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FBI-CID Branch I – “Operational Design” Strategic Planning Initiative  
Opening Remarks & Initial Staff Guidance

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# Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: Opening Remarks

## 1 Welcome

## 2 Why Are We Here?

- Valuable work at breakneck speed
- Shortened planning horizon of (at best) 12 months leads to “crisis-action” planning
- Leads to:
  - Increased stress on staff
  - Decreased potential for long-term continuity.
  - Decreased potential to harmonize:
    - Program guidance
    - Procurement and fielding of innovative technologies.
    - Intel/Ops Integration
    - Personnel and financial resource alignment

- My comprehensive review of CID Branch I internal strategic planning techniques, processes, and procedures has revealed there is a significant amount of valuable work being accomplished by our Branch I staff at all levels. We process a continuous stream of voluminous and complex material, keep our leadership appropriately informed, and remain dedicated to supporting the needs of the field.
- It is concerning to me as the leader of Branch I, however, that we have a shortened planning horizon of approximately 12 months. The result of short term, and continuous “crisis-action” planning, by our staff has the potential for:
  - Increased stress on the staff
  - Decreased effectiveness and reduced efficiency of planning and staffing processes and initiatives
  - Decreased potential for long-term continuity and an enduring foundation of Branch I plans and initiatives
  - Decreased potential for Branch I to harmonize FBI senior executive expectations with the needs of the field in the areas of:
    - program management and guidance
    - procurement and fielding of innovative technologies
    - integration of intelligence and operations
    - resource alignment
    - Increased risk for misalignment of funding, materiel and resources, and human capital



## Opening Remarks

FBI CID Branch I – "Operational Design" Strategic Planning Initiative: Opening Remarks

- 3 What Can CID Branch I Do To Address These Concerns?**
- Branch 1 strategic review
  - Section by section strategic review
  - Improve knowledge and strategy planning capability
  - Incorporate ideas and best practices from outside of FBIHQ

- Conduct a comprehensive internal review of consolidated Branch I strategic planning techniques, processes, procedures, and guidance to continue, and where necessary improve, Branch I's vertical integration of FBI executive programmatic guidance/requirements with field office guidance/requirements.
- Conduct comprehensive internal reviews – by Section – of Program-specific strategic planning techniques, processes, and procedures to continue, and where necessary improve, nesting of planning efforts with Branch I consolidated guidance, planning rigor, horizontal integration with associate FBI programs and initiatives, and effective integration with departments, agencies, and organizations external to the FBI
- Leverage, and where necessary improve, internal strategic planning capability and professional knowledge of the Branch I
- Consider, and where necessary leverage, the incorporation and employment of strategic and operational planning best practices used by other government agencies, the private sector, etc.



## Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: DAD, CID Branch I Vision for Strategic Planning – Part I

- 4 **CID Branch I Strategic Planning Environment in 2019**
  - 12-18 month planning horizon
  - Lack of long-term guidance from EM
  - Branch and section strategic planning lack horizontal planning integration

- Planning horizon of approximately 12-18 months
- Minimal provision and/or availability of long-range strategic planning documents and guidance from CID and FBI senior executive leadership
- Section strategic planning initiatives conducted independently with minimal/negligible horizontal planning integration
- Planning initiatives conducted with potential insufficient input from other FBI Divisions/Programs, U.S. Government Interagency partners, and/or other agencies, non-profit organizations, etc. external to the FBI



## Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: DAD, CID Branch I Vision for Strategic Planning – Part I

- 5 **CID Branch I Strategic Planning Environment in 2022**
  - 3-year planning horizon
  - Vertical and horizontal integration
  - Continuously updates to ensure “readiness and relevancy”
  - Sufficient time, resources, processes, and guidance necessary for Section leadership to make adjustments to Section-specific enduring strategic plans and development of new strategic plans (as required)
  - Maximum integration

- Strategic planning horizon of approximately 3-years
- Vertically and horizontally (as appropriate) integrated strategic plans for Branch I and subordinate Sections
- Formalized planning processing and guidance based on a 3-year revision requirement
- Continuous review of strategic plans and guidance to ensure plans are “ready and relevant” to both FBI-HQ senior executive leaders and field office leadership
- Scheduled mechanisms for planning quality control and input/review by FBI-HQ senior

- executive leaders and field office leadership
- Sufficient time, resources, processes, and guidance necessary for Section leadership to make adjustments to Section-specific enduring strategic plans and development of new strategic plans (as required)
- Maximum integration of other FBI Divisions/Programs, U.S. Government Interagency partners, and/or other agencies, non-profit organization, etc. external to the FBI



## Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: DAD, CID Branch I Vision for Strategic Planning – Part 2

- 6 Key Components of the CID Branch I Strategic Planning Vision**
- CID Branch I Sections and Programs will, in the course of developing their strategic and operational plans, account for and sufficiently address the following themes:
    - Accelerate Technology Innovation
    - Improve Program Management/Guidance
    - Intelligence and Operations Integration
    - Resource Alignment
    - Threat-to-Life (Support)
    - Space Allocation
  - Utilize a 3-year planning horizon
  - Develop Section-level strategic plans that look “over the horizon” and allow FBI CID Branch I programs to remain relevant and ready to address current-generation and next-generation threats

### Key Components of the CID Branch I Strategic Planning Vision

- CID Branch I Sections and Programs will, in the course of developing their strategic and operational plans, account for and sufficiently address the following themes:
- **(\*\* When briefing to Section leadership, concisely explain where the themes originated from – i.e. CID Strategic Plan, Senior Leader Guidance from CID or higher, DAD personal assessments after engaging with FBI-HQ and Field personnel, etc.)**
  - Accelerate Technology Innovation
  - Improve Program Management/Guidance
  - Intelligence and Operations Integration
  - Resource Alignment
- Utilize a 3-year planning horizon
- Develop Section-level strategic plans that look “over the horizon” and allow FBI CID Branch I programs to remain relevant and ready to address current-generation and next-generation threats
- **(\*Insert the most critical “Branch I Action Items” and “Field Support Action Items” that all Section Chiefs must include in their Operational Approaches and Subsequent Strategic Plans)**



## Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: DAD, CID Branch I Vision for Strategic Planning – Part 2

- 7 **Critical Actions Taken to Realize the CID Branch I Strategic Planning Vision**
  - Precursive planning effort to frame Branch I and Section problem sets
  - Underpin follow-on strategic planning initiatives
  - Synchronize “Lines of Operation” and “Lines of Effort” that drives the Section to a realistic 3-year “Next State”
  - Review and validate current strategic and operational plans
  - Develop measures of performance and effectiveness

### **Critical Actions Taken to Realize the CID Branch I Strategic Planning Vision**

- Consider the use of “Operational Design” methodology as a precursive planning effort to frame Branch I and Section problem sets and underpin follow-on strategic planning initiatives
- Develop and operational approach framework with integrated and synchronized “Lines of Operation” and “Lines of Effort” that drives the Section to a realistic 3-year “Next State”
- Review and validate current Branch I strategic and operational plans and

initiatives to assess for continuation, modification, or elimination

- Develop Branch I and Section measures of performance and measures of effectiveness to allow for continuous assessment of strategic and operational plans



## Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: DAD, CID Branch I Vision for Strategic Planning – Part 2

### 8 Final Thought . . .

- If you started from scratch and had to design the perfect (TOC-E, TOC-W, VCAC, SSGU, VIC-D program), how would you do it? What relationships would you require, what key tasks would you require, how would you structure your resources (and why), how would you define success (tactically and culturally)?



# Opening Remarks

FBI CID Branch I – “Operational Design” Strategic Planning Initiative: Recommended DAD Opening Remarks Talking Points

- 1 Accelerate Innovation**
  - CID should proactively develop technological solutions through a deliberate process and should serve as a force multiplier to solve technology and IT barriers impacting the field's effectiveness.
  - Mapped to *Deploy Innovative Solutions*
- 2 Improve Program Management/Guidance**
  - CID should provide substantial and refined sub-program guidance about Impact on Threat and Quality of Work to the field so the field can effectively use their resources.
  - Mapped to *Improve Stewardship of Resources*
- 3 Intelligence and Operations Integration**
  - CID should continue to work toward tactical intelligence and strategic operational intelligence integration with the operational sections and unit.
  - Mapped to *Incorporate Intelligence in All We Do*
- 4 Resource Alignment**
  - CID should focus on core program management functions and remain agile by continuously understanding the needs of the field, by evaluating its resource allocation at the program and threat level, and by understanding other functional priorities which need to be completed by CID.
  - Mapped to *Improve Stewardship of Resources*



# Expectations

In order to ensure consistent and clear expectations of CID Branch I personnel, both leadership and general expectations have been outlined below.

## Leadership

- ① Be Trustworthy, Fair, and Honest
- ② Encourage Innovation
- ③ Take Care of Everyone
- ④ Be Self Aware
- ⑤ Be Present – internal facing, not external facing
- ⑥ Hire Well
- ⑦ Have a Plan
- ⑧ Teach, Don't Tell

## General

- ① Make Good Decisions
- ② Individual Ownership & Focus
- ③ Teamwork



## CID Branch I FY19 Plan

The following represent top priority Branch I action items in the CID Branch I FY19 Plan.

Action Item	Responsible	Action Item	Responsible
<sup>1</sup> Establish clear three year strategic priorities and performance standards and expectations.	Vorndran	<sup>9</sup> DOJ Anti-Gang Coordination Committee: Request HSI membership to deconflict task force creation.	Vorndran
<sup>2</sup> Develop focused strategies and lines of effort for each threat. This should supplement the Program Guidance at the mid-year review.	Vorndran	<sup>10</sup> S-Visa Process: Re-engineer, clear backlog.	Vorndran
<sup>3</sup> Develop a technology working group. Attempt to develop a CHS-enabled communications network as one mechanism to overcome Going Dark.	Vorndran/ Penza	<sup>11</sup> Ahead of the Threat Study: Finalize findings and way forward to include section and unit sizing.	Vorndran
<sup>4</sup> Ensure Field EM is aware of threat priorities based on guidance provided to PCORs.	Vorndran	<sup>12</sup> Include QTD SSA in Wednesday UC meetings to share tool and capability updates.	Penza
<sup>5</sup> Space Plan: Account for Branch I Priorities.	Vorndran	<sup>13</sup> Develop standing Group I F2F and Online UCOs so subject's can easily be written in and out of the UCD. Ensure we are offering OCE training or developing a workaround for OCE activity.	TOC-E
<sup>6</sup> Work with IOB to ensure compliance with ALAT career board MOU, deconflict ops orders, OIA/source policies, and funding issues.	TOC-W/ TOC-E	<sup>14</sup> Work with DOJ to expedite AG Exemption approvals for investigations which have been designated as priority cases (i.e. OCDEF, PTDC, TICOT investigations).	Vorndran
<sup>7</sup> Gain clarity on authority and meet with DOJ about USAO prosecuting HSI cases.	Vorndran/ S. Kelly	<sup>15</sup> Meet with DOJ and evaluate Threat to Life Guardian process with centralized GJS issuance to enable more well developed leads to be sent to the field.	Vorndran
<sup>8</sup> Build a media campaign focused on highlighting small local and state police departments support of FBI task forces (VCAC, VIC-D, SSG).	Vorndran	<sup>16</sup> Work with Branch II to allow for easier access of ICLS funds for non-272 cases, training field agents, engaging AUSAs, and providing strategic direction from HQ.	TOC-W/ TOC-E

### Additional CID Branch I Action Items

- EO 13773: Leverage this EO in an effort to support NIP funding. (Vorndran)
- OCDEF Strike Force: Engage FBI NY and CI. (Note: Engage Ray Donovan). (TOC-W)
- ICLS Funds: Work with Branch II to allow for easier access of ICLS funds for non-272 cases, training field agents, engaging AUSAs, and providing strategic direction from HQ. (TOC-W/TOC-E)
- Routine calls to Ambassador/DCM where we have or want CID OCONUS presence. Coordinate with IOB. (Vorndran)



## Field Support FY19 Plan

The following represent top priority Field Support action items in the CID Branch I FY19 Plan.

Action Item	Responsible
1 Program Guidance: Provide offices with consistent, meaningful guidance on how sub-programs will measure quality of work and impact on threat.	Vomdran
2 Insight: Work with OTD to mitigate challenges caused by accessing OPWAN to create discovery disks. Solutions: save files from Insight into folders organized by phone number and product type; change GUI to be cross searchable by product type; return Insight computers to the field; review comparable DEA data systems.	EM Team
3 META/Scales of Justice: Work with ITADD to increase usability and accuracy of tool.	EM Team
4 TFO Training: Develop a standardized training model and incorporate FBI systems training (e.g., Sentinel, Delta, database searches) into onboarding.	VCGS
5 Mobile Biometric App/Fingerprint Scanner: Expedite the process for pushing these devices out to the field.	Vomdran
6 Task Force Fleet: Determine if LS platform rental program can be expanded to replace "burned" cars. This request was made by FBI CE.	Hughes

### Additional Field Support Action Items

- STE Policy: Work with OTD to revise policy for deployment of sources OCOMJUS with recording devices. **(EM Team)**
- Transmitters: Work with OTD to deploy remaining Casper licenses to the field, and report feedback on Scarecrow functionality. **(Vomdran)**
- Advanced Narcotics Testing System: Identify funds to purchase DEA system that conducts presumptive test without a sample; agents don't have to handle the drug. **(Vomdran)**
- Spanish-speaking Agents: Work with HRD to prioritize placement in offices near southern border and/or create incentive program for bilingual TFOs in high-need areas. Evaluate whether its possible to incentivize Spanish speaking agents for this alignment. (Issue for TOC-W and CAST). **(TOC-W)**
- Vehicle Tracker Policy: Work with OTD to revise policy to allow non-TTAs to apply "slap-on" GPS trackers. **(Vomdran)**