



DEPARTMENT OF HOMELAND SECURITY
OFFICE *of* INTELLIGENCE *and* ANALYSIS

STRATEGIC PLAN

— FY 2025–2029 —



Photo by Jaime Rodriguez Sr. May 7, 2024. American flag displayed during Blue Mass opening ceremony at St. Patrick's Cathedral to honor fallen police during the annual event in Washington, DC. CBP.



Homeland Security

Message from the Under Secretary

I am pleased to present the Department of Homeland Security Office of Intelligence & Analysis (I&A) Strategic Plan for Fiscal Years 2025-2029. The purpose of this plan is to set forth I&A's strategic priorities and objectives and make clear how we will accomplish I&A's mission to provide timely and accurate intelligence and help keep the homeland safe, secure, and resilient.

In the aftermath of the 9/11 terrorist attacks, I&A's primary focus was to address the threat of international terrorism through the collection, analysis, and dissemination of intelligence information related to the threats to Americans posed by international terrorist groups. While foreign terrorism remains a critical concern, the homeland threat environment has changed significantly over the past two decades. I&A provides intelligence support to a vast array of missions, including countering terrorism, securing our borders, securing cyberspace and critical infrastructure, and preserving and upholding the Nation's prosperity and economic security from foreign threats.

I&A is prepared to meet these national and homeland security challenges. Our mission is three-fold: to develop an intelligence program within the United States that effectively detects and informs efforts to prevent threats to the homeland; to serve as a bridge for two-way sharing of homeland-security related information between federal law enforcement and intelligence agencies and our state, local, tribal, territorial, and private sector partners; and to carry out these missions with an intensely focused regard for privacy and civil liberties. Our adherence to these values, even and especially in moments of heightened threats, defines us as a Nation, and we remain vigilant in all our activities to ensure that these values are fully protected.

Each day presents new challenges to existing paradigms. I&A has adopted a series of organizational reforms aimed at improving our capabilities and positioning us to carry out our mission more effectively. Our goals are clear, and we are working hard to achieve them. That work is a tribute to the resiliency of the organization and the diligence of the I&A professionals who sacrifice so much to help protect our homeland.

Ken Wainstein

Under Secretary for the Office of Intelligence and
Analysis, U.S. Department of Homeland Security

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Building NAC-19. Washington, DC. DHS.

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I&A's Mission/Vision/Values

1. Our Mission

Providing a decision advantage to homeland security leaders across the nation through a three-fold mandate to: develop an intelligence program within the United States that effectively detects and informs efforts to prevent threats to the homeland; serve as a bridge for two-way sharing of homeland-security related information between federal law enforcement and intelligence agencies and our state, local, tribal, territorial, and private sector partners; and carry out these missions with an intensely focused regard for privacy and civil liberties.

2. Our Vision

Enable DHS leadership as well as our national network of federal, state, local, tribal, territorial, and private sector partners.

3. Values that Guide Us

- **Excellence:** We commit to excellence in providing high-quality and timely intelligence tailored to the needs of our stakeholders. We continuously seek to improve our performance and our tradecraft, share information responsibly, collaborate productively with colleagues, and demonstrate innovation and agility when faced with new challenges.
- **Integrity:** Each of us serves something far greater than ourselves. We serve the American people, understanding that our mission requires an absolute commitment to objectivity and the moral courage to speak truth to power. We demonstrate integrity in our conduct, faithful to the duties and responsibilities entrusted to us, and maintain the highest ethical and professional standards.
- **Honor:** We honor the beliefs that make our Homeland worth protecting such as liberty, democracy, and equality under the law. We support and defend the Constitution, complying at all times with the laws of the United States and ensuring that we carry out our mission in a manner that respects privacy, civil rights, and civil liberties.
- **Diversity:** We embrace the wealth of experiences, perspectives, and talents that derive from the diverse background of our Nation, promoting understanding, inclusion, and respect throughout our workforce.
- **Accountability:** We are accountable to ourselves, our oversight institutions, and the American people. At all levels, we report wrongdoing through appropriate channels. We do not retaliate against whistleblowers.
- **Partnership:** We believe in the power of collaboration and actively seek to build and nurture meaningful partnerships with our federal, state, local, tribal, territorial, and private sector partners. By working together, we can leverage diverse perspectives, resources, and expertise to address complex threats to our homeland and to drive innovative solutions.

Crosswalk of Strategic Plan FY 2025–2029

Strategic Objectives	Lead Offices	Support Offices
STRATEGIC GOALS		
<i>Provide timely intelligence support of the highest quality while vigorously safeguarding the privacy, civil rights, and civil liberties of the American people</i>		
Provide strategic analysis that cuts across threat vectors, leveraging DHS data and our partners’ expertise	DUSA	DUSC/DUSP
Expand I&A’s identity intelligence capabilities to help identify threat actors	DUSC	DUSM
Enhance collection management capabilities and processes to better support national and departmental missions	DUSC	DUSP/DUSM
<i>Partner with SLTTP entities to ensure robust, timely intelligence and information exchanges that support national and homeland security intelligence needs</i>		
Increase integration between headquarters and the field to improve intelligence production and sharing with our SLTTP partners	DUSA/DUSP	DUSC/DUSM
Strengthen management support capabilities and training for the field to improve information sharing with our SLTTP partners	DUSP	DUSA/DUSC/DUSM
Provide more comprehensive support to our SLTTP partners on emerging incidents and threats	DUSP	
Support our SLTTP partners’ integration into the intelligence cycle	DUSC/DUSP	DUSA
<i>More fully integrate the collection, analysis, and dissemination of intelligence within the DHS Intelligence Enterprise (IE)</i>		
Improve coordination and integration among the elements of the DHS IE and enhance DHS IE coverage of threats to the homeland	IEPO	DUSA/DUSM/DUSP
Enhance DHS IE coverage of threats to the homeland	IEPO	DUSA
Create a more robust and institutionalized defensive counterintelligence posture in DHS	IEPO	DUSM

LEGEND			
DHS	Department of Homeland Security	DUSP	Deputy Under Secretary for Partnerships
DUSA	Deputy Under Secretary for Analysis	IEPO	Intelligence Enterprise Program Office
DUSC	Deputy Under Secretary for Collection	TOPO	Transparency and Oversight Program Office
DUSM	Deputy Under Secretary for Management		

Crosswalk of Strategic Plan FY 2025–2029 (Cont.)

Strategic Objectives	Lead Offices	Support Offices
STRATEGIC GOALS		
<i>Use current and emerging technologies to enable intelligence and information sharing and analysis</i>		
Responsibly integrate artificial intelligence and machine learning to advance mission outcomes	DUSM	DUSA/DUSC
Prioritize data access, integration, and analysis at scale in a manner that safeguards privacy, civil rights, and civil liberties	DUSM/TOPO	
Strengthen cyber security through modernizing infrastructure and increasing cyber engineering and defensive cyber operations	DUSM	
<i>Ensure a mature organization that operates at the highest level of professionalism, prioritizing transparency and accountability</i>		
Refine the Planning, Programming, Budgeting, and Execution process within I&A to enhance financial stewardship and ensure strategic alignment with the DHS mission	DUSM	DUSA/DUSC/ DUSP/TOPO
Develop additional privacy and intelligence oversight guidance, training, and support to the workforce to further strengthen I&A's protection of the rights of the American people	TOPO	
Enhance organizational transparency by institutionalizing information sharing and increasing engagement with our oversight bodies	TOPO	IEPO
<i>Foster a resilient, innovative, and highly motivated workforce, through workforce empowerment, diversity, and inclusion</i>		
Optimize hiring and promotion to ensure we are selecting the best candidate for the right position	DUSM	
Increase the retention and professional development of our workforce through promoting a culture of transparency, fairness, trust, and equal opportunities	DUSM	DUSA/DUSC/ DUSP
Elevate the quality of supervision throughout the organization to build, retain, and lead an effective workforce	DUSA/DUSC/ DUSM/DUSP/ IEP/TOPO	
Develop a framework for responding to high-demand situations	DUSA/DUSC/ DUSM/DUSP	TOPO

I. Strategic Goal 1: Provide timely intelligence support of the highest quality while vigorously safeguarding the privacy, civil rights, and civil liberties of the American people.

I&A provides intelligence support to DHS as well as federal and state, local, tribal, territorial, and private sector (SLTTP) decision makers and operators on a variety of national security and homeland security missions, including countering terrorism; securing our borders; preserving and upholding the Nation's prosperity and economic security from foreign threats; securing cyberspace and critical infrastructure; and strengthening the preparedness and resilience of the American people. We face a rapidly evolving threat environment with adversaries increasingly using technological advancements to evade our current defenses. To counter this threat, I&A will integrate new technology with our DHS data holdings so as to provide more timely raw intelligence and strategic analysis to our stakeholders and tactical intelligence support to help identify national security, homeland security, and public safety threats.

At the heart of our organization is an unwavering commitment to safeguarding the privacy, civil rights, and civil liberties of our citizens. Accomplishing our mission requires a steadfast commitment to protecting civil rights, civil liberties, and privacy in the earliest stages of development of policy, program design, operational plans, and assessments, which must continue throughout the entire life cycle of these activities.

STRATEGIC OBJECTIVES

1. Provide strategic analysis that cuts across threat vectors, leveraging DHS data and our partners' expertise.

Recognizing that threats are multifaceted and often require various types of expertise, I&A will more fully integrate our analytic process to address threats that cut across I&A's analytic centers and the field while also positioning analytic embeds with select U.S. Government partners to leverage their expertise and data. Increasing collaboration across I&A's analytic centers earlier in the process will allow analysts to identify areas of overlap where additional expertise is required and allow for more comprehensive analysis of even the most complex threats. It is vital that analysis of national level threats considers regional threats, as regional analysis may show discrepant trends not visible on a national scale. Similarly, by strategically embedding analysts within the DHS Intelligence Enterprise (IE) and other national security partners, we can cross-train analysts, better identify where our partners have critical data, and leverage their expertise, yielding more reliable analysis on threats to the homeland.

2. Expand I&A's identity intelligence capabilities to help identify threat actors.

I&A assists other DHS Components and national security partners in identifying threat actors seeking authorization to enter the country through its support to departmental and interagency watchlisting, screening, and vetting efforts. Upon approval of I&A as a vetting support agency

for the National Vetting Center, I&A will expand its current capabilities to support Department of State visa adjudications.

I&A will also develop a more robust transnational organized crime (TOC) watchlisting capability for the Department, establishing a cadre of intelligence officers to nominate for the watchlist. To accompany the new counter-TOC capabilities, I&A will assess the training requirements for this mission. As DHS' executive agent for counter terrorism and TOC watchlisting, I&A must provide a modern application to facilitate sharing information for nominations. These watchlisting frameworks will increase DHS' ability to elevate this information for community awareness.

3. Enhance collection management capabilities and processes to better support national and departmental missions.

Given I&A's unique homeland focus and authorities, it is imperative that its collection activities be focused on information of the greatest value to our national and departmental missions. Providing support for collection activities through the enhancement of our collection management and documentation processes, advanced training specific to I&A's missions, and greater specificity regarding current and emerging intelligence requirements will yield more timely and actionable raw intelligence. Prioritizing I&A's collection on threats consistent with I&A guidance will ensure our collection focuses on the most critical threats to the homeland and provides the greatest value to our analysts. This can be achieved in part by developing an infrastructure to enable more accurate and efficient communication between HQ and the field. Establishing a HQ-based staff operations officer cadre will provide support for our field intelligence officers, leading to increased productivity. Similarly, embedding our open-source intelligence collectors within I&A's analytic centers and creating collection plans in collaboration with analysts and collection management will better align their efforts. Finally, implementing external audits of our overt collection program will enable us to identify areas where additional training or resources are needed and ensure that we are operating within IC standards.



Oct 29, 2019. Primary Border Wall System 46 Mile Project in TX. CBP.

II. Strategic Goal 2: Partner with SLTTP entities to ensure robust, timely intelligence and information exchanges that support national and homeland security intelligence needs.

Congress specified in our founding legislation that I&A is responsible for ensuring intelligence is shared with and among our SLTTP partners across the country. I&A will accomplish this by improving the integration of federal and SLTTP officers, adding additional infrastructure including remote SCIF facilities, removing barriers to rapid communication about emergent threats, and overcoming challenges to sharing classified information. These strategic partnerships with SLTTP stakeholders will advance I&A's national and departmental missions through open communication, engagement, outreach, and transparency while also supporting the development of intelligence and information sharing capabilities. I&A will help these partners adapt to the evolving threat environment and enhance their capacity to identify, share, and mitigate threats.

STRATEGIC OBJECTIVES

1. Increase integration between headquarters and the field to improve intelligence production and sharing with our SLTTP partners.

Through aligning our analysis and collection consistent with the formal prioritization of threats set forth in the Homeland Intelligence Priorities Framework, Operating Directive, and Program of Analysis, we will not only target the highest priority threats, but will also align our resources towards those threats that we are best positioned to cover. Our collection and analytic focus are now driven by one shared set of priorities leveraging our organizational strengths, which will better integrate our headquarters and field initiatives, increase the use of our reporting in finished analytic production, and maximize the impact of what we collect and analyze. Our Nationwide Functional Teams will leverage expertise from across I&A to coordinate our activities against the most pressing threats to the homeland.



Photo by Jerry Glaser. Feb 8, 2024. A U.S. Customs and Border Protection Air and Marine Operations helicopters conduct a flyover of Allegiant Stadium as CBP provides significant security in advance of Super Bowl LVIII in Las Vegas, NV. CBP.

Recognizing that the most valuable insights into the intelligence needs of our SLTTP partners comes from persistent engagement, I&A will leverage our existing partnership programs and reestablish the SLTTP fellows program to ensure I&A's strategic analysis is tailored to the needs of our SLTTP partners. I&A will also reinvigorate a rotation program to bring field intelligence officers to I&A HQ and allow HQ analysts to rotate to the field to better understand the intelligence needs of our SLTTP partners. I&A will increase HQ analysts'

focused threat briefings at regional outreach events and align production plans with those outreach events to ensure greater dissemination and promote understanding of threats. We will also develop a training for analysts focused on the unique challenges of working in field operations and techniques to achieve more productive engagements with our SLTTP partners.

2. Strengthen management support capabilities and training for the field to improve information sharing with our SLTTP partners

Through a reorganization of the field and implementation of a more robust and phased training program, I&A will improve information sharing with our federal and SLTTP partners. Creating “brick-and-mortar” divisional offices in the field to oversee coordination between the field and HQ will provide additional support for our field officers, enabling them to better focus their efforts. This will provide dedicated SCIF access in the field, more evenly distribute the workload among our leadership, and enable division directors to take on the coordination responsibilities with headquarters. This will also facilitate us working with the Cybersecurity and Infrastructure Security Agency, Federal Emergency Management Agency, and other DHS components as we align our geographical regions and collocate our leadership with those Components. Additionally, developing an accredited training program that provides training tailored to the specific activities of our field officers and continuing education will increase their effectiveness when engaging with our federal and SLTTP partners.



Photo by Alan Prebyl. October 2024. Classroom discussion during an iteration of the Advanced Briefers Workshop at I&A's Intelligence Training Academy

3. Provide more comprehensive support to our SLTTP partners on emerging incidents and threats.

I&A will provide our SLTTP partners with more timely and coordinated intelligence on emerging threats and incidents. I&A will coordinate information with the IC the DHS IE, other U.S. Government departments and agencies, and our SLTTP partners to optimize sharing of intelligence on emerging threats and incidents. This will ensure intelligence is provided with context and consistent with our oversight guidelines, and it will better enable our SLTTP partners to use it. This will also facilitate greater collaboration within the U.S. Government on these emerging incidents.

4. Support our SLTTP partners' integration into the intelligence cycle.

I&A sponsors eligible SLTTP partners for security clearances to enhance information sharing with those stakeholders. While decreasing the time for processing and approving those clearance requests, I&A will also assess requirements to protect sensitive information shared with our SLTTP partners and tailor access to the specific needs of the partner. Upon securing funding and approval, I&A will enhance our information sharing platforms to improve reliability and user-friendliness to more efficiently and effectively share intelligence with our SLTTP partners.

I&A's will also increase its provision of assistance to our SLTTP partners to enable them to effectively support the intelligence cycle and help I&A leverage SLTTP intelligence relevant to homeland security. The assistance will include training on the intelligence cycle, methods for reporting and triaging threat information, information sharing, and terrorism and targeted violence prevention activities. This initiative will also make available best practices on operations, sharing and analysis of homeland security threats, and protecting privacy, civil rights, and civil liberties in a method that ensures it is standardized and provided regularly to maintain these skills.

III. Strategic Goal 3: More fully integrate the collection, analysis, and dissemination of intelligence within the DHS Intelligence Enterprise (IE)

As the Department’s Chief Intelligence Officer (CINT), the Under Secretary for I&A is responsible for coordinating and enhancing integration amongst the Department’s component intelligence programs. Fulfilling these responsibilities requires a structure and process to support the missions and goals of these programs by establishing intelligence collection, processing, analysis, and dissemination priorities, policies, processes, standards, guidelines, and procedures.

STRATEGIC OBJECTIVES

1. Improve coordination and integration among the elements of the DHS IE and enhance DHS IE coverage of threats to the homeland.

I&A will lead an effort to clarify the role of the CINT and the scope of the DHS IE in alignment with congressional and Secretarial intent, while also establishing processes to provide strategic oversight in support of departmental and component intelligence missions and goals. Leveraging training opportunities and developing a strategic plan for the DHS IE will increase coordination and information sharing between the DHS IE’s component intelligence programs. I&A will also oversee a technical refresh of DHS’ classified information systems to increase bandwidth and reliability of these systems. This entails upgrading hardware, networking equipment, and software in order to improve the bandwidth and reliability of our systems.



Photo by Carrie Owens. I&A Leadership Offsite. Oct 28, 2024. Springfield, VA. DHS.

I&A will prioritize its liaison assignments within the DHS IE and IC, leveraging engagement with host agencies to identify their needs. I&A will prioritize engagement where increased access and information sharing maximizes I&A's ability to identify and deter threats to the homeland. Through these efforts, I&A will be able to strategically align resources to better support the intelligence needs of the DHS IE while leveraging ongoing efforts to assist with I&A's national and departmental missions.

2. Enhance DHS IE coverage of threats to the homeland.

I&A, in coordination with the DHS IE, on an annual basis, will examine and rank national and departmental intelligence subtopics from the DHS Intelligence Enterprise Homeland Intelligence Priorities Framework to identify how the DHS IE is best positioned to address these priorities and to ensure resources are directed toward the greatest threats to the homeland.

I&A will work with the DHS IE to identify any gaps in coverage and reassign existing resources or request additional resources to address these gaps. I&A will also work with the DHS IE to establish a consolidated Intelligence Enterprise budget. This will allow the CINT to provide coherent and compelling guidance to the Secretary for budget requests ensuring the Secretary is best able to advocate for necessary resources to address top threats to the homeland and to ensure the necessary infrastructure is in place to support the technical needs of the DHS IE.

3. Create a more robust and institutionalized defensive counterintelligence posture in DHS.

I&A will strengthen the DHS counterintelligence (CI) mission by establishing standards and institutional pathways for sharing information with our federal stakeholders. Promulgating DHS CI policy to provide guidance and establish standards for conducting CI activities and leveraging technology and other tools to provide tailored education to the workforce will provide broader and more effective coverage for DHS. Increasing the utilization of DHS' and the IC's finished analytical products will better inform CI risks to the Department and drive CI resource allocation decisions.

IV. Strategic Goal 4: Use current and emerging technologies to enable intelligence and information sharing and analysis.

I&A must remain abreast of, and plan for, the rapid changes in the technological, data, and intelligence landscape in order to develop infrastructure, tools, policies, and procedures in ways that scale to support the evolution and growth of our intelligence mission. Incorporating increasingly complex technology also necessitates the development of responsible-use and cybersecurity safeguards to mitigate potential harms, secure our systems, and engender trust with our various stakeholders, including our workforce, oversight offices and customers.

STRATEGIC OBJECTIVES

1. Responsibly integrate artificial intelligence and machine learning to advance mission outcomes.



Jun 25, 2024. Intelligence & Analysis Family Day robotics demonstration in Washington, DC. DHS.

Artificial intelligence and machine learning (AI/ML) provide numerous opportunities to advance our mission, while also introducing some inherent risks. We recognize that the foundation of our approach to the use of AI/ML in support of our mission is responsible use and will develop and implement guidelines and compliance mechanisms—together with legal, cybersecurity, privacy, and civil rights and civil liberties oversight—for the ethical and responsible development and use of AI/ML technology.

As quality data is essential for AI/ML, we will update legacy systems to implement secure data quality processes to better support AI capabilities. We will also embed data scientists alongside our analytic workforce with reach-back to a multi-disciplinary technical team that leverages AI/ML and other tools to implement statistical rigor and enhance the ability to leverage data-driven techniques to inform analytics. Further, we plan to attract, develop, and train a data proficient workforce to fully capitalize on the benefits of AI/ML.

2. Prioritize data access, integration, and analysis at scale in a manner that safeguards privacy, civil rights, and civil liberties.

Acceleration of our data and digital transformation is required for us to be able to quickly identify evolving threats to our homeland. Rapid improvements in commercial software and computing technologies make an integrated and data-centric approach possible. We will prioritize access and use of new data sets through acquisition and information sharing with DHS Components, the IC, SLTTP partners, and other federal partners. I&A will work with legal, policy, and privacy, civil rights, and civil liberties stakeholders to gather requirements to automate key pieces of the Department's data governance process and standardize the data governance documentation. I&A is in a unique position to simultaneously focus on data curation and advanced analytics while strengthening end-to-end data management to ensure access while gaining actionable insights faster for our mission needs.

3. Strengthen cyber security through modernizing infrastructure and increasing cyber engineering and defensive cyber operations.

To strengthen the security posture of Information Technology (IT) that supports the Department, I&A will upgrade our cyber infrastructure, which is responsible for protection against, and detection and response to, cyber incidents on DHS' TOP SECRET-level fabric. I&A will also improve the security of sensitive data by further limiting access; tightening IT system administration activities to tailor accesses to the individual; increasing automation in our IT systems to enable near real-time understanding of cyber risk; updating supply chain risk management processes and procedures to address rapidly evolving threats; and accelerating IT system authorization processes to enable faster and more secure access. I&A will also invest in the upskilling of our cybersecurity cadre through implementing a technical learning platform and regular sessions. By reducing the likelihood and severity of malicious cyber activity, I&A will ensure the availability of critical mission systems.

V. **Strategic Goal 5: Ensure a mature organization that operates at the highest level of professionalism, prioritizing transparency and accountability.**

As a relatively young organization with broad national and departmental missions, it is critical that we continually strengthen the measures we have in place to ensure transparency and accountability both within I&A and with external stakeholders. Through refining the integration of our strategic planning with performance management and budgeting, providing more robust oversight guidance, and increasing transparency, I&A will integrate accountability and better enable us to achieve our strategic vision.

STRATEGIC OBJECTIVES

1. Refine the Planning, Programming, Budgeting, and Execution process within I&A to enhance financial stewardship and ensure strategic alignment with the DHS mission.

I&A's ability to achieve our operational goals in support of national and departmental missions relies on the alignment of our strategic vision, performance measures, and internal budget processes. Through establishing a clear strategic vision and implementation plan for that vision, I&A's budget and acquisition process will be better aligned with I&A's strategic priorities. I&A leadership will be more integrated into the budget development and execution process and will have greater input into and responsibility for the financial expenditures for their offices. I&A will also evaluate the effectiveness of our internal controls program, particularly with respect to financial planning.



Apr 25, 2016: 9/11 Memorial in New York City, NY. Getty Images.

More closely aligning performance measures to I&A's strategic vision will allow progress towards key performance indicators to justify future budget requests. I&A will develop and implement a comprehensive performance management framework to enhance organizational effectiveness and drive continuous improvement. This performance management framework will facilitate integration and validation of available data sets and measure aspects of performance across I&A's organizational elements. The productivity and impact of our output and engagement will be tracked, measured, and infused into leadership's planning at all levels to focus our limited resources on areas of greatest need and utility.

2. Develop additional privacy and intelligence oversight guidance, training, and support to the workforce to further strengthen I&A's protection of the rights of the American people.

I&A currently requires annual training for its staff to ensure they understand applicable legal requirements and privacy, civil rights, and civil liberties safeguards, which are distilled and codified in I&A's Intelligence Oversight Guidelines. I&A also conducts both scheduled reviews and audits of I&A programs, initiatives, and activities as well as unscheduled inquiries of potential violations of I&A's Intelligence Oversight Guidelines. I&A will increase the effectiveness of its training and compliance activities by developing implementation guidance on our Intelligence Oversight Guidelines along with specialized training and resource materials concerning the new guidance that is tailored to the needs of specific offices and programs. Further, I&A will embed its intelligence oversight staff with I&A intelligence personnel and refine our internal processes to ensure regular audits that facilitate changes necessary to mitigate systemic compliance risks.

3. Enhance organizational transparency by institutionalizing information sharing and increasing engagement with our oversight bodies.

To ensure that its commitment to transparency and oversight endures, I&A will further mature its transparency and oversight functions programmatically, including through the development of standard operating procedures, metrics for success, and other measures of program accountability. I&A will promote greater public understanding of I&A and its value to the homeland security enterprise through a comprehensive review of its policies and procedures to determine their releasability to the public and a reinvigorated use of I&A's Freedom of Information Act Reading Room.

Concurrently, in addition to conducting regular internal reviews, I&A will also increase engagement with departmental and external oversight bodies to help ensure we continue to safeguard individuals' privacy, civil rights, and civil liberties. I&A will refine its process to enable faster and more frequent written and in-person notifications to Congress, the U.S. Government Accountability Office, and Offices of Inspectors General on I&A's policies, capabilities, and intelligence contributions in accordance with standard operating procedures incorporating standing departmental and Intelligence Community guidance.

VI. Strategic Goal 6: Foster a resilient, innovative, and highly motivated workforce, through workforce empowerment, diversity, and inclusion.

I&A's national and departmental missions demand a workforce that is innovative, talented, passionate, resilient, and diverse, reflecting the values and life experiences of the American people. To meet this challenge, we will maintain a suite of incentives that are targeted to retain critical skills, engendering a workforce that identifies and rewards high performers, addresses performance deficiencies, solicits continuous feedback on how to improve, enables a culture of corporate give back, and promotes well-being while at work.



Jun 25, 2024. Intelligence & Analysis African American Employee Association (AAEA) signing in Washington, DC. DHS.

STRATEGIC OBJECTIVES

1. Optimize hiring and promotion to ensure we are selecting the best candidate for the right position.

To accomplish the I&A mission, we need to recruit and hire a qualified and competent workforce with varied skills and experiences across many different mission areas. To do so, we will leverage recruiting sources at career levels aligned to strategic goals. We will conduct a retrospective review and better ensure hiring processes are optimized to drive towards evaluating candidates based on the most important skills and competencies and conduct practices that align with merit system principles as well as provide detailed feedback to I&A employees to enable their own future growth.

2. Increase the retention and professional development of our workforce through promoting a culture of transparency, fairness, trust, and equal opportunities.

We want to engage our I&A employees with challenging work and retain our strongest performers. Through the introduction of an institutional mentoring program, we will provide support and a framework for forward progression of our staff through both supervisory and non-supervisory tracks. I&A will also integrate mentoring at all levels to help grow our workforce and provide additional opportunities for professional development at every grade level.

Recognizing the importance of a workforce that is diverse, equitable, and inclusive, I&A will strive to design and evaluate personnel processes that are fair, transparent, and effective. Defined career pathways will provide a transparent and common framework to move from entry-level to leadership positions, ensuring all I&A personnel meet critical benchmarks before forward progression. This includes the development of a career service program, which will include field and HQ rotations to grow a holistic and well-rounded intelligence professionals.

3. Elevate the quality of supervision throughout the organization to build, retain, and lead an effective workforce.

Given the size of our organization and the breadth of the intelligence work we perform, it is critical that our supervisory personnel are both fully equipped and fully accountable to provide the necessary support to the officers who are doing that work each day. A comprehensive training and assessment program in addition to mentorship will ensure our supervisors are fully equipped to lead. We will strengthen our supervisory cadre through mentoring and a training curriculum for supervisors to develop supervisory skills (as contrasted with subject-matter expertise), more precise alignment of our performance evaluations to track the development of these skills and target areas for growth, and a program to identify and prepare aspiring managers. To improve accountability, we will increase training and assistance on our performance evaluation process to enable supervisors to better assess their team's management strengths and weaknesses and provide tailored development plans with training expectations, mentoring, and coaching resources.

We will similarly provide more training on our performance evaluation standards to ensure our supervisors are applying appropriate standards and accurately identifying our top performers. Conducting “360 reviews” for supervisors at all levels within I&A will ensure constant growth and improvement of our leadership.

4. **Develop a framework for responding to high-demand situations.**

To swiftly address high-demand situations and evolving threats to the homeland without reducing support to standing missions, I&A will examine methods to increase agility with workforce planning and staffing. The ability to rapidly mobilize resources and personnel across the agency is critical for an effective response to emergent threats while permitting I&A to retain critical steady-state functions and support functions necessary to enable surge operations. We will develop this capability through inventorying the various skills within our onboard workforce, identifying gaps in workforce capabilities, and developing the capability to plan for future workforce needs. Creating policy and a governance structure to assess surge requests and determine available resources and funding is critical to support a rapid response. I&A will also implement a plan to prioritize training our workforce in those areas likely to experience the greatest demand to allow for rapid deployment of personnel and permit I&A time to reallocate resources, as necessary. Through this, I&A will be able to build redundancies in our workforce through cross-training, realigning resources, and planning for flexible resource deployment.



*Photo by Tameka Gatling. September 19, 2024.
NYC 9/11 museum; Event: swearing in of new
I&A employees.*

VII. Glossary of Terms

Strategic Goals. Each agency must establish general, outcome-oriented, long-term goals for the major functions and operations of the agency. The strategic goal should address the broader impact that is desired by the organization. It should describe the opportunity or problem being addressed by the strategic goal. This brief explanation could include demographic, geographic information, risks or other characteristics that inform priority setting and identification of causal factors (e.g., weather) that influence outcomes.

Goals articulate broad societal impacts that we aim to achieve.

Strategic Objectives. Strategic objectives reflect the mission, service or stewardship outcome or impact the agency is trying to achieve and generally include the agency's role. Strategic objectives are tied to a set of performance goals and indicators established to help the agency monitor and understand progress against the objective. Strategic objectives serve as the primary unit of analysis for agency and OMB assessment of how the agency is achieving its mission. Strategic objectives can support the agency in managing across goals and priority policy areas contributing to common outcomes. In discussing each strategic objective, the agency should briefly describe the opportunity or problem being addressed by the strategic objective; characteristics of the problem or opportunity, such as size and location; and why the objective was selected.

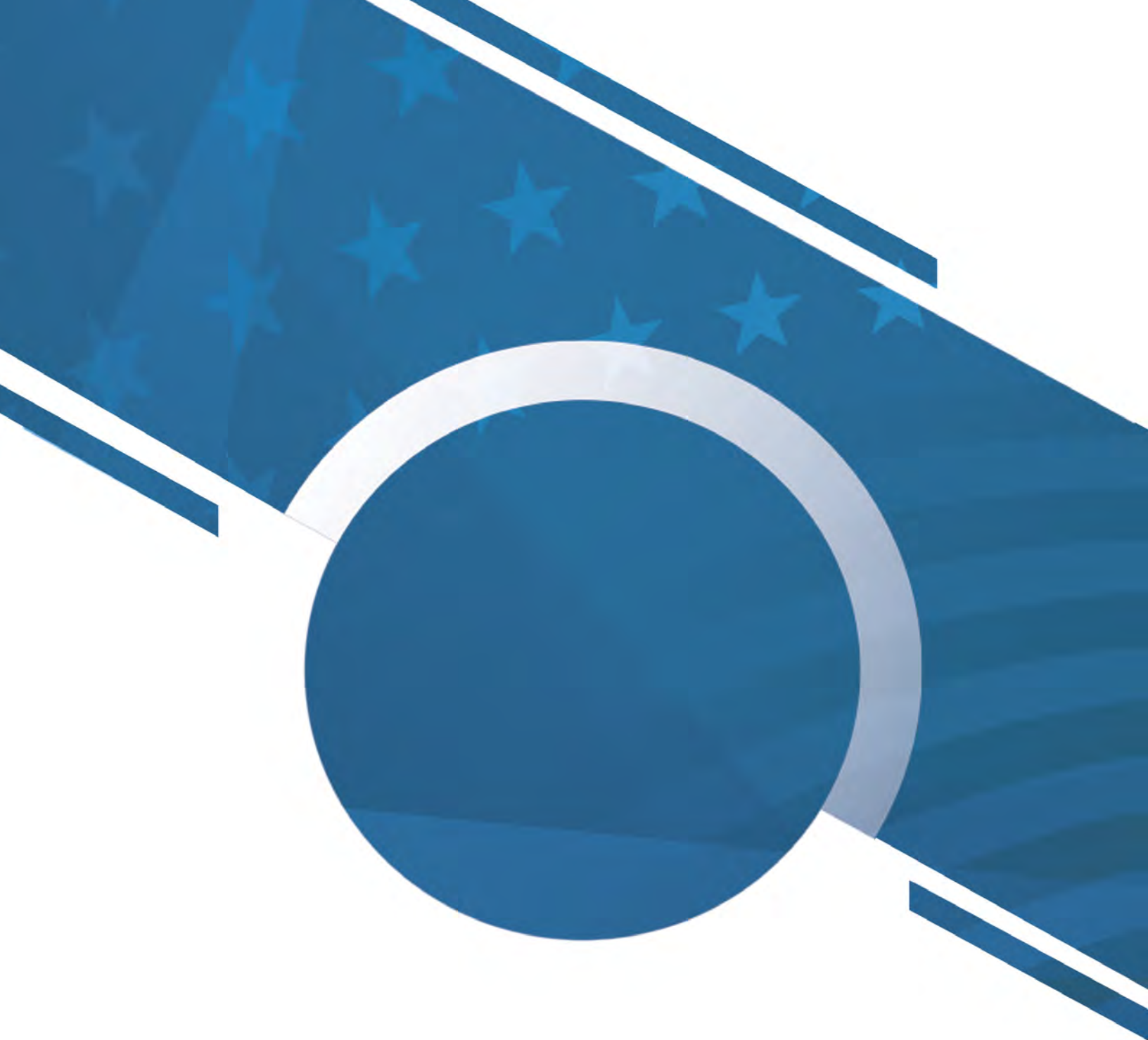
Objectives support goals and reflect more focused policy or operational areas where we plan to make significant improvements.

VIII. Acronym and Abbreviations

ACRONYM	DEFINITION
AI	Artificial Intelligence
CI	Counterintelligence
CINT	Chief Intelligence Officer
DHS	Department of Homeland Security
DUSA	Deputy Under Secretary for Analysis
DUSC	Deputy Under Secretary for Collection
DUSM	Deputy Under Secretary for Management
DUSP	Deputy Under Secretary for Partnerships
HQ	Headquarters
I&A	Office of Intelligence and Analysis
IC	Intelligence Community
IE	Intelligence Enterprise
IEPO	Intelligence Enterprise Program Office
IT	Information Technology
ML	Machine Learning
SLTTP	State, Local, Tribal, Territorial, and Private Sector
TOC	Transnational Organized Crime
TOPO	Transparency and Oversight Program Office







Homeland
Security