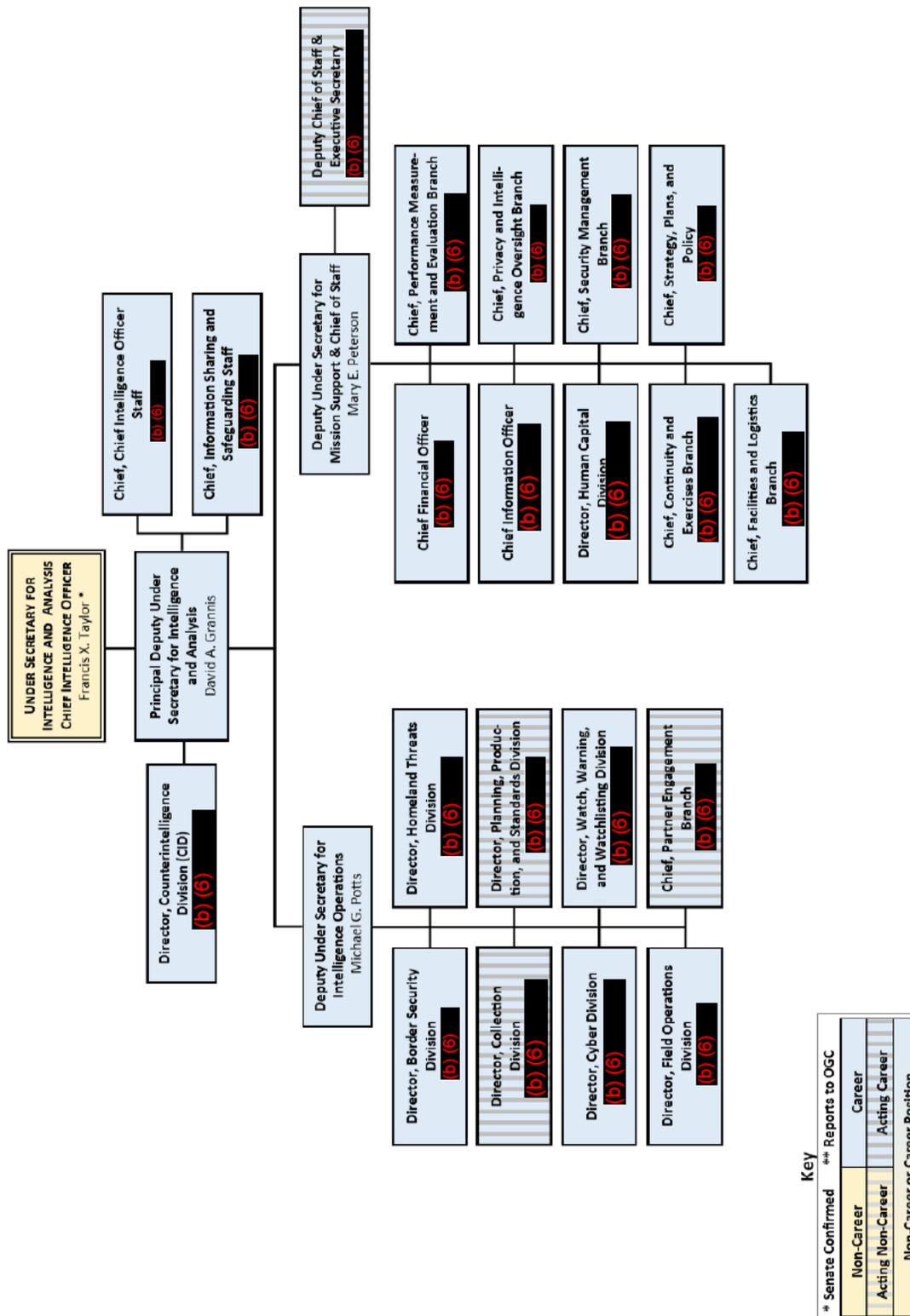


I&A produces unique intelligence products for DHS leadership and Components; state, local, tribal, and territorial partners; the Intelligence Community; and private sector partners.

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Organization Chart

Office of Intelligence and Analysis



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Budget

The I&A budget is classified and will be presented in a separate classified annex.

Workforce

Workforce numbers are classified and will be included in a classified annex.

Strategic Priorities

- **Continue Efforts to “Operationalize” DHS Data:** DHS will continue to prioritize funding and efforts that address data access and sharing challenges. DHS will continue to add additional data sets to the DHS Data Framework—a scalable data platform that provides a single site for searching unclassified DHS data on the classified network with access controls for information sharing and safeguarding, as well as privacy and civil rights and civil liberties protections, and near real-time access to DHS-unique data to those with mission needs. DHS will continue to leverage the Analytic Innovation Cell—a hybrid team of analysts, data scientists, and developers, working together to rapidly deploy technological solutions—to address the most pressing analytic challenges. DHS will bolster the Document and Media Exploitation effort that provides forensic processing of DHS-unique data allowing for further analysis. These initiatives also focus on integrating DHS information into the IC Information Technology Environment to improve information sharing with our IC partners.
- **Continue Efforts to Better Integrate the DHS Intelligence Enterprise:** DHS will continue to leverage the Homeland Security Intelligence Council and its mission manager structure to enhance integration of the Component Intelligence Programs of the Department to drive DHS analytic excellence; strengthen DHS counterintelligence and security functions; advance data-driven analytics; increase the reporting and use of departmental information in performing DHS missions; and create a premier cadre of homeland security intelligence professionals.
- **Expand the DHS Counterintelligence Program:** DHS will continue to develop a counterintelligence program across DHS to deepen our understanding of foreign intelligence entities and insider threats; deter, detect, and disrupt these threats; safeguard sensitive information from exploitation; protect our Nation’s supply chain from compromise; and protect our Nation’s networks from efforts to disrupt, exploit, or steal sensitive information, including personally identifiable information.
- **Improve Employee Morale and Engagement:** I&A will continue efforts to improve areas where we consistently hear employee dissatisfaction in surveys and studies, in coordination with larger DHS employee engagement efforts. I&A will continue to prioritize improvements to leadership training and accountability, two-way communication with the workforce, and address systemic hiring and information technology challenges.
- **Mature Performance Measurement and Evaluation:** I&A will build upon its performance management and evaluation framework, using outcome-based measures and aggressive targets for I&A programs and operational processes that link performance to the resource allocation

process. I&A will work to further automate its performance reviews by providing dashboards for recurring performance metrics so that I&A performance management professionals can focus their day-to-day efforts on more challenging metrics collection (e.g., metrics related to training outcomes, results of leadership development efforts, employee morale).

Key Partnerships/Stakeholders

Interagency	
Partner	Description
Intelligence Community (IC) Agencies	IC partners conduct intelligence/information sharing with DHS essential to understanding threats to the U.S., identifying violent extremists/terrorists who threaten the Homeland, and identifying the tactics used for target identification, attacks and travel by terrorists/violent extremists and produce joint intelligence products with DHS. Key partner agencies include: Office of the Director of National Intelligence, National Counterterrorism Center, Federal Bureau of Investigation, Central Intelligence Agency, U.S. Department of Treasury/Office of Intelligence and Analysis, National Geospatial-Intelligence Agency, National Security Agency, Program Manager for the Information Sharing Environment, Terrorist Screening Center, U.S. Department of State/, and U.S. Department of Defense (DOD) (including Defense Intelligence Agency and Combatant Commands).

Stakeholder Groups and Federal Advisory Committees (FACA)	
Partner	Description
National Network of Fusion Centers (NNFC) / State and Major Urban Area Fusion Centers	Engagement with state and major urban area fusion centers provides DHS essential information on domestic terrorism threats and key preventive/protection activities and allows DHS to convey appropriate information to other federal agencies, including the IC. The USIA serves as the DHS Executive Agent for support to fusion centers, providing information, tools, training, and deployed personnel and ensuring coordinated DHS support.

Stakeholder Groups and Federal Advisory Committees (FACA)	
Partner	Description
State and Local Law Enforcement	State and local law enforcement share intelligence, provide training, and collaborate on terrorism, cyber, and border issues with DHS.
National Level Associations Representing State and Local Law Enforcement	National level associations with a mission of supporting and enhancing the NNFC are key consumers of DHS intelligence products and service and information sharing partners at the state and local levels. Major associations include: Association of State Criminal Investigative Agencies, International Association of Chiefs of Police, Major Cities Chiefs Association, Major County Sheriffs Association, National Fusion Center Association, and National Sheriff's Association.
Homeland Security Think Tanks and Independent Research Groups	These partners provide DHS with respected voices on policy matters and create an avenue for strategic communications. Key groups include: Aspen Institute Homeland Security Initiative, Brookings Institution, Center for American Progress, Center for Strategic and International Studies, Council on Foreign Relations, Heritage Foundation, Homeland Security Studies and Analysis Institute, RAND Terrorism and Homeland Security, Woodrow Wilson Institute, Business Executives for National Security, and Intelligence National Security Alliance.

Industry / Public-Private / Academia	
Partner Name	Description
Information Sharing and Analysis Centers (ISACs)	ISACs provide a conduit to critical infrastructure owners and operators across the private sector that I&A leverages to share cyber and other threat information and partners with to create joint intelligence products.

International Engagements	
Partner	Description
International Counterterrorism and Investigative Organizations	Interpol, Europol, the Global Counterterrorism Forum (GCTF), and the European Counterterrorism Center (ECTC) provide tips and leads and mutual investigative and counterterrorism support and situational awareness to DHS.
Various Countries' DHS Counterparts (Home and Interior Ministries, or equivalent organizations)	DHS maintains relationships with Algeria, Argentina, Bangladesh, Belgium, Brazil, The Balkans, Bulgaria, Cyprus, Denmark, Egypt, Five Eyes Partners (Australia, Canada, New Zealand, United Kingdom), France, Germany, Greece, India, Indonesia, Israel, Italy, Jordan, Kenya, Kuwait, Mali, Mauritania, Mexico, Morocco, Netherlands, Nigeria, Norway, Panama, Peru, Philippines, Qatar, Saudi Arabia, Singapore, Spain, Sweden, Thailand, Tunisia, Turkey, Ukraine, and the United Arab Emirates to provide mutual counterterrorism support and situational awareness.

Legislative Priorities

- Under Secretary Confirmation Preparation:** Assist the Office of Legislative Affairs with preparing the President’s nominee for USIA for the Senate confirmation process.
- Execute FY 2017 I&A Legislative Engagement Strategy:** When the President’s Budget Request is released, I&A will deliver classified budget materials and briefings to Appropriations, Intelligence, and Homeland Committees. I&A, as a member of the IC, falls under the jurisdiction of the Congressional intelligence committees. I&A will also schedule Congressional Deep Dives for key authorizer and appropriations staff to provide extensive discussion of I&A’s priorities, accomplishments, and goals. I&A will provide semi-annual threat briefings and fusion center visits as needed. I&A will send Congressional Notifications for major items of interest/issues and continue to ensure regular delivery of relevant I&A intelligence products.
- Monitor and Affect FY2017 Authorization and Appropriations:** Unlike the rest of DHS, I&A is authorized annually in each FY’s Intelligence Authorization Act. I&A will remain deeply involved in both authorization and appropriations in order to present a cohesive message to, and facilitate regular communication between, authorization and appropriations staff to avoid Appropriated but not Authorized funds (“A not A”).

Government Accountability Office / Office of the Inspector General
Audits

GAO Audits		
Title	Description	Final Report Due
GAO-17-XXX GAO High-Risk Series Biennial Update: Establishing Effective Mechanisms for Sharing and Managing Terrorism-Related Information to Protect the Homeland (Government-wide)	This is one of GAO's recurring government-wide reports with both high Congressional and Public scrutiny. An update report is issued every two years on the odd year. The 2017 update report will contain the results of GAO Review 100270 of I&A and results from other DHS Components and government-wide GAO reports. GAO has flagged four DHS-wide recommendations as having connections with this high-risk area. DHS Components expect to close them by the first quarter of FY 2017.	February 15, 2017
GAO 100354 Countering Islamic State of Iraq and the Levant (ISIL) Social Media Efforts	DHS plays a significant role in this review, but other federal agencies have the lead. The final report will be classified. GAO's audit objectives are to determine: to what extent has the U.S. Government developed a plan for countering ISIL social media efforts; what activities U.S. agencies have undertaken to counter ISIL's social media efforts and to what extent have these activities been coordinated among federal agencies and entities outside the U.S.; and to what extent the U.S. Government has been effective in countering ISIL social media efforts.	November 30, 2016

OIG Audits		
Title	Description	Final Report Due
OIG 15-040 Domestic Sharing of Counterterrorism Information	This resulted from a Senate request for a performance audit of federally-supported entities engaged in field-based domestic counterterrorism, homeland security, intelligence, and information-sharing activities often in conjunction with state and local law enforcement agencies. The Senate requested the joint audit review the entities' overall mission, specific functions, capabilities, funding, personnel costs, and facility costs.	July 31, 2016