

Office of Intelligence and Analysis

Strategic Plan

Fiscal Year 2011 - Fiscal Year 2018

February 2011

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Foreword



As the Under Secretary of Homeland Security for Intelligence and Analysis (U/SIA), it is my pleasure to present the Strategic Plan for the Office of Intelligence and Analysis addressing Fiscal Years 2011 - 2018. Publishing this plan is an important milestone for I&A as it works to provide intelligence for the Department's leaders and its partners.

This strategic plan describes I&A's unique role as both the leading provider of intelligence and high-quality analysis to the Homeland Security Enterprise (HSE). In addition, this plan reflects the goals delineated in the Department's Quadrennial Homeland Security Review (QHSR) and the National Intelligence Strategy (NIS). We divided our mission into four functions—Analyze, Collect, Share, and Manage—and built our strategic goals around them. We execute these functions to support Departmental leaders; state, local, tribal and territorial partners; component operators; Intelligence Community members; and the private sector. This plan will guide our support to operators and decision makers entrusted to protect our Homeland. Although this is an important milestone, it represents only the first step. We will make significant changes in our processes, our use of technology, and the way we build and develop our workforce to make the vision outlined in this plan a reality. I believe this plan's goals will pave the way for us to become the recognized leader of the Intelligence Community in providing for our nation's homeland security intelligence needs.

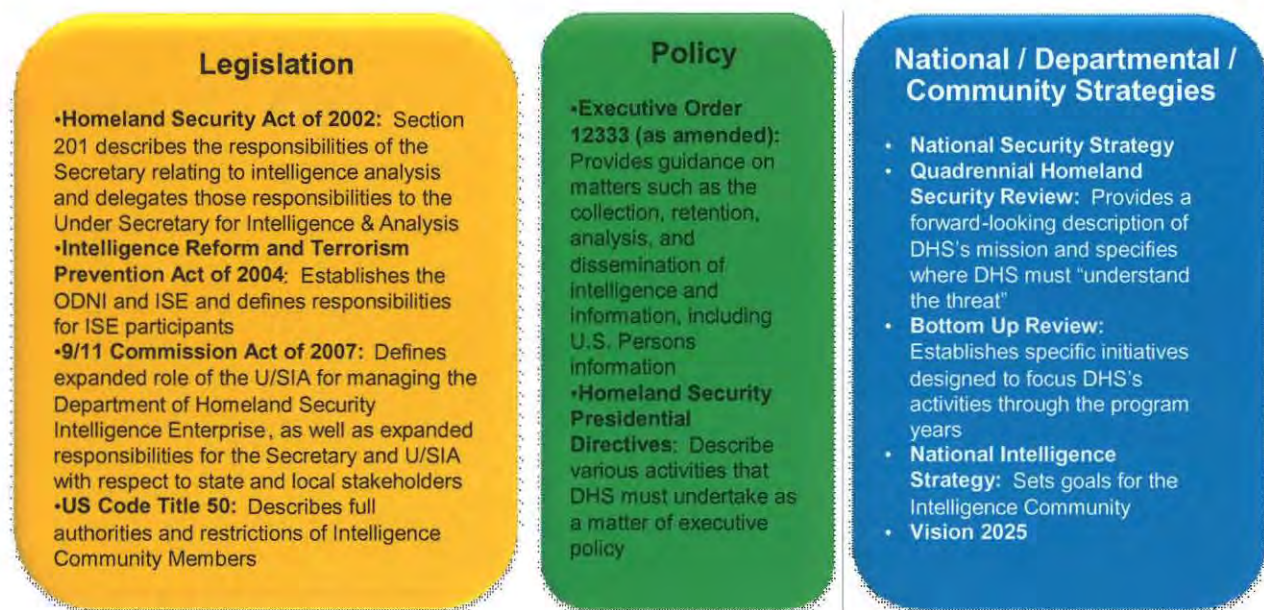

Caryn A. Wagner
Under Secretary for Intelligence and Analysis

Introduction

As pointed out in the Quadrennial Homeland Security Review (QHSR), the National Intelligence Strategy (NIS) and I&A's 2009 Strategy, our Nation faces a complex and rapidly changing security environment. As our Nation's leader for homeland security intelligence, I&A's mission is to ensure that the Department and key operators and consumers throughout the Nation understand the threat and how to counter it. The I&A Strategic Plan for Fiscal Years 2011 – 2018 is the result of an intense, comprehensive process to define how I&A will help the Department and other homeland security partners meet this threat. The plan focuses on key partners and their mission needs, consistent with applicable law, regulation, and national strategies.

I&A began drafting this plan to respond to the QHSR and the NIS. The new strategic plan will guide decisions related to FY2011 action plans, the FY2012 budget, and the FY2013-2018 Resource Allocation Plan (RAP).

Figure 1: Basis for I&A's 2010 Strategic Plan



As a first step in the strategic planning process, I&A conducted a comprehensive review of applicable legislation and policy, as shown in Figure 1. That review indicated I&A's mission could not be defined simply as a list of authorities, intelligence products, or missions because specific mandates require I&A to support a series of partners, to analyze a series of topics, and to carry out a series of functions. As a result, I&A developed a framework for strategic planning (see Figure 2) that provides a basis for carrying out all of I&A's mandates, responsibilities, and authorities.

Figure 2: I&A's Strategic Planning Framework



With this framework in hand, I&A's senior leadership began to define the desired end states – or future I&A capabilities – for each element of the framework. I&A's Directorate of Plans, Policy, and Performance Management (PPPM) surveyed I&A's stakeholders; conducted focus groups with state, local, tribal, and territorial (SLTT) and DHS component partners, interviewed DHS and IC leaders, and drew on the DHS Private Sector Office's study on the private sector to identify partner needs. These interactions showed that our partners' needs tended to normalize around common functional themes that provided a framework for organizing our goals and objectives.

This plan's goals and objectives will benefit all of I&A's partners. This community includes all of I&A's stakeholders in the Department, the Intelligence Community, the private sector, and in SLTT governments. It includes the **DHS Intelligence Enterprise**, the intelligence offices within DHS' component organizations, and I&A. For further key terms of reference, see Figure 3.

Figure 3: Key Terms of Reference

Homeland Security Enterprise (HSE): This community includes all of I&A's stakeholders in the Department; the Intelligence Community; the private sector; and SLTT governments. This community includes all of I&A's five partner sets (as shown in Figure 2).

Homeland Security Intelligence Priority Framework (HSIPF): A unified set of homeland security information priorities within the Intelligence Community (IC). The HSIPF is not dependent on, but is linked to, the National Intelligence Priority Framework (NIPF).

Program of Analysis (POA): The POA is an assessment of key intelligence questions (KIQ) related to DHS/I&A and the NIPF and thus reflects the intelligence needs of the full spectrum of DHS/I&A's partners. Products developed from the POA may be targeted toward a specific partner group but may also be re-purposed for other partner groups.

This plan defines the way ahead for intelligence to provide a more secure Homeland. It will drive the new policies and procedures needed to work together more effectively, it will drive the prioritization of resources through the Future Years Homeland Security Program, and it will drive new performance measures to measure our progress toward these goals. To be an effective guide it must be a living guide that adapts as circumstances change and as the HSE grows and matures.

Mission and Strategic Goals of the Office of Intelligence and Analysis

Mission Statement

Equip the Homeland Security Enterprise with the intelligence and information it needs to keep the Homeland safe, secure, and resilient.

Strategic Goals

I&A will support its national and Departmental missions by achieving the following four goals and associated objectives:

- 1. Promote Understanding of Threats through Intelligence Analysis**
 - 1.1. Provide Relevant Analysis to Partners that Addresses High-Priority Issues
 - 1.2. Warn of Impending Threats to the Homeland
 - 1.3. Respond to Incidents with Timely and Detailed Analysis
- 2. Collect Information and Intelligence Pertinent to Homeland Security**
 - 2.1. Mature the Homeland Security Collection Architecture
 - 2.2. Expand Advocacy of Homeland Security Collection Needs
- 3. Share the Information Necessary for Action**
 - 3.1. Standardize Information Sharing Policies Across the Homeland Security Enterprise
 - 3.2. Deploy Information Sharing Technology
 - 3.3. Disseminate Intelligence and Information Products
- 4. Manage Intelligence for the Homeland Security Enterprise**
 - 4.1. Promote a Skilled and Professional Homeland Security Intelligence Workforce
 - 4.2. Integrate Intelligence Processes
 - 4.3. Provide Adequate Tools to Equip the HSE

Goal 1: Promote Understanding of Threats through Intelligence Analysis

The DHS Quadrennial Homeland Security Review states, “Preventing a terrorist attack in the United States remains the cornerstone of homeland security.”¹ To prevent attacks against the Homeland, we must first understand the threat. I&A will build threat understanding among the Homeland Security Enterprise’s component, SLTT, and private sector partners by providing analysis that warns of impending threats to enable effective protective measures.

Objective 1.1: Provide Relevant Analysis to Partners that Addresses High-Priority Issues

Homeland security intelligence analysis must help leaders make informed policy decisions and take actions that prevent homeland security incidents. I&A will provide strategic threat assessments that provide partners the necessary context and background to understand current and emerging threats to the Homeland.²

I&A will accomplish this objective through several initiatives aimed at filling knowledge gaps and ensuring that intelligence across the HSE is timely, standardized, and presented in a useful format.

Strategies and Means for Objective

- Foster a culture of analytic excellence
- Deliver analytical intelligence products to the HSE that address threats posed by terrorist organizations and threats to our nation’s critical infrastructure and cyber infrastructure
- Produce strategic estimates of emerging threats and the tactics, techniques, and procedures (TTPs) used by terrorist organizations and other threat groups³
- Support partner mission priorities by collaborating with the HSE on products addressing other issues relevant to homeland security, such as border protection, illicit drug trafficking, force protection, corruption of foreign officials, foreign intelligence and security services, immigration challenges, disease, and operational planning

National Network of Fusion Centers

State and local representatives, in particular, expressed a need for useful finished analysis as well as the raw material necessary to produce focused analysis in the Fusion Centers. They indicated a specific desire for more unclassified tear-line products to provide to law enforcement and first responder constituents.

¹ Quadrennial Homeland Security Review, Attachment B: “Overview of the Homeland Security Missions.” Department of Homeland Security, November, 2009.

² As stated in the Quadrennial Homeland Security Review, Attachment B: Goal 1.1: Prevent Terrorist Attacks.

³ As directed under the Quadrennial Homeland Security Review Goal 1.1: Prevent Terrorist Attacks and Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership and Events.

- Refine I&A’s analytical processes and product line to ensure partner-focused, timely, coordinated products that meet the highest tradecraft standards and use all available intelligence, especially unique DHS data sets
- Create a standardized catalogue of intelligence reports and products in order to provide the full breadth of analysis to the HSE
- Use the Homeland Security Intelligence Priority Framework (HSIPF) to drive analytic research and production in the Program of Analysis (POA)

Departmental Leaders

The Department’s leaders expressed a specific desire for products that have been fully coordinated throughout DHS. DHS senior leadership, including the Secretary, Deputy Secretary, and component heads, require daily, comprehensive finished intelligence that covers the spectrum of homeland security issues and utilizes unique DHS data.

Objective 1.2: Warn of Impending Threats to the Homeland

Diligent, ongoing analysis of the intentions of threat actors by I&A and its partners will improve our warning posture on impending threats to the Homeland. I&A analysis will warn partners of impending threats so they can take preventive action, interdict threat actors, and prepare for incident response.

Strategies and Means for Objective

- Ensure that intelligence products incorporate indications and warnings of impending threat actions and are promptly disseminated
- Produce analysis to help HSE operators anticipate the reactions of threat actors and organizations so that they can adjust homeland security operations
- Develop and employ a watch and warning network so that I&A and its partners can produce useful analysis for HSE partners in the field

Objective 1.3: Respond to Incidents with Timely and Detailed Analysis

I&A and its partners must respond promptly when incidents occur so that the HSE, including first responders and operators trying to disrupt potential follow-on plots, receive timely, accurate, and useful intelligence analysis.

National Network of Fusion Centers

State and local representatives were particularly vocal about the need for timely, coordinated messaging from I&A and components during incident response so that operators know “what to look for next.”

Strategies and Means for Objective

- Provide partners with timely analysis that helps first responders and operators on the ground respond to homeland security incidents
- Present coordinated threat messaging to the HSE
- Refine the production and dissemination process to ensure analysis corresponds to operators' needs in the dynamic and fast-paced environment following homeland security incidents

Performance Measure for Goal⁴

- Percentage of reports that meet identified priority requirements
- Average customer satisfaction with I&A analytic products
- Average customer satisfaction with I&A analytic support, as indicated by a semi-annual survey

External Risk Factors for Goal

- The sensitivity of the source information underpinning I&A's finished intelligence may complicate and inhibit broader dissemination of that intelligence
- In order to provide coordinated threat messaging, we have to balance operational timeliness with an effort to coordinate throughout DHS
- The HSE currently lacks a formal process for determining the level of coordination necessary for types of intelligence products

⁴ All performance measures are notional and provided to start a dialogue among stakeholders about how best to capture progress on the Strategic Goals; those measures, once identified, will be included in updates to this Strategic Plan.

Goal 2: Collect Information and Intelligence Pertinent to Homeland Security

High-caliber intelligence starts with appropriate, coordinated, and competent collection and reporting. Intelligence professionals in I&A, DHS, the National Network of Fusion Centers, and the IC need information from multiple sources to build the analytical understanding necessary to combat homeland security threats. I&A will facilitate the acquisition, exchange, and reporting of the raw data required for high-impact analysis in DHS, National Network of Fusion Centers, and the IC by consolidating collection requirements, exercising DHS' collection and reporting authorities per Executive Order (EO) 12333, and leveraging DHS and IC collection capabilities.

Objective 2.1: Mature the Homeland Security Collection Architecture

HSE partners gather information of potential intelligence value in the course of their normal duties. Given the necessary context by analysts, such information can provide the first indicators of potential threats to the Homeland. I&A, in collaboration with its partners, will build the HSE collection architecture to ensure responsiveness to partner needs and access to threat information to improve prospects for providing timely warning to our homeland security partners.

Strategies and Means for Objective

- Create an integrated DHS collection management system that reflects HSIPF priorities, consolidates collection requirements to support the time sensitive or enduring needs of HSE partners, and provides a customer collection requirement feedback mechanism
- Define, develop, and integrate the evolving DHS Intelligence, Reconnaissance and Surveillance (ISR) enterprise to enable effective HSE responses to HSIPF requirements
- Establish effective policies and methods to alert the broader homeland security operational community to emerging -priority information-gathering opportunities.
- Identify and assess Departmental ISR gaps and shortfalls and work with HSE partners to implement short- and long-term solutions
- Actively participate in the DHS Acquisition Review Board and other appropriate forums to identify, influence, and advocate initiatives that affect the collection equities of HSE partners

DHS Component Organizations

Component operators were especially vocal in their need for comprehensive collection architecture across DHS so that operators in the field can effectively execute against collection requirements and HSE priorities. They specified more interaction between components as essential to building the collection architecture.

The Intelligence Community

IC leadership also voiced strong support for I&A's role in consolidating and managing the intelligence requirements of our partners to effectively leverage the capabilities of the IC on behalf of the HSE. They also welcomed an active, consolidated effort to draw on the HSE's unique information, in accord with privacy and civil rights guidelines, for the benefit of the National Security community.

Objective 2.2: Expand Advocacy of Homeland Security Collection

As an element of the IC, I&A can significantly increase the information available to our partners by leveraging community collection capabilities. The IC has multiple, competing priorities as well as restrictions that can limit sharing this vital information with the HSE. I&A will actively engage IC partners to develop collection approaches that address the critical needs of our HSE partners.

Strategies and Means for Objective

- Develop and implement standardized reporting mechanisms for collection from our HSE partners
- Engage private sector partners to integrate and advocate for their information needs
- Present consolidated HSE collection requirements to the IC as a unified set of homeland security priorities
- Work with Departmental and IC partners to develop and implement integrated collection strategies that address the highest priority needs of HSE partners

Performance Measure for Goal⁵

- Responsiveness of collection and reporting to priority information gaps and requirements

External Risk Factors for Goal

- Homeland security-specific collection priorities compete for limited IC and Departmental resources
- Law enforcement organizations inside and outside the Department may be reluctant to participate in collection due to operational sensitivities absent procedures to restrict dissemination
- Legal and policy limitations on the use of information by DHS and the HSE collected or reported from internal and external sources

⁵ All performance measures are notional and provided to start a dialogue among stakeholders about how best to capture progress on the Strategic Goals; those measures, once identified, will be included in updates to this Strategic Plan.

Goal 3: Share the Information Necessary for Action

Intelligence on homeland security threats must be shared with those who can act to prevent or mitigate the threat. Although a great deal of information sharing occurs today—among and between agencies and departments at all levels of government—key elements of our effort to prevent a terrorist attack must include disseminating useable intelligence and threat information to the HSE, receiving intelligence and information from those partners as input to the all-source analytic process, and ensuring this exchange happens on a real-time basis. The U/SIA is the Department’s Information Sharing Executive. In this role, she serves as the Secretary’s designee for information sharing across the Department. I&A will promote an information sharing culture by developing policies, networks, and dissemination processes that provide a clear way for I&A and its partners to share information so that intelligence and information gets into the right hands.

Objective 3.1: Standardize Information Sharing Policies across the Homeland Security Enterprise

DHS Component Organizations

Component operators were particularly interested in developing formal networks for information sharing across the Department to supplement the informal networks upon which operators currently rely. Operators expressed a strong desire for clear, Department-wide policies and procedures for information sharing.

When sharing intelligence and information, homeland security professionals must strike a balance between two efforts: 1) protecting sources, methods, civil rights and liberties, and law enforcement operations; and 2) ensuring those who “need to know” have proper and timely access to information. I&A, through its role in supporting and sustaining the Department’s information sharing governance structure, will lead DHS’ effort to execute the Department’s “Information Sharing Vision of 2015” to transform the Department’s culture, policies, and architecture. Our goal is to enable the successful execution of our five core homeland security missions and strengthen the HSE’s information sharing to ensure the right information gets to the right people at the right time, consistent with our obligations to protect privacy, civil rights, and civil liberties.

Strategies and Means for Objective

- Ensure all DHS information sharing agreements comply with the *One DHS Policy* for information sharing
- Develop standardized policies, processes, and procedures for information sharing that provide partners with a clear understanding of how and with whom they can share intelligence and information
- Work with the Office of the Chief Information Officer of the Department to develop and implement an Information Sharing Segment Architecture that defines how DHS will participate in the Information Sharing Environment (ISE) and that fully addresses federal requirements, including the Federal Segment Architecture Methodology

- Demonstrate the existence of a clear governance structure for information sharing and assign accountability for establishing, implementing, and overseeing information sharing policies, processes, and technologies linked to the QHSR missions
- Formalize information sharing relationships among partners that currently rely on existing informal networks; develop an information sharing framework for the National Network of Fusion Centers
- Increase understanding of roles and missions within the homeland security stakeholder community by providing information sharing “best practice” materials and “guide books” with information about the various stakeholder organizations

Objective 3.2: Deploy Information Sharing Technology

Effective information sharing requires an efficient and integrated technology architecture. Without technological instruments, neither I&A nor its partners will be able to share the high volume of intelligence and information broadly enough to meet mission needs. I&A will deliver the interoperable networks and information sharing platforms needed to strengthen the DHS Information Sharing Environment.

National Network of Fusion Centers

State and local representatives, especially, expressed the need for reliable connectivity and clear processes and policies for information sharing. They were particularly interested in a common portal for delivery of products at both the unclassified and classified Secret levels.

Strategies and Means for Objective

- Build a consolidated, secure Web-based repository that provides access to historical reporting, analytic products, and raw data; this repository will aggregate data from relevant homeland security intelligence repositories to help partners and I&A analysts identify and assess trends, share information, and strengthen analysis
- Incorporate features such as profile-based alert notifications to ensure users receive the information they need in a timely manner
- Ensure there are appropriate information assurance protocols and procedures in place
- Lead DHS in creating an information sharing architecture to consolidate and streamline access to intelligence, law enforcement, screening, and other information across the Department
- Establish and maintain a unified set of interoperable information technology networks – one per classification level – so partners across the HSE have access to all appropriate information

Objective 3.3: Disseminate Intelligence and Information Products

A key component of information sharing is effectively distributing analysis conducted by homeland security intelligence professionals. I&A must disseminate products to partners quickly, broadly, and consistently to ensure the HSE has accurate and relevant intelligence to support and enable operations.

Strategies and Means for Objective

- Create a standard dissemination process to rapidly provide time-sensitive, reliable, useful information and updates to HSE partners
- Streamline I&A's dissemination and review processes to expedite product delivery
- Broaden dissemination of original intelligence products and derivative products, such as tear-lines, for SLTT and private sector partners
- Provide timely topical intelligence digests for Departmental leadership
- Enable the National Network of Fusion Centers to serve as a conduit for disseminating appropriate products to private sector and SLTT partners

Performance Measure for Goal⁶

- Percent of information sharing agreements with external partners that incorporate all DHS components
- Percent of components fully complying with the *One DHS* policy
- Percent of Fusion Centers meeting Baseline Capabilities standards

External Risk Factors for Goal

- The review of products to ensure compliance with Departmental policies and privacy, civil rights, and civil liberties may introduce dissemination delays
- I&A will face competing policy mandates relative to the "duty to share" versus the "need to know"
- DHS leadership will face competing priorities for improved information system performance
- I&A partners will have varying clearance levels and technological accesses based on policy requirements and security constraints

⁶ All performance measures are notional and provided to start a dialogue among stakeholders about how best to capture progress on the Strategic Goals; those measures, once identified, will be included in updates to this Strategic Plan.

Goal 4: Manage Intelligence for the Homeland Security Enterprise

As the Chief Intelligence Officer (CINT) of the Department, the Undersecretary of I&A oversees the mission of the DHS Intelligence Enterprise to create useful intelligence products and reporting for the HSE community. The mission requires a well-run organization working in concert with a robust partner network that respects privacy, civil rights, and civil liberties. To this end, the CINT will strengthen the management capabilities of I&A, integrate the DHS Intelligence Enterprise, promote a skilled workforce, institute standardized processes, and provide the tools to support the HSE.

National Network of Fusion Centers

State and local representatives stressed the need to create common career paths, training, and rotational assignments to better integrate the Fusion Centers with I&A and component intelligence functions. They voiced specific desire for training that emphasizes both the production and consumption of raw and finished intelligence.

Objective 4.1: Promote a Skilled and Professional Homeland Security Intelligence Workforce

The dedicated people I&A and its component, private sector, and SLTT partners form the backbone of the HSE. The CINT needs a strong workforce foundation in order to accomplish the strategic goals of providing relevant analysis, focusing collection, sharing information, and managing a diverse and dynamic organization. The CINT will guide the HSE's effort to build a workforce with the knowledge base and training essential to achieving the mission of the Department.

Strategies and Means for Objective

- Provide and maintain the necessary Departmental workforce through strategic planning for workforce needs, aggressive recruiting, deliberate career planning, comprehensive training, and focused retention efforts
- Create and maintain standardized career paths for intelligence professionals in the HSE, to include rotational assignments, joint duty, and other developmental opportunities to enhance institutional knowledge and the formation of networks throughout the HSE
- Offer high-quality training to HSE partners through a variety of vehicles – including mobile, virtual, and partner training – to improve intelligence tradecraft
- Educate the workforce on preventing internal and external counterintelligence and cyber security threats

Objective 4.2: Integrate Intelligence Processes

The CINT must lead the HSE as a comprehensive, coordinated body for homeland security analysis and reporting. Across DHS, the CINT must work to improve intelligence program synergy, reduce duplicative efforts, close capability gaps, and increase accountability. The CINT's policies and processes will enhance organizational consistency, transparency, and accountability.

Strategies and Means for Objective

- Manage the Homeland Security Intelligence Priority Framework (HSIPF), focusing collection and analysis activities against the priorities and intelligence requirements of the HSE and routinely updating the HSIPF against emerging priorities
- Support DHS in organizing and overseeing its intelligence resources, to include planning and resourcing, incorporating partner feedback, and establishing efficient internal staffing and administrative processes
- Implement a stakeholder outreach program with partners to ensure mutual understanding of missions and capabilities and consistently share information about each component's products and services
- Work with stakeholders to identify and track the performance measures necessary to evaluate success of the DHS IE
- Establish a field-based capability for integration between the DHS IE and state and major urban area Fusion Centers
- Establish the intelligence collection, processing, analysis, and dissemination priorities, processes, standards, guidelines, and procedures for the HSE
- Produce relevant and sustainable plans, policies, and standards that advance, integrate, and unify the Counterintelligence Program across the Department

DHS Component Organizations

Component operators expressed particular desire for streamlined processes to coordinate resourcing, priorities, and technology throughout the Department. They noted that rotational assignments and common policies and processes were necessary to create a Departmental culture for creating, sharing, and using both raw and finished intelligence.

Objective 4.3: Provide Adequate Tools to Equip the HSE

The HSE needs the appropriate tools to facilitate successful collection, analysis, and information sharing. The CINT will lead the effort to develop the information technology tools necessary to accomplish the Department's strategic goals, both within I&A and across the Department's intelligence elements.

Strategies and Means for Objective

- Provide reliable information technology infrastructure at all classification levels
- Develop or leverage existing IC analytical and other tools to facilitate creation of intelligence products and reports
- Identify or create appropriate tools for workflow management, performance management, and financial management within I&A

Performance Measures for Goal⁷

- Average ranking of I&A in the OMB Workplace Climate Survey
- Percentage of personnel across the DHS Intelligence Enterprise who have completed annual training, including counterintelligence training
- Percentage of IE products and HIRs that reflect HSIPF priorities
- Percentage of IE employees participating in a standardized career path
- Percentage of Fusion Centers meeting baseline capabilities standards

External Risk Factors for Goal

- The CINT has limited control over some Departmental and component processes required to craft a comprehensive, deliberate allocation of resources against the CINT's mission
- Intense competition for qualified intelligence professionals makes recruiting the necessary workforce challenging
- I&A must rely on outside organizations to provide I&A information technology capability while attempting to build organic capability

⁷ All performance measures are notional and provided to start a dialogue among stakeholders about how best to capture progress on the Strategic Goals; those measures, once identified, will be included in updates to this Strategic Plan.

Appendix A: Core Values

I&A depends upon the professionalism of its people in order to accomplish its mission. That professionalism is manifest in a set of core values as described below:

Integrity

- Consistently abide by high ethical standards
- Have the moral courage to do what is right
- Be honest and truthful

Respect

- Treat people fairly while safeguarding their privacy and rights
- Show courtesy and civility
- Show interest in and compassion for others
- Be considerate of the organization

Customer Service

- Ensure that everyone we serve receives dedicated service
- Strive for the best results
- Take personal and organizational responsibility to deliver quality products and services
- Collaborate in the decision making process
- Pay attention to detail

Continuous Improvement and Learning

- Seek to continuously improve ourselves and our organization
- Give your best effort
- Learn from your mistakes
- Strive for personal and professional growth

Leadership

- Inspire, influence, and support others in our organization and communities
- Lead by example
- Communicate openly and provide honest feedback
- Foster teamwork and selflessness
- Be positive and enthusiastic about the mission
- Recognize and acknowledge accomplishments and sound effort