



DEPARTMENT OF DEFENSE INFORMATION SHARING IMPLEMENTATION PLAN

V1.0 JULY 22, 2008



The 2005 National Defense Strategy stated that "Operations in the war on terrorism have demonstrated the advantages of timely and accurate information, while at the same time reinforcing the need for even greater joint, interoperable command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR)."

Harnessing and protecting advantages in the realm of information require the support and assistance of capable partners at home and abroad. This need for increased sharing and coordination was recognized in the 2002 revisions of the Unified Command Plan, the 2004 National Military Strategy, and the 2006 National Security Strategy.

The DoD Chief Information Officer is the designated lead for the DoD's Information Sharing Strategy and its implementation.

EXECUTIVE SUMMARY

The 2006 *Quadrennial Defense Review* report called for the Department of Defense (DoD) to improve “information sharing with other agencies and with international allies and partners” and to “develop an information sharing strategy” that guides “operations with Federal, State, local, and coalition partners.” Accordingly, the DoD Chief Information Officer (CIO) developed and signed the DoD Information Sharing Strategy on May 4, 2007. It established the DoD’s vision for achieving effective information sharing across the extended enterprise (i.e., all internal and external participants required to ensure mission success). The Strategy highlighted five implementation considerations to improve the DoD’s ability to share information: culture, policy, governance, economics and resources, and technology and infrastructure. This plan, the DoD Information Sharing Implementation Plan, addresses those considerations through an initial set of near-term tasks intended to move the DoD toward implementing information sharing as envisioned in the Strategy. Additionally, this plan provides amplifying guidance on achieving Goal 2, Information as a Strategic Asset, of the DoD Information Management (IM)/Information Technology (IT) Strategic Plan.

The DoD Information Sharing Implementation Plan was developed in coordination with the combatant commands, military departments, and defense agencies. A senior leadership group and its action officers, representing a cross-section of the DoD, brought these organizations together through interviews and a workshop to collect their information sharing requirements and concerns. The DoD Information Sharing Implementation Plan represents the results of these efforts. It identifies those focus areas, tasks, and their associated offices of primary responsibility that are aimed at achieving key information sharing improvements, targeting current and future operations and technologies, within a 36-month timeframe.

To make tangible and cost-effective improvements, this plan leverages the successes of existing capabilities and ongoing initiatives that are internal and external to the DoD. For example, the DoD made substantial progress in developing the infrastructure required for information sharing. This foundation includes the physical infrastructure, as well as the associated policies, processes, and personnel for meeting the information demands of DoD missions. The implementation of the DoD Net-Centric Data and Net-Centric Services Strategies, through such efforts as the Maritime Domain Awareness Community of Interest and the Joint Functional Component Command for Global Strike and Integration, resulted in a number of successes in which relevant information was made visible, accessible, and understandable to all authorized users.

The DoD Information Sharing Implementation Plan recognizes that organizations’ cultures play a significant role in any successful information sharing environment. This plan identifies tasks to drive cultural transformation as needed to better promote the practice of information sharing. Recognizing that cultural shift alone is not sufficient, the DoD Information Sharing Implementation Plan also addresses management, operations, classification and marking processes, identity and access management, technical infrastructure, and federal-wide information sharing initiatives.

The DoD recognizes its responsibility to support its own missions and its role in the broader national information sharing landscape. Accordingly, this plan supports the

National Strategy for Information Sharing and other Federal initiatives that include areas of cooperation with the Director of National Intelligence, activities from the Federal Information Sharing Environment Implementation Plan, and development of the National Command and Coordination Capability in conjunction with the Department of Homeland Security.

The DoD Information Sharing Implementation Plan highlights a key set of improvements to enhance information sharing across the extended enterprise.

DoD-wide support in implementing the tasks outlined in this plan will enable the Department to create an environment that encourages the secure sharing of information to better defend our nation and protect its citizens against the threat of ever-changing adversaries at home and abroad. Together, we will achieve an information advantage for our people and mission partners.

John G. Grimes
DoD CIO



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INTRODUCTION

The Department of Defense (DoD) Information Sharing Implementation Plan is the DoD's plan for implementing the vision and goals of the DoD Information Sharing Strategy (Appendix A), as well as Goal 2, Information as a Strategic Asset, of the DoD Information Management (IM)/Information Technology (IT) Strategic Plan. The tasks identified in this plan focus on enhancing the DoD's ability to share information in a timely and protected manner with appropriate internal and external participants as required to ensure mission success. These internal and external participants are hereafter referred to as mission partners or the *extended enterprise*.¹ For the purposes of this document, *information sharing* is defined as it is in the DoD Information Sharing Strategy: "making information available to participants (people, process, or systems)," which "includes the cultural, managerial, and technical behaviors by which one participant leverages information held or created by another participant."

"The Department must have the ability to transfer information to and obtain information from external partners overcoming situations where these partners may have disparate processes and capabilities and whose role and nature may not be known prior to an event."

DoD Information Sharing Strategy
May 4, 2007

Multiple events highlighted the need to share information with the extended enterprise. The most notable were the September 11 terrorist attacks and Hurricane Katrina. As noted in *The 9/11 Commission Report*, "Much of the public commentary about the 9/11 attacks has dealt with 'lost opportunities'..., often characterized as problems of 'watchlisting,' of 'information sharing,' or of 'connecting the dots.'" The report revealed several instances in which the inability to share information with external partners resulted in slow reporting and poor response due not only to technical barriers, but procedural and cultural barriers as well. The Congressional Report on Hurricane Katrina stated that "many of the problems... identified can be categorized as 'information gaps.'"

"No one agency can do it alone."
The 9/11 Commission Report, p. 418

"One would think we could share information by now. But Katrina again proved we cannot."

Congressional Reports:
H. Rpt. 109-377

The DoD has made progress in developing its information sharing infrastructure, which includes the physical infrastructure as well as the associated policies, processes, and personnel for meeting the information demands of DoD missions. Notably, the implementation of the DoD Net-Centric Data and Net-Centric Services Strategies, together with enterprise information environment enablers (i.e., communications, core services, computing infrastructure, and information assurance), resulted in numerous successes in which information and services are visible, accessible, and understandable to authorized users.

The Maritime Domain Awareness Data Sharing Community of Interest (MDA DS COI) implemented the DoD Net-Centric Data Strategy and demonstrated a capability that successfully enabled the sharing of information among intelligence, defense, homeland security, and law enforcement maritime data producers.

¹ Extended enterprise includes Federal, State, local, tribal, coalition partners, foreign governments and security forces, international organizations, non-governmental organizations, and the private sector.

The DoD Information Sharing Implementation Plan recognizes this progress and seeks to expand these capabilities and leverage successes to enhance information sharing with the extended enterprise. Along with the technology needed to extend information sharing, the plan addresses management and cultural barriers that hinder the DoD from fully realizing the value of the current and future information sharing infrastructure.

The DoD Information Sharing Implementation Plan furthers key initiatives, including the National Strategy for Information Sharing, *Successes and Challenges in Improving Terrorism-Related Information Sharing* (October 2007), the 2006 National Military Strategy for Cyberspace Operations, and the DoD IM/IT Strategic Plan. The plan advances solutions from the information sharing findings and recommendations of the Defense Intelligence/Joint Intelligence Operations Center (JIOC) Staff Assistance Visit Report (December 2007) and the Multinational Information Sharing (MNIS) program.

Information sharing is a key mission enabler. The Department's Joint Capability Areas (JCA) are drivers for the evolution of the information sharing landscape and provide a common lexicon and taxonomy for the development of the DoD's future required capabilities. The DoD Information Sharing Implementation Plan furthers the goals of the Tier I Net-Centric JCA and its subordinate Enterprise Services and Network Management concepts. It also supports the Command and Control, Battlespace Awareness, Building Partnerships, and Corporate Management and Support capability areas. These JCAs are integral to evolving the capabilities-based planning process and are reference points for measuring success in the execution of this plan.

PURPOSE AND SCOPE

Purpose

The purpose of the DoD Information Sharing Implementation Plan is to identify and implement a set of tasks that work toward **achieving the goals and vision of the DoD Information Sharing Strategy** in accordance with existing laws, policies, and agreements.

To achieve this, the plan is organized as follows—

- **Focus Areas.** The tasks identified in this plan address information sharing priorities as determined by the Office of the Secretary of Defense (OSD) and the combatant commands, services, and agencies (CC/S/A). Determination of priority is based on CC/S/A need and the level of direct relevance to the goals of the DoD Information Sharing Strategy. Accordingly, Appendix B maps each task to its associated Strategy goals and implementation considerations.

Related tasks are grouped into focus areas for improved readability and understanding. Each focus area provides background and context for related tasks. Collectively, the focus areas address all DoD Information Sharing Strategy goals. The order of the focus areas does not indicate priority.

- **Tasks.** Each task describes a specific action or set of actions that need to be accomplished to address concerns in each focus area. The tasks identified in this plan address information sharing issues with broad, Department-wide impact.

- **Offices of Primary Responsibility (OPRs).** An OPR is assigned to each task. The OPRs lead and work the task with the support of other organizations as necessary. OPRs will be required to provide a Plan of Action and Milestones (POA&M) for each assigned task as appropriate.
- **Offices of Collateral Responsibility (OCRs).** OCRs are assigned to a number of tasks. The OCRs support the OPRs in activities necessary to accomplish each task. OCR roles will be specified in the POA&Ms developed by the OPRs with OCR support.

Scope

The tasks identified in this plan have Department-wide implications and collectively represent a significant step forward in achieving timely and protected information sharing with mission partners.

DEVELOPMENT APPROACH

Upon release of the DoD Information Sharing Strategy on May 4, 2007, work began on the DoD Information Sharing Implementation Plan. Action officers, representing a cross section of the DoD, led this effort with oversight from senior leadership.² The action officers gathered information using the following approaches:

- **Informal Data Collection.** The action officers collected initial data on information sharing barriers and current efforts from subject matter experts within their organizations.
- **Formal Interviews with the CC/S/As.** The action officers formally interviewed the CC/S/As to solicit their information sharing requirements and concerns. Use of the DoD Information Sharing Strategy implementation considerations (culture, policy, governance, economics and resources, and technology and infrastructure) guided discussions and ensured that all aspects of information sharing were addressed.
- **DoD Information Sharing Workshop, July 25–26, 2007.** The action officers conducted a workshop with the CC/S/As to collect additional inputs on the key concerns gathered from the initial interviews.

IMPLEMENTING THE TASKS OF THIS PLAN

In his memorandum dated August 29, 2007, the Deputy Secretary of Defense designated the DoD Chief Information Officer (CIO) as “lead for the Information Sharing Strategy and its implementation.” Pursuant to this direction, the Office of the DoD CIO will guide and monitor the execution of the DoD Information Sharing Implementation Plan.

² Senior leadership consisted of the Joint Staff J5, Joint Staff J6, the Under Secretary of Defense for Intelligence (USD(I)), the Under Secretary of Defense for Policy/Assistant Secretary of Defense for Homeland Defense and America’s Security Affairs (USD(P)/ASD(HD&ASA)), and the DoD CIO.

Shortly after the formal release of this plan, the DoD CIO will hold a kickoff meeting with the OPRs. During this meeting, the DoD CIO will coordinate with the OPRs on the execution of their assigned tasks.

OPRs will be required to—

- Submit a POA&M for each of their tasks within 90 days from the date of the kickoff meeting
- Identify means of incorporating task requirements into appropriate funding processes
- Specify milestones and performance metrics.

POA&Ms will map out the activities, responsibilities, and timeline necessary to complete assigned tasks, staying within a 36-month timeframe. The Office of the DoD CIO will track the progress of each task against submitted POA&Ms and will convey the progress of the plan in its annual report to Congress.

Changes in technology, policy, and priorities make information sharing a dynamic activity. Therefore, the Office of the DoD CIO will continually monitor the information sharing landscape and periodically evaluate the plan to ensure that the DoD continues to proceed in the appropriate direction.

Focus Area 1

Managing the Information Sharing Environment

In addition to the traditional warfighting information requirements, in today's environment, the DoD must share information in a timely and protected manner with multiple U.S. and international partners in a variety of situations that include intelligence, counterterrorism, multinational and stability operations, humanitarian assistance, disaster relief, and homeland defense. Recognizing the complexity of sharing information across organizational boundaries and in support of a broad range of missions, CC/S/As took steps to implement policies, processes, and technologies for sharing and protecting their information. While CC/S/As were successful in addressing the complexities within their specific mission areas, the DoD as a whole needed improved coordination and management across individual and localized efforts.

The Deputy Secretary of Defense recognized the need to formally align and leverage independent efforts across the DoD to improve information integration, transparency, and agility. In his March 15, 2007 memorandum, *Institutional Reform and Governance Actions to Critical Path (ACP)*, he stated: "Improving governance within the Department of Defense is essential. The Department needs to move toward a general management framework that provides clear and executable strategic direction for the current, mid and far term." Such a management framework for information sharing activities in the DoD will streamline the resolution of issues, enable the coordination of independent efforts, and ensure consideration of information sharing in key decisions.

The tasks in this focus area aim to align Departmental guidance, avoid duplicative efforts, and enhance mission effectiveness. They lay out initial steps for establishing a governance structure for information sharing activities across the Department.

Tasks and Responsibilities

Task 1.1 Establish a joint issue resolution mechanism and associated governance processes for DoD enterprise information sharing matters

- Details**
- Analyze existing DoD governance structures and processes to determine if they can be adapted to meet information sharing governance goals and objectives
 - Codify the issue resolution body through an appropriate DoD issuance

Responsibilities OPR: DoD CIO

Task 1.2 Develop and manage information sharing situational awareness to ensure synchronization and interoperability among activities

- Details**
- Track information sharing best practices/lessons learned, barriers,

and activities across the Department

- Manage dependencies and enable the coordination of information sharing initiatives

Responsibilities OPR: DoD CIO

Task 1.3 Integrate information sharing considerations into key DoD decision support processes

- Details**
- Assess and incorporate, as appropriate, information sharing requirements into the key DoD decision support systems (Joint Capabilities Integration and Development System (JCIDS); Defense Acquisition System (DAS); Planning, Programming, Budgeting, and Execution Process (PPBE))
 - Assess and incorporate, as appropriate, information sharing requirements into the capability portfolio management process

Responsibilities OPR: JCIDS—Joint Staff (J8)
DAS—Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L))
PPBE— Director of Program Analysis and Evaluation (PA&E)
Capability Portfolio Management—Assistant Secretary of Defense for Networks and Information Integration (ASD(NII))

Focus Area 2

Instilling an Information Sharing Culture

Culture plays a key role in successful information sharing. Changing the values and behaviors of an institution's culture must start with leadership. Leaders at all levels must convey the importance of trust within the extended enterprise and the significance of cultural change ushered in by advances in technology and a new generation.

Many organizations took steps to transform their culture into one that promotes information sharing.

- The Federal Government, in response to the recommendations of *The 9/11 Commission Report* and the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), is addressing the cultural challenge between agencies and State, local, and tribal governments. Through training, incentives, and performance measurements, the Federal Government seeks to convey the importance of sharing and fusing information from various domains for a more accurate and complete awareness of today's threat environment.
- The Intelligence Community developed "a strategy to establish a new culture and to share information better, both among those whose job it is to provide intelligence and with those who need intelligence to perform their missions – i.e., policy makers, warfighters, defenders of the homeland, and the officials who enforce our laws."³
- The DoD is moving from parochial system ownership to collaborative development through various initiatives. For example, the United States Northern Command (USNORTHCOM) is working with the National Guard Bureau (NGB) to improve information sharing by ensuring that operators are familiar with the processes, policies, and systems of both organizations. The Maritime Domain Awareness (MDA) Community of Interest (COI) demonstrated the capability to share maritime vessel tracking data across multiple federal departments (DoD, Department of Homeland Security (DHS), and Department of Transportation (DOT)).

These and similar efforts are contributing to the necessary evolution of the DoD culture. Cultural change is critical to organizational transformation and is the most difficult challenge. While leadership is beginning to convey the importance of an information sharing culture, the need still remains to institutionalize information sharing behaviors. Policies and processes must be revised to remove information sharing impediments or disincentives, and people must be educated and trained to understand the value of sharing information.

Tasks and Responsibilities

Task 2.1 Develop a plan to incentivize the DoD workforce to better share

³ Office of the Director of National Intelligence, United States Intelligence Community Information Sharing Strategy, February 22, 2008.

information

Details

- Ensure the Department's decision support systems require and incentivize program managers to address information sharing when building or acquiring capabilities
- Ensure incentives account for control measures to promote trust and to maintain the integrity and protection of information

Responsibilities

OPR: Under Secretary of Defense for Personnel and Readiness (USD(P&R))

OCR: Secretaries of the Military Departments

Task 2.2

Identify and revise the policies and processes that create impediments or disincentives to sharing information while ensuring the Department's continued compliance with all appropriate laws, policies, and agreements

Details

- Resolve conflicting policies and processes
- Remove or update outdated policies
- Resolve legal issues associated with information sharing across communities (e.g., Intelligence Community versus law enforcement) and clearly identify the legal bounds on the sharing of information and the consumption of shared information

Responsibilities

OPR: Under Secretary of Defense for Policy (USD(P))

OCR: Under Secretary of Defense for Intelligence (USD(I)), USD(AT&L)

Task 2.3

Develop and implement an information sharing training plan

Details

- Leverage ongoing and planned training activities and initiatives within the DoD and across the Federal Government and Intelligence Community
- Coordinate the training plan with the Military Education Coordination Council and DoD academic institutions (i.e., National Defense University, Naval Postgraduate School, Air Force Institute of Technology, and Defense Acquisition University)
- Develop and incorporate information sharing knowledge factors into the DoD's education and training continuum from accession to separation or retirement, which includes basic training, technical training, just-in-time training for contingencies, and continuous education programs (i.e., Intermediate and Senior Service Schools)
- Emphasize individual and organizational responsibility to manage risks associated with information sharing

Responsibilities

OPR: USD(P&R)

OCR: Secretaries of the Military Departments

Focus Area 3

Leveraging the Power of Social Networks

The evolution of the Internet provides the unprecedented ability to electronically communicate and collaborate across the globe. Online capabilities such as message boards, wikis,⁴ and instant messaging are staples for communicating and sharing ideas. Social networks are also becoming increasingly popular. Users of such networks not only exchange information in a variety of forms, but also maintain a virtual link to others in the network. These capabilities, along with new “Web 2.0” technologies, result in a powerful information sharing environment.

The DoD implemented information sharing and collaboration capabilities to support its users. These tools proved vital in executing missions and evolved over time to support new requirements for improved performance. Some recent examples include the newly established Defense Knowledge Online (DKO). DKO enables users throughout the DoD community to access a number of valuable online tools, including group messaging, shared spaces for accessing information, real-time virtual meetings and group collaboration, and instant messaging. In addition to DKO, other modern information sharing capabilities populate the Global Information Grid (GIG). The Intelligence Community and other national security related organizations share classified information on Intellipedia, which consists of three wikis running on the Joint Worldwide Intelligence Communications System (JWICS), Secret Internet Protocol Router Network (SIPRNet), and Intelink-U.

Although some advances are being made, other information sharing capabilities—particularly those that are increasingly popular with the latest generation of people entering the workforce—are not equally embraced. For example, the DoD is wary when it comes to allowing its workforce to use social networking websites. A key concern is the obvious security and information assurance challenges that arise from exchanging information in a largely uncontrolled public forum. If used appropriately, however, these websites enable the user to build a valuable social network in which he/she can collaborate using the most modern technologies. The DoD’s current policy is to block access to such websites. Although this reduces or eliminates risk, it does so at the cost of realizing possible benefits to overall mission effectiveness.

Today’s generation is accustomed to social networking and leverages this capability to communicate and collaborate among friends, colleagues, and globally dispersed groups to freely share ideas and information. As this generation continues to enter the workforce, the DoD needs to position itself to benefit from such information sharing practices. The DoD needs a partnership between information assurance, operations security, and information sharing—a partnership in which capabilities are not discarded because their baseline implementation inserts risk into missions, but rather are embraced with risks appropriately assessed and managed to enable the full benefit of technology within the DoD mission space.

⁴ A collaborative website whose content can be edited by anyone who has access to it.

Tasks and Responsibilities

Task 3.1 Develop a plan to appropriately leverage modern social networking capabilities within the DoD

- Details**
- Identify modern information sharing and social networking capabilities commonly used on the Internet and within other large information sharing communities
 - Perform a risk/benefit analysis on social networking to determine its relative value to DoD and U.S. Government missions
 - Identify and categorize concerns and risks for inserting this capability into the DoD information sharing environment
 - Develop an information assurance, operations security, and information sharing partnership initiative to develop action plans for enabling social networking within the DoD

Responsibilities OPR: DoD CIO
OCR: USD(P&R), Defense Information Systems Agency (DISA), United States Joint Forces Command (USJFCOM)

Focus Area 4

Operationalizing Information Sharing

The DoD must coordinate internally and with multiple mission partners in a variety of scenarios and situations that require immediate response. The ability to share information during such times is critical to operational success. Accordingly, the incorporation of information sharing in joint exercises, demonstrations, and experiments enables the practice, testing, and improved performance of information sharing policies, processes, and technologies in operational settings.

Past and planned demonstrations and exercises incorporated information sharing into their objectives.

- The Coalition Warrior Interoperability Demonstration (CWID) is a Joint Staff-sponsored demonstration of evolving interoperability solutions key to enabling an information sharing infrastructure. It is an annual event with rotating combatant command hosts and emphasis areas. The USNORTHCOM-hosted CWID focused on identifying gaps in homeland defense that prevented the DoD and extended enterprise from realizing the potential of a shared trusted exchange environment. The United States European Command (USEUCOM) is currently hosting a CWID with focus on the North Atlantic Treaty Organization (NATO). USJFCOM is scheduled to host the CWID in 2009. Participants will include traditional military allies, as well as non-DoD government agencies, national and international law enforcement organizations, and the first responder community.
- Winter Fox, a 1-day exercise that took place in 2006, demonstrated the success of an identity management solution compliant with the Federal Information Processing Standard-201 (FIPS-201), *Personal Identity Verification of Federal Employees and Contractors*, across various organizational locations. It focused on first responders and proved the effectiveness of Homeland Security Presidential Directive-12 (HSPD-12), *Policy for a Common Identification Standard for Federal Employees and Contractors*.
- In 2007, an exercise called Winter Storm expanded the Winter Fox demonstration to include DHS, DoD, and other public and private sector participants.
- Noble Resolve, a USJFCOM experimentation campaign plan, seeks to enhance homeland defense and improve military support to civil authorities through solutions that include a reliable collaborative environment and tool sets that encompass shared operations, shared information, and shared situational awareness. Participants include multiple commands, various non-DoD agencies, State governments, academic institutions, and multinational partners.

Information sharing success requires the continuous operational practice and testing of enabling policies, processes, and technologies. Including information sharing objectives in joint exercises, demonstrations, and experimentations ensures the operational effectiveness of information sharing in an environment that requires agility.

Tasks and Responsibilities

Task 4.1 Develop an approach that ensures information sharing activities (policies, procedures, and technologies) are integrated into appropriate joint experiments, demonstrations, and exercises

Details

- Assess the operational effectiveness of information sharing activities

Responsibilities OPR: USJFCOM
OCR: USD(AT&L), Combatant Commands, Secretaries of the Military Departments

Task 4.2 Develop a phased strategic level Homeland Defense/Civil Support Information Sharing Plan that captures information sharing processes, procedures, products, and critical information sharing requirements among key operation centers across the Federal Government

Details

- Initially, capture information sharing processes and procedures among the National Military Command Center, Global Situational Awareness Facility, DHS National Operations Center, NGB Joint Operations Center, the North American Aerospace Defense Command (NORAD), and USNORTHCOM Command Center
- Once implemented, integrate other key agencies in the Federal Government for expansion

Responsibilities OPR: USNORTHCOM
OCR: Joint Staff (J3), Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA)), ASD(NII), NGB

Task 4.3 Develop a bi-lateral and bi-national Information Sharing Plan between Canada and the United States to capture information sharing processes, procedures, products, and critical information sharing requirements among key operation centers for bi-lateral and bi-national operations in Canada and the United States

Details

- Initially, capture information sharing processes and procedures among the Public Safety Canada Operations Center, DHS National Operations Center, NORAD, USNORTHCOM Command Center, the Royal Mounted Police Operations Center, and the Canada Command Operations Center with a focus on cross-border operations

Responsibilities OPR: USNORTHCOM
OCR: NORAD, Joint Staff (J3), Assistant Secretary of Defense for Foreign Affairs (ASD(FA)), ASD(HD&ASA), ASD(NII), DHS, Public Safety Canada, Canada Command

Task 4.4

Expand the NORAD USNORTHCOM Information Exchange Broker (IEB) concept to other agencies to enhance operationalizing organizational information exchange processes and procedures

Details

- Enable the "responsibility to share" construct by expanding the human dimension of information sharing captured by operational IEBs, who are system and process experts that shape efforts to synchronize DoD; Federal, State, local, and tribal government; and non-government information sharing processes and procedures
- Ensure IEBs look across a broad field of operational information and coordinate with key organizations to ensure all critical and relevant information is shared and synchronized among agencies

Responsibilities

OPR: USNORTHCOM

OCR: NORAD, Joint Staff (J3), ASD(NII), Combatant Commands

Focus Area 5

Removing Information Sharing Barriers Created by Incorrect Classification

Since 1940, laws and policies based on Presidential executive orders (EO) governed classification and “need to know.” Successive EOs reflected Cold War counterespionage concerns in addition to the persistent tension between secrecy and open access to information. The first post-Cold War EO on classification in 1995, EO 12356, *National Security Information*, directed classifiers not to shield information of doubtful value and to classify information at the lowest rather than the highest possible level. As a result of the 9/11 attacks and the subsequent War on Terror, EO 13292, *Further Amendment to EO 12958, As Amended, Classified National Security Information*, reverted to a “when in doubt, classify” standard, expanded classification authorities and categories, and postponed automatic declassification of some records. A balance between classifying information at the lowest possible level and “when in doubt, classify” is necessary to ensure appropriate information sharing with the extended enterprise. Although this balance remains a challenge, a starting point for removing classification as an information sharing barrier is to ensure the correct application of classification and marking rules.

Rules regarding the classification and marking of sensitive DoD information were established to ensure the protection of shared information with appropriate parties. With these parties ranging from non-DoD agencies to multinational partners, the act of classifying and marking information becomes more complex. CC/S/As reported that the ability to effectively share information is unnecessarily restricted because of information being incorrectly classified and/or inappropriately marked. Specific concerns included inappropriate application of classification terminology and rule sets such as “not releasable to foreign nationals” (NOFORN) and originator control (ORCON), overclassification, and bulk marking. Today, appropriate first steps are being taken to clarify these existing rules. These steps include the following:

- The May 17, 2005, USD(I) memorandum, *Use of the “Not Releasable to Foreign Nationals” (NOFORN) Caveat on Department of Defense (DoD) Information* clarifies the appropriate use of the NOFORN caveat.
- The Office of the Director of National Intelligence Community Policy Memorandum Number 2007-500-1, *Unevaluated Domestic Threat Tearline Reports* clarifies the appropriate use of threat tearline reports.
- The January 26, 2007, Director of the Joint Staff memorandum, *Information Sharing with United Kingdom, Australia, and Canada* amplifies Director of National Intelligence (DNI) instructions to improve CC/S/A understanding of handling and marking to facilitate information sharing with U.S. allies.

While these efforts, along with automated tools, facilitate the use of appropriate classification levels, incorrect classification remains a barrier to information sharing. This barrier remains because users in the field are sometimes expected to classify information without being properly trained on new or existing guidance. Training on the proper classification and marking of information enables the consistent and appropriate application of classification labels and caveats.

Tasks and Responsibilities

Task 5.1 Update “write-for-customer relevance” guidance and “write-for-customer relevance” and “tearline” information sharing training for all intelligence producers

- Details**
- Coordinate with the Office of the DNI to update intelligence “write-for-customer relevance” guidance
 - Address training gaps with new and existing requirements and policies
 - Provide additional training as necessary to meet new requirements

Responsibilities
OPR: USD(I)
OCR: Joint Staff (J2)

Task 5.2 Update, disseminate, train, and oversee DoD information classification and marking/labeling policy, guidance, and training materials with regard to the proper use of NOFORN, ORCON, and other caveats

- Details**
- Leverage activities from the Office of the DNI

Responsibilities
OPR: USD(I)
OCR: USD(P), USD(P&R), Defense Intelligence Agency (DIA), National Geospatial-Intelligence Agency (NGA), National Security Agency (NSA), National Reconnaissance Office (NRO)

Focus Area 6

Sharing Unclassified Information for Civil Support and SSTR Operations

One of the DoD's missions is to provide support to a wide range of U.S. and foreign civilian authority-led operations. This includes assistance in times of natural disaster and health epidemics worldwide and other emergencies at the Federal, State, local, and tribal levels within the United States and its territories. Recently, this included the DoD response to Hurricane Katrina, in which several DoD Components provided critical support functions, including pre-landfall alerts and notifications and post-landfall rescue and relief operations. In addition to civilian aid and relief, the DoD also plays an important role in U.S. and foreign stability, security, transition, and reconstruction (SSTR) operations. SSTR operations are conducted to help establish order that advances U.S. interests and values. The immediate goal often is to provide the local populace with security, restore essential services, and meet humanitarian needs. The long-term goal is to help develop indigenous capacity for securing essential services, a viable market economy, rule of law, democratic institutions, and a robust civil society.

Both civil support and SSTR operations necessitate interaction and information sharing with many external organizations, including other U.S. departments and agencies, foreign governments and security forces, international organizations, non-government organizations, and members of the private sector. Because of technical limitations, security concerns, and political sensitivities, the sharing of unclassified information to support these operations is exchanged over non-military networks (e.g., Internet, other). The DoD established numerous, useful portals and other tools to facilitate the sharing of information among the wide range of external partners. Many of the U.S. combatant commands established unclassified online portals to help coordinate their operations with external partners within their areas of responsibility (AOR). Examples include USNORTHCOM's Collaborative Information Environment (CIE), United States Pacific Command's (USPACOM) Asia Pacific Area Network (APAN), USEUCOM's Multi-National Collaboration Environment (MNCE), USJFCOM's Harmonieweb, and United States Southern Command's (USSOUTHCOM) Shape. Each of these programs operates through individual internal funding and operational support, independent of each other.

These information sharing capabilities are used extensively and provide benefit to both DoD and external partners in jointly executing support and relief missions. These various AOR portals and tools typically provide a common suite of capabilities such as real- and non-real-time collaboration, common operational pictures (COP), message boards, shared workspaces, and document repositories. Many of these portals are tailored to support requirements specific to their AOR and/or to meet the requirements of their external partners.

As these portals were designed to meet the specific needs of their AOR mission space, they each have a unique look-and-feel and are built on differing technical architectures (i.e., different solutions for access control, data storage, data standards, and portal components). These portals were developed with a range of external partners in mind, but there is an increasingly common need to share information with new, unanticipated partners and between the various portals and tools.

The uncoordinated development of the DoD's various civil support and SSTR unclassified information sharing initiatives resulted in capabilities that are useful within their respective AORs, but are stovepiped and not federated for use across the DoD or combatant command geographic boundaries. Specifically, the lack of a federated SSTR architecture hinders combatant commands and mission partners in efficiently and effectively sharing information in civil support and SSTR operations.

Tasks and Responsibilities

Task 6.1 Develop an enterprise approach that enables the federation of existing CC/S/A unclassified information sharing systems in support of civil support and SSTR operations

- Details**
- Establish a set of web-service specifications to drive the net-centric development of functionality common to civil support and SSTR operations built on DoD Core Enterprise Service (CES) standards
 - Establish various authentication and access standards/mechanisms to allow the DoD and its external mission partners, both planned and unanticipated, to achieve an appropriate level of access to information concerning civil support and SSTR operations
 - Develop standards for control and protection measures to ensure the integrity and protection of information
 - Establish data exchange standards to facilitate the sharing and integrating of information from across the various portal instantiations
 - Develop a common look-and-feel among civil support/SSTR portals to facilitate ease of use and reduce training requirements
 - Leverage solutions developed by the combatant commands

Responsibilities OPR: ASD(NII)
 OCR: Joint Staff (J6), Combatant Commands, DISA, ASD(HD&ASA)

Focus Area 7

Sharing Information for Enhanced Military Coalition Operations

Most of the regional combatant commands identified mission partner information sharing as the number one information sharing requirement. Currently, fielded technologies and organizational processes and policies are not fully meeting this requirement. Often, combatant commands individually pursue development of various infrastructures to meet their needs, resulting in a proliferation of networks that are not always interoperable nor linked so appropriate data is discoverable. While individual combatant command secret collateral mission partner efforts (e.g., the USPACOM fielding of an NSA-approved capability in fiscal year (FY) 2008) demonstrate progress, an overarching effort is needed to leverage the best of these efforts to provide a foundation for a unified, efficient DoD mission partner information sharing environment. In obtaining solutions, it is imperative that initiatives leverage current efforts, advance capability development, use demonstrations (e.g., CWID and Joint Capability Technology Demonstrations) to validate the operational benefits of newly certified and accredited capabilities, and orchestrate the fielding of information sharing capabilities across the combatant commands.

Migrating U.S. users and mission planning and execution capabilities to a converged mission partner network for coalition operations reduces the associated risk model to U.S. national systems/networks and improves the quality and timeliness of information on the mission partner network. The consolidation will allow fielding of currently certified technologies without the need for drastic changes to information sharing policy. It will lead to a reduction in the overall need for cross-domain solutions (CDS), the usage of CDS for U.S. user reach back, and the usage of CDS by trusted mission partners to their similarly classified and protected national networks. The converged enclave will also have the flexibility to allow mission leads to appropriately limit access for less trusted mission partners to areas within the mission partner environment. It will also provide an environment in which to prove prior to deployment that service-oriented architecture (SOA)-enabled GIG information assurance capabilities between our national networks and those of U.S. coalition mission partners can be effectively operated and maintained by our soldiers, sailors, airmen, and marines.

The current patchwork of both physically and cryptographically separated classified mission partner networks restricts the ability to share appropriate information with mission partners and limits opportunities to ensure positive mission outcomes based on efficient collaboration. This patchwork of individual infrastructures is a result of working around the capabilities of currently certified and fielded technologies, policies that are difficult to implement, and inflexible organizational processes. Accordingly, in March 2007, the Joint Staff's Net-Centric Functional Capabilities Board (NC-FCB) validated the combatant command requirement to converge the multiple SECRET multilateral and bilateral coalition networks into a single environment and infrastructure architecture. It was submitted in accordance with the Chair of the Joint Chiefs of Staff Instruction (CJCSI) 6285.01 as an enhancement to the current operational Combined Enterprise Regional Information Exchange System (CENTRIXS) Networks. DISA received the requirement to engineer, test, and certify the reference architecture and implement the technical solution beginning in FY 2008. The solution must be in line with the

2006 QDR report and the Program Decision Memorandum's (PDM) intent to consolidate and standardize the current MNIS operational systems. It must support the vision for GIG net-centric operations and the transition to the objective MNIS capability. Implementation beyond FY 2008 is envisioned to integrate the combatant command CENTRIXS convergence efforts and be informed by the USJFCOM-led MNIS Analysis of Alternatives (AoA). The CENTRIXS Cross Enclave Requirement (CCER) is currently identified as the first step in converging the physically separated mission partner networks and lays the foundational infrastructure to iteratively integrate certified and accredited capabilities to achieve the objective net-centric, classified, information sharing environment.

The Department needs to expedite and re-emphasize its efforts to drive toward a single, net-centric, information sharing capability with coalition mission partners. It must leverage ongoing efforts (e.g., MNIS, net-centric enterprise services (NCES), Net-Enabled Command Capability (NECC), Defense Information Systems Network (DISN), DKO, and CCER) to advance the goals of the DoD's Information Sharing Strategy in coordination with complementary documents (e.g., Data Strategy, Security Strategy, Cyberspace Operations). This technical effort will be done in conjunction with appropriate changes to culture, policy, processes, and technology and within the framework of formal legal agreements among U.S. agencies and various countries' bilateral networks.

Tasks and Responsibilities

Task 7.1

Develop an architecture to converge the multiple SECRET coalition networks into a single mission partner assured information sharing environment, providing a common suite of information services to all mission partners, along with controlled access to command and control, as well as intelligence applications in support of mission planning and execution based on the trust level and duties of the individual user

Details

- Converge appropriate physically separate multilateral and bilateral classified mission partner networks onto a single, virtually separated network environment that will provide a single wire solution, single client workstation, increased information sharing and collaboration, and the ability to rapidly share information with mission partners
- Implement technical security protection measures to ensure users (i.e., combatant commands, the Intelligence Community, close allies) are sufficiently confident in the ability of the new environment's security capabilities to protect their sensitive SECRET releasable information—enabling usage and sharing equal to or greater than the legacy, physically separated network environment
- Provide a fully integrated and secure data storage capability with cryptographically bound metadata
- Ensure virtual separation is consistent with all legal agreements and modify agreements as appropriate to execute this task

Responsibilities

OPR: DISA
OCR: NSA, ASD(NII), Joint Staff (J6)

Focus Area 8

Extending Identity and Access Management

The ability to verify the identity of individuals who request access to DoD data and services is central to establishing a trusted and agile information sharing environment. Knowing that someone is who he or she claims to be helps break down one barrier to information sharing: the risk that information may be inadvertently shared with someone who should not be trusted with it. There are a number of policies, processes, and technologies in place and under development for verifying an individual's identity within DoD, across the Federal Government, and within external mission partner organizations at the State, local, tribal, private sector, and foreign national levels. One challenge in verifying an individual's identity is in trusting other organizations' identity verification processes and procedures. Addressing this issue across the Federal Government and beyond requires establishing a federated approach across the individual efforts of each of the organizations involved.

Once an individual's identity is verified through a trusted means, there remains a need to determine whether the individual is authorized to access particular types of information. Unfettered access to information is only possible for unclassified, publicly releasable information. Other types of information, at various levels of classification and controlled unclassified information (CUI), continue to require business rules that prescribe who is authorized to access what types of information and when. Access control is an essential service in the information sharing infrastructure that enables an identified and authorized user to gain access to a data source or use a service.

The DoD successfully implemented an authentication solution within the DoD to address identity management (strong identity proofing and credentialing with public key infrastructure (PKI) and common access cards (CACs)). HSPD-12/FIPS-201 set the stage to extend this solution to Federal partners and contractors. While progress is being made, work still remains to complete implementation across the extended enterprise.

The DoD and DNI are moving toward a security implementation that will exploit attributes to support information sharing, whether implemented through attribute-based access control (ABAC) as it matures or role-based access control (RBAC) in its current commercial-off-the-shelf (COTS) instantiation. In the ABAC approach, access control rules are defined based on a number of attributes, including the classification or CUI marking of the information, an individual's organization and position within it, and many other factors. This approach requires clear definitions of the policies, attributes, and circumstances under which information may be shared. Through implementation of ABAC, the DoD obtains the ability to grant access to information to those who need it in an agile manner in accordance with existing laws, policies, and agreements.

Tasks and Responsibilities

Task 8.1 Develop and implement an identity and access management Concept of Operations (CONOPS) that supports information sharing with the extended enterprise

- Details**
- Address identity and access management operations and business rules within DoD with day-to-day mission partners, external mission partners, and ad hoc (unanticipated) mission partners
 - Establish policies, processes, and procedures and procure technical capabilities to develop and manage trust relationships with external identity providers
 - Accommodate partner and participant capabilities that may be limited in comparison to planned DoD capabilities

Responsibilities OPR: USD(P&R)
OCR: USD(I), DoD CIO, USD(AT&L), DoD General Counsel (GC)

Task 8.2 Complete implementation and DoD-wide issuance of DoD's HSPD-12/FIPS-201 compliant credential

- Details**
- Work with the Federal Identity Credentialing Committee to establish an identity credential standard for non-Federal Government entities
 - Develop a roadmap that outlines the necessary steps to complete implementation
 - Capture lessons learned

Responsibilities OPR: USD(P&R)
OCR: USD(I), DoD CIO, USD(AT&L), DoD GC

Task 8.3 Conduct ABAC pilots to test the effectiveness of the ABAC approach in operational settings, as well as to confirm that the attribute set is robust

- Details**
- Include operational concepts for using enterprise-wide directory services to support access control services
 - Identify lessons learned for further evolution
 - Ensure ABAC effectiveness for all user scenarios

Responsibilities OPR: DoD CIO
OCR: Joint Staff (J6), DISA, Secretaries of the Military Departments

Focus Area 9

Advancing Information Sharing Enablers

The DoD Net-Centric Data Strategy emphasizes the need to make data visible, accessible, and understandable to all involved parties, both within and external to the DoD, and promotes the secure posting of information on networks to make it accessible to participants in common mission spaces. It also promotes moving the Department beyond the “point-to-point” exchanges of information and strict interoperability across systems to the broader need to share information on the “many-to-many” front regardless of systems and organizational boundaries. The DoD Net-Centric Services Strategy focuses on the DoD’s vision of providing a net-centric environment (within the DoD Information Enterprise) of shared services in an SOA using common standards and infrastructure. Continued implementation of the Data and Services Strategy is necessary to achieve technical and data interoperability. Various enablers are required to continue making progress in implementing these strategies and to ensure effective information sharing at large.

The Data Strategy identifies COIs as an enabler for reaching agreement on the format (structure) and meaning (semantics) of information. Wide acceptance of the Data Strategy resulted in a growing number of COIs. Facilitating the success of COIs is an important aspect of implementing the Data Strategy. To help ensure continued success, the DoD needs to assess the current COI environment to determine areas of improvement, as well as to identify capability gaps that are necessary for COIs to continue playing a vital role in the Department’s operations and missions.

While many COIs are formed to address the information sharing needs of specific communities, other initiatives are established to enable enterprise-wide data and information sharing needs. One example of such an effort is the Universal Core (U-Core) initiative. This initiative is standardizing a small, universal set of data elements and is leveraging COIs to develop data elements applicable to their mission area and discipline needs. The definition of these information exchanges are stored and shared in the DoD’s Metadata Registry. Efforts such as the U-Core initiative are important and their continued development and testing is critical to information sharing.

The DoD Net-Centric Services Strategy places emphasis on the use of shared services as an enabler for providing access to the myriad DoD data and data-related capabilities. The DoD’s technology infrastructure for establishing a service-oriented environment is maturing rapidly and includes a suite of capabilities being offered through the DoD’s enterprise service initiatives. In addition to the technical challenges, the Department must establish the business processes, funding models, and incentive programs to encourage the widespread use of shared services within a service-oriented environment.

Tasks and Responsibilities

Task 9.1 Assess and provide recommendations for evolving/enhancing the COI construct in support of information and data sharing

- Details**
- Assess and provide a recommendation for integrating COI activities and products within Programs of Record management and development efforts
 - Provide a recommendation for integrating the COI construct within the DoD decision support processes
 - Assess and provide a recommendation for improving the integration of the COI construct within net-centric enterprise tools and capabilities, including service and metadata registries and collaboration services

Responsibilities
OPR: DoD CIO
OCR: Secretaries of the Military Departments

Task 9.2 Continue to develop and improve data standards for the exchange of basic information elements across the DoD enterprise

- Details**
- Align the DoD U-Core and National Information Exchange Model (NIEM) efforts to meet cross-boundary/cross-organizational mission needs
 - Leverage efforts by the Common Terrorism Information Sharing Standards (CTISS) Committee

Responsibilities
OPR: DoD CIO
OCR: DISA, Secretaries of the Military Departments

Task 9.3 Establish the business processes and funding models for implementing the Net-Centric Service Strategy goals

- Details**
- Establish the processes for funding, acquiring, developing, managing, and operating shared services
 - Integrate requisite shared service processes and governance constructs into existing DoD decision support systems
 - Include an incentive strategy to encourage the provisioning and use of shared services throughout the enterprise

Responsibilities
OPR: DoD CIO
OCR: DISA, Secretaries of the Military Departments

Focus Area 10

Supporting the DoD's Mission Needs Across Federal Information Sharing Initiatives

As the DoD implements its information sharing strategy across the Department, it also actively supports cross-cutting Federal information sharing initiatives to ensure unity of effort and a uniform DoD response across these initiatives. Federal initiatives include but are not limited to the following: the Federal Information Sharing Environment (ISE), Maritime Security, Aviation Security, the National Command and Coordination Capability (NCCC), the Joint Continental U.S. Communications Support Environment (JCCSE), and the Next Generation Air Transportation System (NextGen).

Each of these interagency initiatives developed a strategy and/or plan for improving information sharing within its own mandated mission scope:

- The IRTPA and EO 13388 mandated the establishment of the Federal ISE to improve the sharing of terrorism and weapons of mass destruction (WMD) information across the Federal Government and with external mission partners. The Federal ISE activities are driven by the November 2006 Federal ISE Implementation Plan and priority implementation areas.
- Maritime Security policy and guidelines to enhance national security and homeland security in the maritime domain were established by National Security Presidential Directive 41 (NSPD-41), also issued as HSPD-13. Maritime Security efforts are driven by actions prescribed in these directives and the National Maritime Security Strategy. The Maritime Security initiative is led by the Maritime Security Policy Coordinating Committee, which is co-chaired by members from the National Security Council (NSC) and Homeland Security Council (HSC).
- The classified NSPD-47/HSPD-16 directed the development of a National Aviation Security Strategy and supporting plans to integrate and coordinate public and private sector aviation security activities to address national/homeland security threats and vulnerabilities in the air domain. DHS leads the Aviation Security initiative.
- NCCC is a White House directed program that provides crisis management for the President. The NCCC is the means to provide the President and Vice President with the ability to respond deliberately and appropriately to any crisis. It includes responsive, reliable, survivable, and robust processes and systems to command, control, and coordinate operations among Federal, State, tribal, insular, and local governments, as required. DHS is the executive agent.
- The JCCSE Concept for Joint Command, Control, Communications, and Computers (C4) defines the approach for improving information sharing to support the DoD missions of Homeland Defense and Defense Support for Civil Authorities. JCCSE is initially focused on NGB/USNORTHCOM collaboration but is also scoped to address NGB collaboration with United States Strategic Command (USSTRATCOM), USPACOM, and others.

- Public Law (P.L.) 108-176 established the NextGen program to transform the national airspace system across federal agencies and with the private sector. The Joint Planning and Development Office (JPDO), chaired by the Secretary of Transportation, oversees NextGen.

These initiatives are integral in implementing the DoD information sharing vision.

Tasks and Responsibilities

Task 10.1 Support, as appropriate, the FY 2010–2014 priorities for development of the Federal ISE (Appendix C)⁵

- Details**
- Coordinate transition to the CUI framework as the standard for markings, safeguards, and dissemination for unclassified information in the information sharing environment
 - Determine the level of DoD engagement and support the Interagency Threat Assessment Coordination Group (ITACG) priority, as appropriate
 - Determine the level of DoD engagement and support the State and Major Urban Area Fusion Centers priority, as appropriate
 - Determine the level of DoD engagement and support the Suspicious Activity Reporting priority, as appropriate
 - Develop the DoD's portion of the Federal ISE Shared Space
 - Determine the level of DoD engagement and support the Alerts, Warnings, and Notifications priority, as appropriate

Responsibilities OPR: CUI—DoD CIO
ITACG—ASD(HD&ASA)
State and Major Urban Area Fusion Centers— ASD(HD&ASA)
Suspicious Activity Reporting—ASD(HD&ASA)
Shared Space—DoD CIO
Alerts, Warning, and Notifications—ASD(HD&ASA)

Task 10.2 When appropriate, support Federal information sharing initiatives through consistent coordination and integration

- Details**
- Support cross-cutting issues and themes for improving information sharing across the Federal Government and with external mission partners

Responsibilities OPR: Federal information sharing activities—DoD CIO
Program Manager (PM)-ISE activities—DoD CIO with support from PM-ISE responsibility area OPRs identified in Appendix C

⁵ Priorities are in accordance with the Office of Management and Budget (OMB) Memorandum, *Budget Guidance for Justification of Fiscal Year 2010 to 2014 Investments Supporting the Information Sharing Environment (ISE) Priorities*, dated February 14, 2008.

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Maritime Security—Department of the Navy
Aviation Security—Department of the Air Force
NCCC—ASD(HD&ASA)
JCCSE—USNORTHCOM
NextGen—Department of the Air Force

APPENDIX A—DoD Information Sharing Strategy

In May 2007, the Department of Defense (DoD) Chief Information Officer (CIO) signed the DoD Information Sharing Strategy. The Strategy was developed in direct response to the 2006 Quadrennial Defense Review (QDR) and establishes the vision and goals for information sharing across the Department.

Improving the Department’s ability to share information helps the DoD realize the power of information as a strategic asset. Benefits include: (1) achieving unity of effort across mission and coalition operations; (2) improving the speed and execution of decisions; (3) achieving rapid adaptability across mission and coalition operations; and (4) improving the ability to anticipate events and resource needs, providing an initial situational advantage, and setting the conditions for success.

The DoD Information Sharing Strategy establishes the following vision for information sharing:

Deliver the power of information to ensure mission success through an agile enterprise with freedom of maneuverability across the information environment.

This vision describes a future state in which transparent, open, agile, timely, and relevant information sharing occurs to promote freedom of maneuverability across a trusted information environment. To achieve this vision, the Strategy describes four goals that, when met, form the requisite DoD information sharing environment. These goals are listed below.

Goal	Description
Promote, encourage, and incentivize sharing.	Successful information sharing necessitates a mindset where information is continually shared as a normal course of work. Leaders shall align individuals to the common information sharing vision and encourage the adoption of the new mindset and culture.
Achieve an extended enterprise.	The extended enterprise refers to all internal and external participants required to ensure mission success. This facilitates collaborative and coordinated decision making, shared situational awareness, and improved knowledge at every level.
Strengthen agility, in order to accommodate unanticipated partners and events.	To accomplish information sharing in diverse and disadvantaged situations, the DoD shall enact and implement adaptive policies, guidance, practices, protections, and technologies.
Ensure trust across organizations.	A cornerstone of information sharing is trust - trust in the partner organizations including, but not limited to, their policies, procedures, systems, networks, and data. The DoD shall develop methods to promote and establish trust.

APPENDIX B—Mapping to the Goals and Touchstones

The following table maps each task to its associated Department of Defense Information Sharing Strategy goal and implementation consideration, also referred to as touchstone. In some cases, a single task may map to more than one goal or touchstone.

Goals Touchstones	Promote, encourage, and incentivize sharing.	Achieve an extended enterprise.	Strengthen agility, in order to accommodate unanticipated partners and events.	Ensure trust across organizations.
	Culture	2.1, 2.3	3.1, 4.4	3.1, 4.1, 4.4
Policy	1.3, 2.2	3.1, 4.2, 4.3, 5.1, 5.2	3.1, 8.1	4.2, 4.3, 8.1
Governance	1.1, 1.2, 10.2	1.2, 9.1	9.1	1.2
Economics and Resources	1.3, 9.1	10.1, 10.2		
Technology and Infrastructure		4.1, 6.1, 7.1, 9.2, 9.3	4.1, 6.1, 7.1, 8.2, 8.3, 9.2, 9.3	8.2

The following table groups tasks by Office of Primary Responsibility (OPR):

OPR	Task numbers
ASD(NII)	1.3, 6.1
DISA	7.1
DoD CIO	1.1, 1.2, 3.1, 8.3, 9.1, 9.2, 9.3, 10.1, 10.2
Joint Staff (J8)	1.3
PA&E	1.3
Services	10.2
USD(AT&L)	1.3
USD(I)	5.1, 5.2
USD(P&R)	2.1, 2.3, 8.1, 8.2
USD(P)/ASD(HD&ASA)	2.2, 10.1, 10.2
USJFCOM	4.1
USNORTHCOM	4.2, 4.3, 4.4, 10.2

APPENDIX C—Federal ISE Responsibilities

A major focus area of the U.S. Federal Government is to improve the sharing of information concerning terrorism and weapons of mass destruction. Section 1016(g) of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) required the establishment of an Information Sharing Council to assist the President and the terrorism Information Sharing Environment (ISE) Program Manager in this endeavor. In support of the IRTPA requirements, the President directed in the December 16, 2005 memorandum, "Guidelines and Requirements in Support of the Information Sharing Environment" that the heads of the executive departments and agencies shall, to the extent permitted by law and subject to the availability of appropriations, provide assistance and information to the Director of National Intelligence (DNI) and the Program Manager (PM)-ISE in the implementation of the guidelines and requirements listed in the memorandum.

The Under Secretary of Defense for Intelligence (USD(I)) was initially assigned as the Department of Defense (DoD) lead in support of this effort, but this role was subsequently transferred to the DoD Chief Information Officer (CIO) on December 16, 2005 by DoD Executive Secretary action.

The PM-ISE Implementation Plan, issued November 2006, includes actions that are to be performed in two phases through 2009 to establish the foundational elements of the ISE. The Office of the DNI, PM-ISE memorandum, *Fiscal Years 2010-2014 Programmatic Guidance for the Information Sharing Environment (ISE)* dated February 14, 2008 highlighted the Federal ISE priorities for FY 2010–2014. These priorities are further discussed in the following table:

<p><i>Controlled Unclassified Information (CUI) Framework Transition</i></p>	<p>CUI is unclassified information that does not meet the standards for National Security Classification under Executive Order 12958, but still requires protection from unauthorized disclosure. If approved by the President, the recommended CUI Framework for the ISE will establish policies and standards for the designation, marking, safeguarding, and dissemination of sensitive information throughout Federal Government organizations, regardless of the medium used for its display, storage, or transmittal.</p>
<p><i>State and Major Urban Area Fusion Centers</i></p>	<p>State and Major Urban Area Fusion Centers are vital assets that are critical to sharing information related to terrorism. The President has directed that federal departments and agencies will provide terrorism-related information to State, local, and tribal authorities primarily through these fusion centers. Unless specifically prohibited by law or subject to security classification restrictions, these fusion centers may further customize such information for dissemination to satisfy intra- or inter-state needs.</p>
<p><i>Interagency Threat Assessment Coordination Group</i></p>	<p>The Interagency Threat Assessment and Coordination Group (ITACG) supports the efforts of the National Counter Terrorism Center (NCTC) to produce "federally coordinated" terrorism-related information products intended for dissemination to State, local, and tribal officials and private sector partners through existing channels established by federal departments and agencies. The ITACG Detail is composed of State, local, and tribal homeland security and law enforcement officers and intelligence analysts detailed to work with federal intelligence analysts</p>

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	<p>within the NCTC to assist in the development and production of federally coordinated information products regarding terrorist threats and events that are intended for dissemination to and use by State, local, and tribal officials and the private sector. The ITACG Advisory Council sets policies and develops processes for the ITACG Detail to facilitate the integration, analysis, and dissemination of federally coordinated information within the scope of the ISE, including homeland security information, terrorism information, and weapons of mass destruction information.</p>
<p><i>Suspicious Activity Reporting</i></p>	<p>Suspicious activity reporting (SAR) is documentation of observed behavior that may be indicative of intelligence gathering or pre-operational planning related to terrorism, criminal, or other illicit intention. An ISE-SAR is a SAR that has been determined to have a potential terrorism nexus in accordance with a two-step process set forth in the ISE-SAR Functional Standard. The objective of the ISE-SAR effort is to implement an improved business process that better manages the collection, review, integration, and sharing across the ISE. This process develops an ISE-wide capability for reporting, tracking, and accessing terrorist-related suspicious incidents in accordance with direction in the National Strategy for Information Sharing (October 2007).</p>
<p><i>Shared Space</i></p>	<p>The ISE Shared Space enables uniformity in the information exchange of terrorism-related information. It is built in accordance with the ISE Enterprise Architecture Framework (ISE EAF) and is the IT infrastructure for information sharing. The ISE Shared Space enables each ISE participant to make terrorism-related information, applications, and services accessible to ISE users in each of the three security domains (TS/SCI, Secret, and SBU/CUI). More specifically, the Shared Space is where the ISE elements are standardized through the implementation of common terrorism information sharing standards (CTISS).</p> <p>Physically, the Shared Space is a set of hardware and software on a protected/secure network (technically referred to as demilitarized zone or DMZ) that is exposed at the boundary of an ISE participant’s internal network—intranet. Alternatively, it may be hosted by a third party (e.g., another ISE participant), while remaining under the participant’s funding, management, and control.</p>
<p><i>Alerts, Warnings, and Notifications</i></p>	<p>Alerts and warnings within the ISE are advisory messages among Federal, State, local, tribal, and foreign governments and the private sector that provide immediate or urgent information on threats or situations. Notifications within the ISE are specific or general advisory messages among federal communities and among the Federal, State, local, and tribal governments that provide information or advice of a less urgent nature. The ISE alerts, warnings and notifications (AWN) effort focuses on establishing an ISE-wide framework for the improved sharing of terrorism-related alerts, warnings, and notifications among ISE participants, within each security domain (TS/SCI, Secret/Collateral, and SBU/CUI).</p>

To leverage inherent DoD component roles and responsibilities as well as specific responsibilities identified by the DoD for these Federal initiatives, PM-ISE OPR responsibilities are categorized into responsibility areas. The following table provides a description of the responsibility areas necessary for supporting these Federal information sharing initiatives and

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the DoD component organization(s) responsible as OPR for each. The DoD CIO has the overarching responsibility for coordinating across Federal information sharing initiatives.

<i>PM-ISE OPR Responsibility Area</i>	<i>DoD OPR for PM-ISE Responsibility Area</i>	<i>PM-ISE OPR Responsibility Description</i>
Overall within DoD	DoD CIO	Acts as the single DoD voice to PM-ISE and its participants; coordinates, integrates, and monitors activities across DoD component organizations involved in supporting DoD's role in the initiative; and establishes DoD's overall position to the initiative. Represents DoD in the Information Sharing Council.
Policy	USD(P)	Determines the impact of federal mandates and legislation on DoD policies and establishes DoD positions on policy associated with the Federal ISE.
Mission Requirements and Associated JROC-Approved Processes	Joint Staff	Represents DoD mission area requirements and business processes that are applicable to the ISE. Establishes DoD mission performance parameters associated with ISE and across Federal information sharing initiatives. Represents DoD in the Business Process Working Group.
Performance and Related Processes	USD(AT&L)	Reviews and coordinates performance metrics and management measures applicable to ISE. Represents DoD Performance Improvement Officer executive order roles with respect to ISE.
Architecture	DoD CIO	Determines any impact of ISE needs on DoD's overarching architecture efforts and establishes DoD's positions on proposed architectural elements. Represents DoD in the Chief Architects Roundtable.
Standards	DoD CIO	Leverages existing DoD and industry standards in Federal ISE efforts. Determines any impact of ISE standards needs on DoD's ongoing standards efforts and establishes DoD's positions on proposed standards. Represents DoD on the CTISS Committee. Designation of DISA as Office of Collateral Responsibility indicates the strong DISA influence and related responsibilities on standards evolving beyond CTISS.
Disclosure and Information Sharing Agreements	USD(P)	Develops procedures and approval mechanisms for disclosure and release of information to parties involved in the ISE, including the structure, development, negotiation, and monitoring of information sharing agreements.
Marking and Classification Policy and Training	USD(I)	Establishes requirements and procedures for marking information, including both national security classified information and controlled unclassified information, as required by ISE.
Marking and Classification	DoD CIO	Ensures use of net-centric information sharing concepts for marking information, including both national security

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Technical Implementation		classified information and controlled unclassified information, as required by ISE.
Interagency IT Services and Shared Space	DoD CIO	Leverages the results of implementing DoD's Data Strategy and Services Strategy in ISE efforts. Identifies DoD IT services to support a DoD mission need in conjunction with the ISE and also the potential impact of additional ISE requirements on DoD's Net-Centric Enterprise Services. Also determines how DoD should participate in any "shared spaces" for sharing information among mission partners.
Information Assurance	DoD CIO	Defines information assurance policy, requirements, risks, and trust relationships associated with information sharing needs of the ISE. Leverages existing and ongoing DoD and Federal IA efforts and establishes DoD's positions for using or linking DoD IA capabilities with those of other federal agencies and external mission partners.
Privacy and Civil Liberties Protection	USD(P)	Represents DoD in ISE efforts involving the protection of privacy and civil liberties when sharing information.
Training and Exercises	Joint Staff	Coordinates DoD's planning and participation in training and exercises conducted within the scope of ISE and across Federal information sharing initiatives.
State/Local/Tribal/Private Sector Coordination	USD(P)	Represents DoD's authorized role in sharing information with State, local, and tribal governments within the purview of the ISE.

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APPENDIX E—Acronyms

Acronym	Description
ABAC	Attribute-Based Access Control
ACP	Actions to Critical Path
AoA	Analysis of Alternatives
AOR	Area of Responsibility
APAN	Asia Pacific Area Network
ASD(FA)	Office of the Assistant Secretary of Defense for Foreign Affairs
ASD(HD&ASA)	Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs
ASD(NII)	Office of the Assistant Secretary of Defense for Networks and Information Integration
AWN	Alerts, Warnings and Notifications
C2	Command and Control
C3	Command, Control, and Communications
C4	Command, Control, Communications, and Computers
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
CAC	Common Access Card
CC/S/A	Combatant Command/Military Services/Defense Agencies
CCER	CENTRIXS Cross Enclave Requirement
CDS	Cross Domain Solution
CENTRIXS	Combined Enterprise Regional Information Exchange System
CES	Core Enterprise Services
CIE	Collaborative Information Environment
CIO	Chief Information Officer
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COIs	Communities of Interest
CONOPS	Concept of Operations
COP	Common Operational Picture
COTS	Commercial Off-the-Shelf
CTISS	Common Terrorism Information Sharing Standards
CUI	Controlled Unclassified Information
CWID	Coalition Warrior Interoperability Demonstration
DAS	Defense Acquisition System
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DKO	Defense Knowledge Online
DMZ	Demilitarized Zone
DNI	Director of National Intelligence

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DNLCC	Defense and National Leadership Command Capability
DoD	Department of Defense
DoD CIO	Department of Defense Chief Information Officer
DoD GC	General Counsel
DOT	Department of Transportation
EO	Executive Order
FIPS	Federal Information Processing Standards
FY	Fiscal Year
HSC	Homeland Security Council
HSPD	Homeland Security Presidential Directive
IA	Information Assurance
IEB	Information Exchange Broker
IM	Information Management
IRTPA	Intelligence Reform and Terrorism Prevention Act of 2004
ISE	Information Sharing Environment
IT	Information Technology
ITACG	Interagency Threat Assessment Coordination Group
JCA	Joint Capability Area
JCCSE	Joint Continental U.S. Communications Support Environment
JCIDS	Joint Capabilities Integration and Development System
JIOC	Joint Intelligence Operations Center
JPDO	Joint Planning and Development Office
JROC	Joint Requirements Oversight Council
JWICS	Joint Worldwide Intelligence Communications System
MDA	Maritime Domain Awareness
MDA DS COI	Maritime Domain Awareness Data Sharing Community of Interest
MNCE	Multi-National Collaboration Environment
MNIS	Multinational Information Sharing
NATO	North Atlantic Treaty Organization
NCCC	National Command and Coordination Capability
NCES	Net-Centric Enterprise Services
NC-FCB	Net-Centric Functional Capabilities Board
NCTC	National Counter Terrorism Center
NDP	National Disclosure Policy
NDPC	National Disclosure Policy Committee
NECC	Net-Enabled Command Capability
NextGen	Next Generation Air Transportation System
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NIEM	National Information Exchange Model
NOFORN	Not Releasable to Foreign Nationals
NORAD	North American Aerospace Defense Command

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NRF	National Response Framework
NRO	National Reconnaissance Office
NSA	National Security Agency
NSC	National Security Council
NSPD	National Security Presidential Directive
OCR	Office of Collateral Responsibility
OMB	Office of Management and Budget
OPR	Office of Primary Responsibility
ORCON	Originator Control
OSD	Office of the Secretary of Defense
P.L.	Public Law
PA&E	Program Analysis and Evaluation
PDM	Program Decision Memorandum
PKI	Public Key Infrastructure
PM	Program Manager
PM-ISE	Program Manager, Information Sharing Environment
POA&M	Plan of Actions and Milestones
PPBE	Planning, Programming, Budgeting, and Execution
QDR	Quadrennial Defense Review
RBAC	Role-Based Access Control
SAR	Suspicious Activity Reporting
SBU	Sensitive But Unclassified
SIPRNet	SECRET Internet Protocol Router Network
SOA	Service Oriented Architecture
SSTR	Stability, Security, Transition, and Reconstruction
TS/SCI	Top Secret/Sensitive Compartmented Information
U.S.	United States
U-Core	Universal Core
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(P)	Under Secretary of Defense for Policy
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
WMD	Weapons of Mass Destruction

APPENDIX F—Glossary

Term	Definition
Capability	The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.)The ability to achieve a desired effect under specified standards and conditions through combinations of ways and means to perform a set of tasks.
Community of Interest (COI)	The inclusive term used to describe collaborative groups of users who must exchange information in pursuit of their shared goals, interests, missions, or business processes, and who therefore must have shared vocabulary for the information they exchange.
Extended Enterprise	All internal and external participants required to ensure mission success.
Global Information Grid (GIG)	The globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, defense policymakers, and support personnel.
Information Assurance	The ability to provide the measures that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for the restoration of information systems by incorporating protection, detection, and reaction capabilities.
Information Management	The function of managing an organization’s information resources by the handling of knowledge acquired by one or many different individuals and organizations in a way that optimizes access by all who have a share in that knowledge or a right to that knowledge. The planning, budgeting, manipulating, and controlling of information throughout its life cycle.
Information Sharing	Making information available to participants (people, processes, or systems). Information sharing includes the cultural, managerial, and technical behaviors by which one participant leverages information held or created by another participant.
Information Technology	Any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. This includes equipment used by a DoD Component directly, or used by a contractor under a contract with the DoD Component, which requires the use of such equipment, or requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. The term also includes computers, ancillary equipment, software, firmware, and similar procedures, services (including support services), and related resources. Notwithstanding the above, the term does not include any equipment that

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is acquired by a federal contractor incidental to a federal contract. The term does include National Security Systems (NSS).

Joint Net-Centric Operation	The ability to exploit all human and technical elements of the Joint Force and its mission partners by fully integrating collected information, awareness, knowledge, experience, and decision-making, enabled by secure access and distribution, to achieve a high level of agility and effectiveness in a dispersed, decentralized, dynamic, and/or uncertain operational environment.
Mission Partners	External partners as defined in the DoD Information Sharing Strategy: Federal, State, local, tribal, coalition partners, foreign governments and security forces, international organizations, non-governmental organizations, and the private sector.
Net-Centric Environment	The framework for full human and technical connectivity and interoperability that allows all DoD users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence and protects information from those who should not have it.
Net-Centric Joint Capability Area	The ability to provide a framework for full human and technical connectivity and interoperability that allows all DoD users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence, and protects information from those who should not have it.
Net-Centric Operations	The exploitation of the human and technical networking of all elements of an appropriately trained Joint Force by fully integrating collective capabilities, awareness, knowledge, experience, and superior decision making to achieve a high level of agility and effectiveness in dispersed, decentralized, dynamic, and uncertain operational environments.
Net-Centricity	The realization of a networked environment (including infrastructure, systems, processes, and people) that enables a completely different approach to warfighting and business operations.
Portfolio Management	The management of selected groupings of IT investments using strategic planning, architectures, and outcome-based performance measures to achieve a mission capability.
Social Networking	A social structure made of nodes (generally individuals or organizations) that are tied by one or more specific types of interdependency.



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