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Opportunities in the Intelligence Community:

Uncertainty, Bounded Rationality & Opportunism

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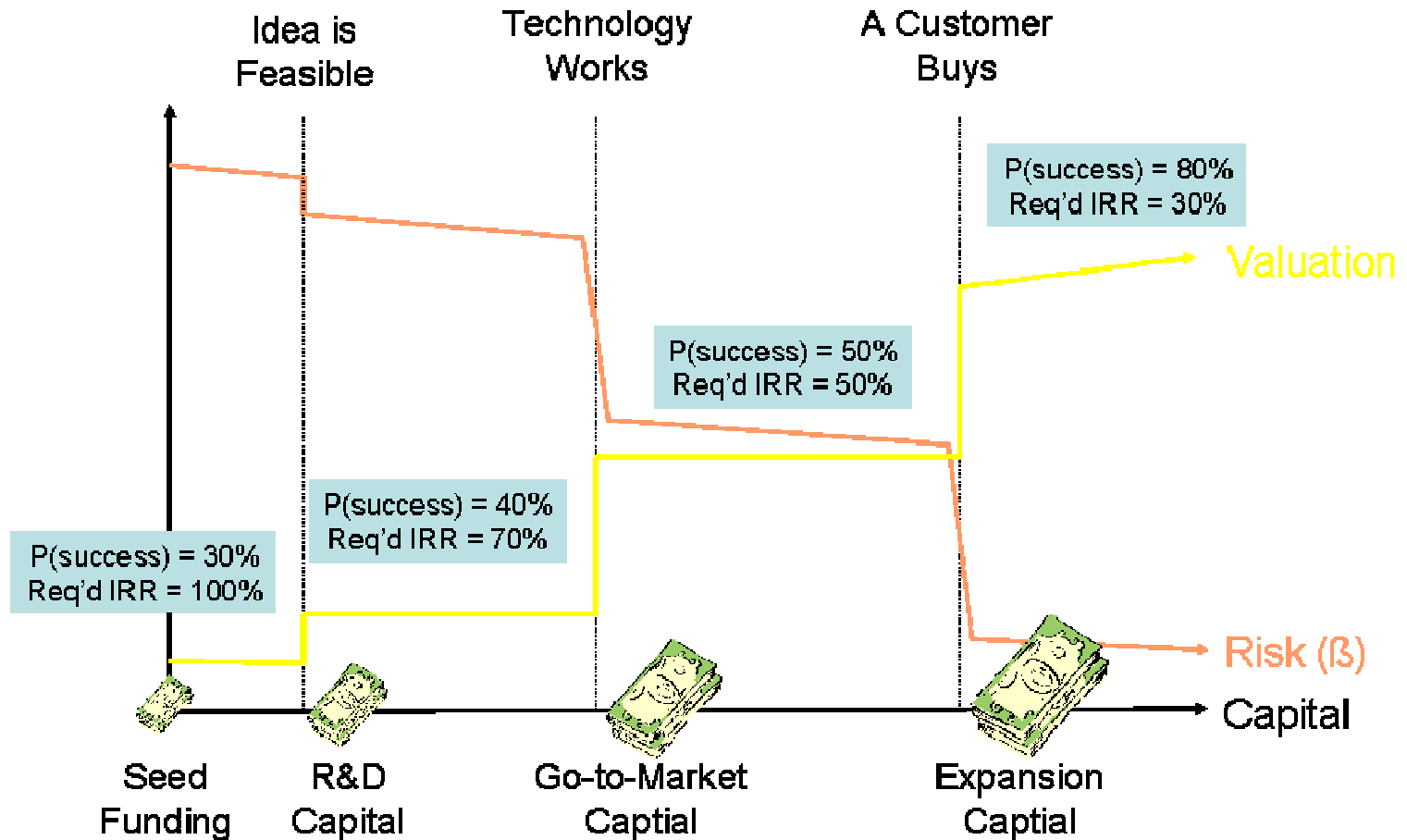
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Technology Production*

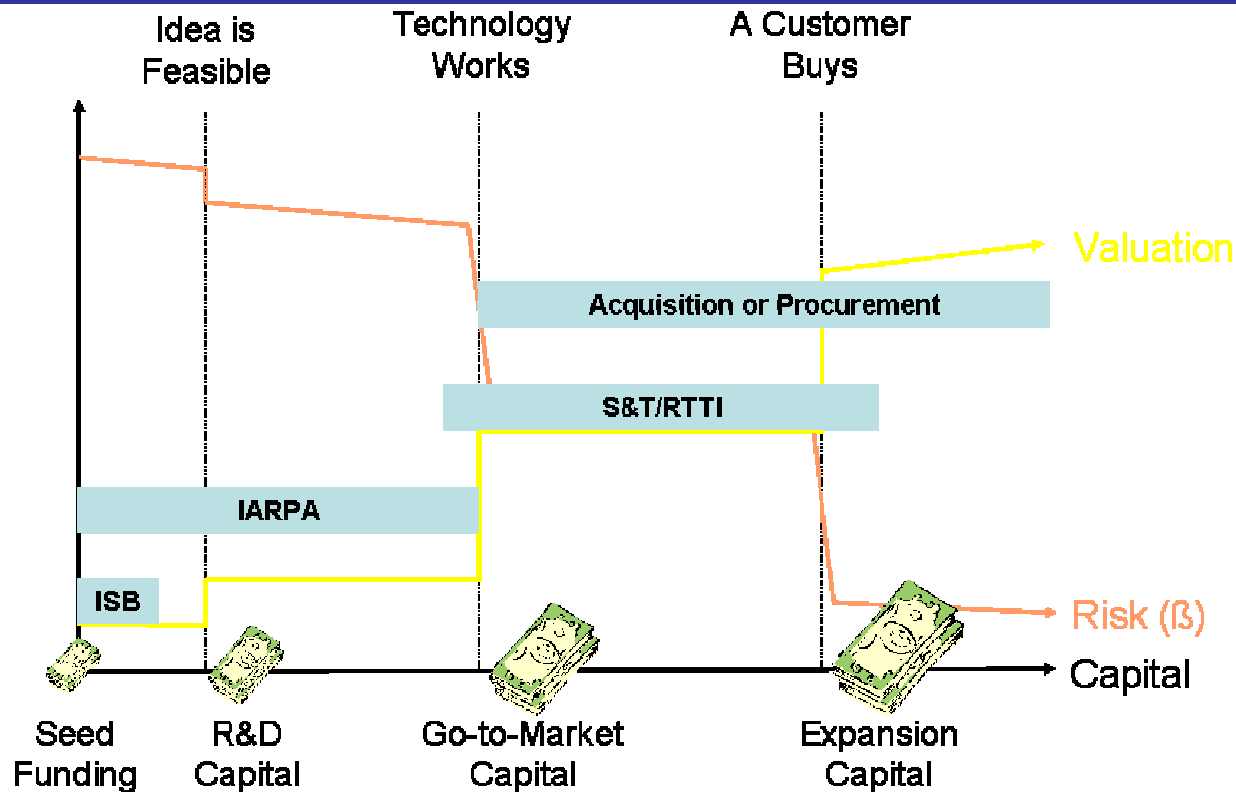


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* Vinod Khosla Capital Model



A&T Technology Products



Catalyze delivery of innovative technology-based capabilities solving intelligence challenges.



ISB

-
- **Identifies emerging scientific and technical issues of special importance to the IC**
 - As requested, reviews the progress of science-related IC activities
 - **Composed of preeminent experts from private industry and academia**
 - Approximately 25 members in the three 3-year “classes”
 - Encompasses physical and biological sciences, information technology and communications, information policy, law
 - Provides linkages between the IC, industry and academia
 - **FY2010 Planned Studies**
 - Tech Investment Framework
 - Information Sharing & Retention
 - Social Network Uses & Application
 - State of IC Acquisition



IARPA

www.iarpa.gov

- **Invests in high-risk/high-payoff research programs with the potential to provide an overwhelming intelligence advantage over future adversaries**
- **Attracts and retains the best and brightest**
 - Competitive awards, good ideas and world-class program managers
- **Cross-community focus**
 - Address cross-agency challenges
 - Leverage expertise from across the community (operational and R&D)
 - Work transition strategies and plans with agency partners
- **Three Strategic Thrusts**
 - Smart Collection: Dramatically improve the value of collected data
 - Incisive Analysis: Maximize insight from collected information in a timely fashion
 - Safe and Secure Operations: Counter adversary capabilities that could threaten our ability to operate effectively in a networked world



Science & Technology

- **Formulates IC strategy for scientific advances in the field of intelligence**
 - Mission Thrust Derived
 - AfPak
 - Cyber
 - Hard Targets
 - *IC S&T Strategy* supporting investment decisions
- **Coordinates cross-community S&T efforts**
 - Chairs National Intelligence Science and Technology Committee, who coordinates advances in R&D related to intelligence
 - Creates “capability strategies” for mission emphasis areas
 - Administers “DNI Fellows” Program
- **Sponsors Rapid Tech Transition**



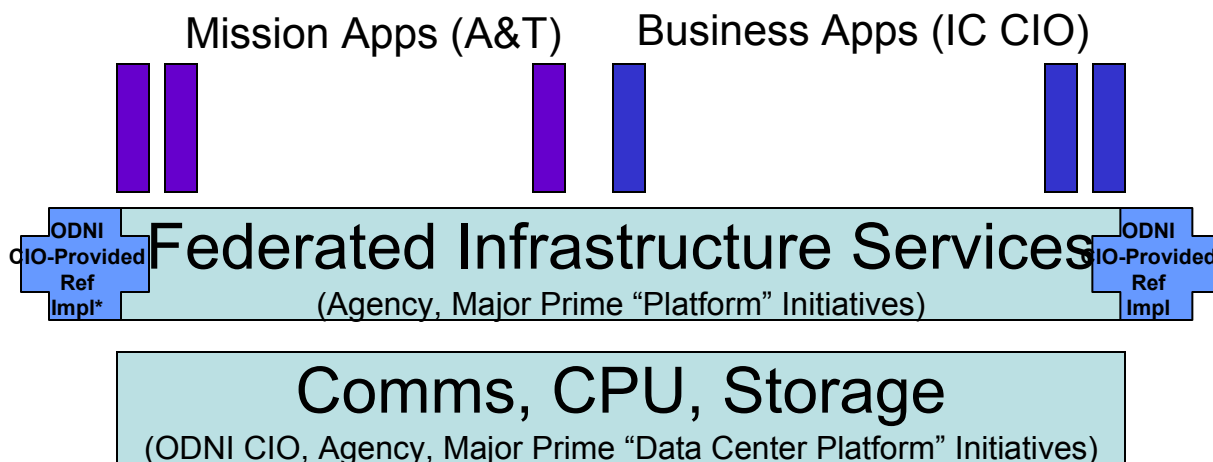
Acquisition

- **Executes Milestone Decision Authority for the DNI**
 - Develops DNI acquisition policy and policy guidance
 - Manages the delegation process for DNI MDA
 - Oversees execution of MDA delegated to IC agencies and secretariat for MDA retained by the DNI
 - Reviews mandated Program Management Plans for NIP major systems acquisitions, independently assesses their status, and develops the annual report to Congress
- **Establishes initiatives to enhance the IC Acquisition workforce**
- **Establishes initiatives to enhance contracting efforts within the IC**



Operationalizing an IC Architecture

- ODNl Organizational Responsibilities:
 - SRA: Operational Architecture
 - Operationalized via Mission-Derived Statement of Capabilities that are FULLY resourced
 - CIO: Technical Architecture, Business Apps Run-Time Architecture
 - Tech Arch: Operationalized via Tech Specs with Reference Implementations & Governance
 - Back Office Apps Run-Time Architecture: Operationalized via BTO Activities
 - A&T: Mission Apps Run-Time Architecture
 - Operationalized via Major Prime and/or Agency Run-Time Platform Implementations & Governance



*i.e., Federated
Discovery,
Identity Mgmt,
ESM,
Access Mgmt



Near-Term Opportunities & Challenges

- Characterize the “IC Market”
 - Identify useful segmentation models
 - Collate, integrate, act on enterprise (e.g. cross-IC) supplier challenges
 - Incent IT Platforms: From MSAs to Procurements
 - Understand end user consumption patterns
- Align S&T investment strategies with Mission Needs and Segmentation Models
 - Includes investment \$, acquisition \$, workforce skills, key process improvements