



United States Secret Service FY 2018 – FY 2022 Strategic Plan

Publication Date: May 2018



*U.S. Department of
Homeland Security*

**United States
Secret Service**



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Message from the Director



The United States Secret Service is a premier federal law enforcement agency and ranks among the most elite in the world. Since its founding in 1865, the Secret Service has evolved to meet changing mission demands. In the beginning, our sole focus was to combat the threat of counterfeit currency to ensure the financial stability of the country. Over time, our mission expanded to securing the nation's financial infrastructure and protecting the President and Vice President of the United States, visiting foreign heads of state, and National Special Security Events (NSSEs). Today, our highly skilled employees dedicate their lives in service to our integrated mission, one that remains critically important to our nation's security.

This *United States Secret Service FY 2018 - FY 2022 Strategic Plan (SSSP)* serves as a roadmap for the future. Our distinguished history has taught us that the security threats facing our nation's leaders, financial systems, and critical infrastructure will continue to evolve. Our mission and our responsibilities to the President of the United States, the Department of Homeland Security, and the American public demand that we anticipate emerging threats and develop and implement countermeasures to proactively address them.

Today's Secret Service is a much different organization than it was in 1865—our mission is broader and more complex, and our workforce is larger and more diverse.

Our five-year strategy to anticipate emerging and ever-changing threats is strengthened through our integrated mission—our operational readiness in the areas of protection and investigations. We will continually evaluate technical and tactical enhancements in our operations and pursue threats wherever they reside in the physical world and cyber space. This SSSP identifies internal and external challenges we currently face, as well as opportunities we can take to move forward. By detailing the strategic goals and objectives through which we will strengthen the integrated mission, support and develop the workforce, and deploy effective communications and business processes, this plan provides a blueprint for success across the Secret Service.

As Director, I am pleased that this SSSP addresses critical challenges facing the Secret Service over the next five years and provides direction for addressing them. Success requires optimal staffing, equipping for the mission of today and tomorrow, as well as expanding leadership training, career development, and talent management at all levels. This SSSP sets us on a path for the growth and development that are critical for organizational success in a fast-paced, knowledge-based world.

I am personally committed to ensuring the Secret Service's current and future leaders possess the required knowledge and skills, that empower them to make decisions that support the workforce and the integrated mission. Fostering leader development is a personal and foundational value for me, and it is essential for improving any organization. This ongoing process involves everyone at every level. Leaders communicate effectively and show genuine care for the workforce by encouraging everyone to improve their skills and develop their own leadership potential. A comprehensive and mutually reinforcing approach to leader development will enable us to fully empower today's leaders who will, in turn, encourage and develop the next generation of leaders.

Today's Secret Service is a much different organization than it was in 1865—our mission is broader and more complex, and our workforce is larger and more diverse. Implementing the goals and objectives outlined in this SSSP will advance this historic organization to meet its evolving integrated mission into the future. As this strategy moves from planning to execution, I am confident in the abilities of the Secret Service workforce to deliver results on these strategic goals.

R. D. Allen

Message from the Executive Resources Board



The success of this *United States Secret Service FY 2018 - FY 2022 Strategic Plan (SSSP)* relies on the skills, dedication, and drive of the Secret Service workforce. Every employee, at every grade level and in every job series, contributes to our integrated mission. Having recently undergone substantial changes that have greatly impacted our operations, structure, governance, and people, Secret Service leadership identified the need for a thorough, actionable strategic plan that both identifies and addresses emerging challenges and opportunities.

To that end, the Office of Strategic Planning and Policy (OSP) initiated the planning effort with support from Director Randolph D. Alles and his staff. Input was gathered from individuals and groups across the workforce—from leadership to line employees, at headquarters and field offices, and through individual interviews and focus groups.

Over 100 employees across every directorate contributed to the development of this SSSP. It will take a concerted effort, and action by every member of the Secret Service workforce, to ensure that this SSSP turns from words into results. OSP will coordinate the effort with unequivocal support from the Director, the Deputy Director, the Chief Operating Officer, and executives across all Secret Service directorates and program offices. Through the development of action-oriented implementation plans that include tracking and reporting mechanisms, individuals and organizational units can monitor their progress in achieving the goals and objectives they identified within this SSSP.

Of critical importance is the overarching effort to recruit, train, deploy, and retain a diverse and committed professional workforce. Optimal staffing levels are required to both ensure Secret Service employees have a positive work-life balance and to increase training levels that support continued mission accomplishment. To advance, we must increase the number of employees who uphold our core values and contribute to our success. We must further ensure that all employees are prepared to meet integrated mission demands and are fully equipped with the cutting edge skills and tools necessary to do their jobs. The knowledge and skills developed through comprehensive basic training, ongoing leader development, and in-service training are organizational and operational requirements. Employees require tools and equipment including cutting edge technologies to collect and analyze information in order to leverage data and gain critical operational advantage. Additionally, the Secret Service requires advanced information technology systems that allow for real-time

sharing of relevant, sensitive information and provide a sound foundation for critical operational and business processes. In addition, integrated mission success requires access to and familiarity with critical countermeasures, tools, and systems that continuously evolve to address a changing threat environment.

This SSSP must be implemented within the context of our budgetary environment. Our responsibility to the public is to use financial resources efficiently and effectively as we look to grow the agency's budget base and ensure resourcing levels match mission demands. We therefore will look to enhance our budgeting process by fully implementing mission-based budgeting across the Secret Service, as well as by instituting lifecycle planning processes that address equipment needs before they negatively impact the integrated mission. We will further strengthen our forecasts of resource needs through the use of advanced analytics and benchmarking, and by adopting best practices found elsewhere in government and private industry. Beyond the budget process, we will look to identify other areas of efficiencies and cost savings that will allow us to redeploy resources to frontline operations and other critical areas. We are further committed to implementing this SSSP in a transparent way that enhances existing communications pathways and develops new ones both throughout the Secret Service as well as with key external partners.

In closing, we reiterate our commitment to fully support this *United States Secret Service FY 2018 - FY 2022 Strategic Plan*. We do this to ensure continued success of the integrated mission. The path to a stronger workforce and organization is clear. We will work collaboratively to enable all directorates to accomplish the tasks set out in this SSSP.

The Executive Resources Board:

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Mission Statement

We protect the President and Vice President of the United States, visiting foreign heads of state, and National Special Security Events; and safeguard the U.S. financial infrastructure and payment systems.

Vision Statement

We will be world-class in protection and financial crimes investigations, including in cyberspace, through developing strong leaders, employing cutting edge tools, delivering elite law enforcement training, and empowering our workforce.

Core Values

We are committed to upholding the long-standing core values of the Secret Service, as exemplified in the five points of the Secret Service star:



- Duty:** Fulfilling the obligations required to accomplish the mission
- Justice:** Demonstrating fairness in accordance with the law
- Courage:** Willfully acting with resolve and bravery
- Honesty:** Displaying truthfulness in every action
- Loyalty:** Exhibiting steadfast allegiance to working with our colleagues to accomplish the mission of the Secret Service



Introduction



The Secret Service has excelled as a premier law enforcement agency since its inception in 1865. As adversaries have modified their tactics over the years, the Secret Service has adapted. To counter emerging threats, the Secret Service must continue to engage in new areas and leverage opportunities that move the organization forward. Success entails both addressing current challenges and identifying realistic requirements to meet those of the future. While the Secret Service adjusted to increasing threats while facing an austere budget environment in recent years, the workforce was forced to do more with less. The Secret Service has continued to fulfill its integrated mission; however internal challenges have taken a toll on the agency. The Secret Service currently faces internal challenges related to:

- Staffing (including hiring and retention),
- Training and leader development,
- Business process refinement, and
- Communications.

Properly addressing these will require program offices and employees throughout the Secret Service to think strategically and to work together towards a unified vision.

Thinking and Planning Strategically

Secret Service leaders rely upon the Office of Strategic Planning and Policy (OSP) to enhance the organization's analytical capabilities, including those associated with strategic analysis and development. By engaging subject matter experts across the Secret Service, OSP produces relevant and actionable products that move the agency toward an integrated, strategic approach to management. One such product is this *United States Secret Service FY 2018 - FY 2022 Strategic Plan (SSSP)*, which lays out a strategic blueprint to maximize scarce resources as we work together to achieve a common vision.

Strategic thinking allows the Secret Service to determine the goals, objectives, and actions necessary for managing the impact of trends and issues on a five-year horizon. Strategic planning and implementation allow the agency to set priorities and focus resources in ways that build upon each other. This SSSP and accompanying Strategic Implementation Plans anticipate emerging and ever-changing threats, identify opportunities for organizational growth, and strengthen operational readiness in performing the integrated mission. This SSSP will help the Secret Service to continually evaluate technical and tactical enhancements in operations and to pursue threats wherever they reside in the physical world and cyber space, and it describes the specific goals, objectives, and expected outcomes the Secret Service seeks to achieve in addressing current and emerging challenges through FY 2022.

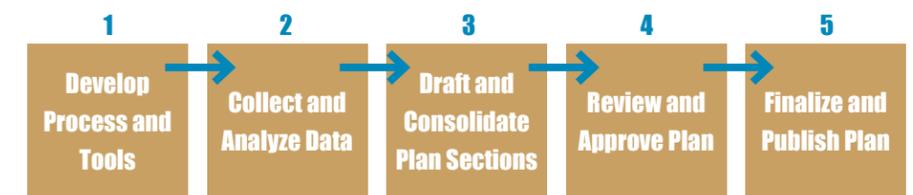
The Secret Service's statutory mandate is to ensure the safety of the President, the Vice President, their families, the White House, the Vice President's residence, visiting foreign heads of state, former United States Presidents and their spouses, and events of national significance. The Secret Service also protects the integrity of our currency and investigates crimes against our national financial system committed by criminals around the world and in cyberspace.

Planning for Success

This SSSP serves as a strategic path to achieving organizational excellence. Its primary purpose is to set forth an actionable path to strengthen the Secret Service's integrated mission. Every employee, at every grade level and in every job series, contributes to the integrated mission. The Secret Service must remain committed to achieving the plan's goals through effective implementation, vigilant progress monitoring, and accountability for results.

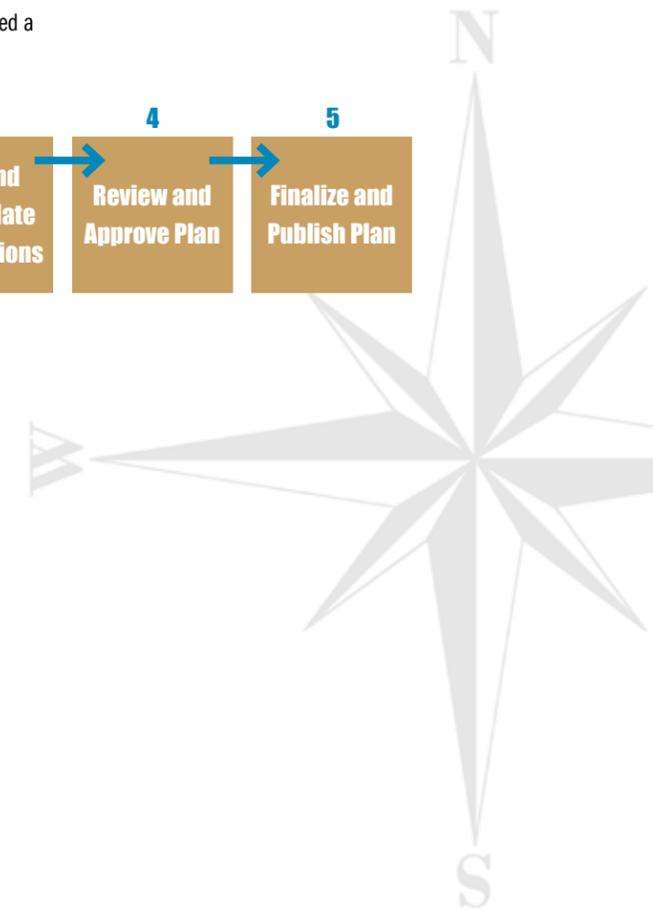
Strategic Plan Development

The five-phased approach to developing this SSSP employed a logic model based on proven methodologies.



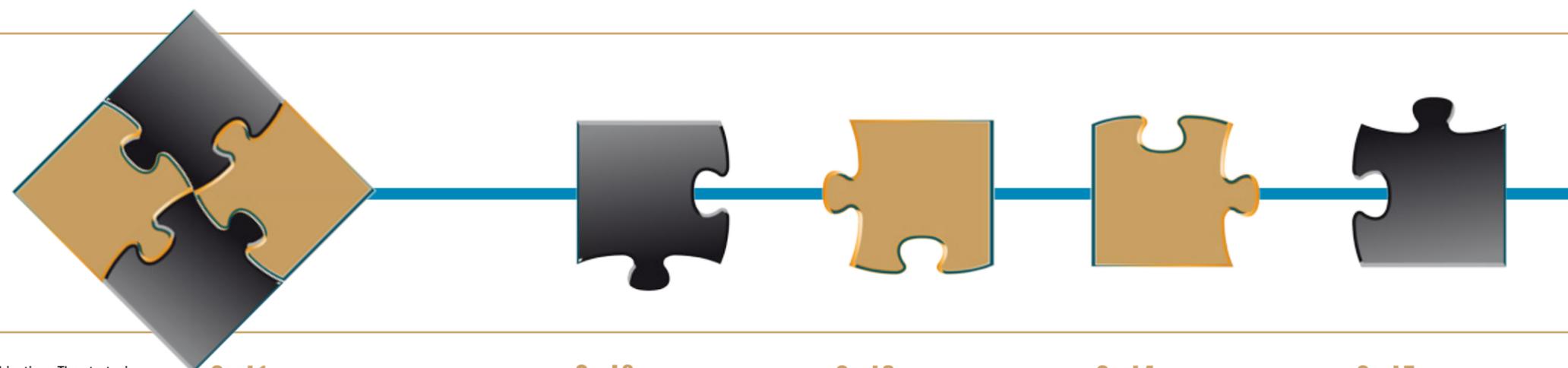
The approach began with leadership engagements to develop a framework outlining strategic goals, objectives, and outcomes. Refinement to the framework followed, based on input from over 100 employees across the organization and analysis of myriad other data to assess Secret Service requirements that will enable execution of the framework between FY 2018 and FY 2022. The approach culminated with the publication of this SSSP through a well-developed rollout and communications process.

See Appendix B for a detailed explanation of the five-phased plan development approach.



Goal and Objective Framework

FY 2018 – FY 2022 Secret Service Strategic Plan



This SSSP outlines five broad goals and accompanying objectives. The strategic planning process revealed a logical but perhaps under-emphasized reality. Simply put, the integrated mission cannot succeed without appropriate supporting processes, tools, and structures aimed at moving the organization forward. As depicted here, Goals Two through Five must be emphasized in order to ensure success in Goal One.

Goal 1 Strengthen the Integrated Mission

- Objective 1.1
Maintain excellence across integrated mission operations in physical and cyber space
- Objective 1.2
Obtain, analyze, and share operational information
- Objective 1.3
Deploy tactical technologies that increase operational capabilities and address evolving threats

Goal 2 Grow and Support the Workforce

- Objective 2.1
Achieve optimal staffing levels through increased hiring and retention across the workforce
- Objective 2.2
Ensure personnel have access to and are able to attend relevant training opportunities
- Objective 2.3
Define and implement career progression pathways that are responsive to workforce and organizational needs
- Objective 2.4
Develop and promote processes and initiatives to improve morale and work-life balance

Goal 3 Identify, Develop and Empower Leaders

- Objective 3.1
Formalize programs for leader identification and development at all levels across the workforce
- Objective 3.2
Increase standardization in promotion processes, factoring holistic feedback into performance evaluations
- Objective 3.3
Empower and increase accountability for enterprise-level decision-making at appropriate leadership levels

Goal 4 Modernize Business Processes

- Objective 4.1
Fully implement mission-based budgeting
- Objective 4.2
Execute efficient business processes and standardize proactive acquisition of up-to-date equipment
- Objective 4.3
Fully develop and employ a reliable, adaptive, and resilient information technology environment
- Objective 4.4
Increase use of robust analytical capabilities to make data-driven and risk-informed decisions

Goal 5 Increase Communications and Collaboration

- Objective 5.1
Strengthen internal communications pathways throughout the organization
- Objective 5.2
Increase collaboration opportunities across the workforce
- Objective 5.3
Expand traditional and innovative communication efforts to actively market the Secret Service brand
- Objective 5.4
Continue to leverage partnerships and increase outreach to enhance Service capabilities

Navigating the Operational Environment



Moving the Secret Service forward over the next five years requires the identification of end states or outcomes critical to integrated mission success by the end of FY 2022. It is important to understand the nature of the operational environment, including the rapid pace at which it evolves, to fully address very real challenges faced by today's Secret Service workforce, and to anticipate future challenges.

To highlight the importance of understanding environmental trends and how quickly the world around us can change over the next five years, consider the important changes that took place in the last five years (from FY 2014 to FY 2018):

- In FY 2014, consumers spent \$700 million on drones, compared to an expected \$3 billion in FY 2018.¹
- In FY 2014, there were 241 million active monthly Twitter users worldwide; in FY 2018, this number has risen to 330 million, an increase of 37%.²
- In FY 2014, only 51% of cell phone owners had smart phones; today, over 77% do.³
- In FY 2014, body camera programs were in pilot stages in only a handful of police forces across the country; today, over 25% of police forces use body cameras regularly and 80% are evaluating the technology.^{4,5}

The changes described above have each had some impact on how the Secret Service and other law enforcement (LE) organizations do business. For example, the smart phones that so many individuals now carry include sophisticated audio and photo/video capabilities that complicate the ability to ensure Secret Service protectee safety. Further, the growing use of body cameras by law enforcement partners pose additional potential complications. The nature of the integrated mission requires the development of strategies that both adapt to current realities and anticipate future challenges.

This section therefore contains an overview of the complex internal and external forces shaping the operational environment across the FY 2018 - FY 2022 time frame. Operational threats, organizational challenges, and strategic challenges impact the Secret Service's integrated mission, as well as the Service's foundational processes and structures. The world is changing faster than ever and the Secret Service must take an agency-wide approach to ensure it is not left behind. Detailed below are critical factors shaping the goals and objectives, as well as some relevant considerations that could greatly impact our integrated mission in the future. Recognizing the trends emerging over the next five years gives context to today's decision-making and informs the strategies we must employ now to ensure the Secret Service is ready for the future.

External Environment

The Secret Service's capabilities in the area of physical protection are unparalleled worldwide, and the agency is frequently consulted as a premier protective organization. Private security companies and government physical protection forces look to the Secret Service as the exemplar in the field. Given this advantage, we can leverage the idea that recruits who want to "learn from the best" may be more inclined to join our agency. We are also on the cutting edge of forgery, fingerprint, forensics, counterfeit, and cyber financial investigations. These strengths are well known publicly and work to our advantage as we recruit the best personnel from these fields.

Protecting the President, Vice President, and Foreign Dignitaries (Ties to all Objectives under Goal 1)

Leading the world in the art and science of protection requires continuous improvement and adaptation in order to counter adversarial use of technologies. For example, the protective mission must not only guard against standard attacks, but also adapt to address new and non-conventional attempts to harm those we protect. Non-conventional threats—such as low-cost surveillance technologies, targeted bioterrorism, 3D printed weapons systems, and cyber-enabled physical attacks (i.e., leveraging the Internet of Things (IoT))—raise emergent and significant



¹ Goldman Sachs Research, "Drones Reporting for Work," 2018, Goldman Sachs, accessed April 2, 2018 <<http://www.goldmansachs.com/our-thinking/technology-driving-innovation/drones/>>

² The Statistics Portal, "Number of monthly active Twitter users worldwide from 1st quarter 2010 to 4th quarter 2017 (in millions)," 2018, Statista, accessed April 2, 2018 <<https://www.statista.com/statistics/282087/number-of-monthly-active-twitter-users/#0>>

³ Pew Research Center, "Mobile Fact Sheet," Internet and Tech Fact Sheet, February 5, 2018, Pew Research Center, accessed March 28, 2018 <<http://www.pewinternet.org/fact-sheet/mobile/>>

⁴ Stanley, Jay, "Police Body-Mounted Cameras: With Right Policies in Place, a Win for All Version 2.0," American Civil Liberties Union, March 2015, accessed March 28, 2018, <<http://time.com/4726775/axon-taser-free-body-cameras-police/>>

⁵ Sanburn, Josh, "The Company that Makes Tasers is Giving Free Body Cameras to Police," TIME Magazine, April 5, 2017, accessed March 28, 2018, <<http://time.com/4726775/axon-taser-free-body-cameras-police/>>



risks to our protectees. Similarly, new uses of conventional means—vehicle ramming attacks, cyber intrusion, and explosive ordinances—provide opportunities for adversaries to pose low-cost, high-impact threats to those under the Secret Service’s protection. In response, the Secret Service has moved with prudence to incorporate advanced technological capabilities into its protective arsenal. The Secret Service understands that the best way to stop an incident is to prevent it from ever happening and, accordingly, has developed an expansive set of countermeasures aimed at finding and countering nascent threats. For example, the Protective Intelligence and Assessment Division (PID) provides best-in-class research and training, and it develops important tools to counter potential threats. In 2016 alone, the National Threat Assessment Center (NTAC) briefed 174 internal and external entities regarding threats. In that same year, PID analysts produced 1,069 protective intelligence assessments, and provided 341 external and internal threat-related briefings. Moreover, existing investigative and intelligence operations provide critical and trusted support in identifying actors and methods before they pose an immediate danger. Identifying future trends in tactics that adversaries may employ remains critical to continued integrated mission success.

**Protecting the Integrity of the Financial System
(Ties to all Objectives under Goal 1)**

The Secret Service is recognized worldwide for its investigative expertise and for its aggressive and innovative approach to the detection, investigation, and prevention of financial crimes. As payment methods have changed over the years—from coin and paper currency, to checks, credit cards, and on-line transactions—the scope of Secret Service financial crime investigations has also expanded. In FY 2017, financial crimes investigations led or assisted by the Secret Service resulted in 2,193 arrests worldwide, prevented approximately \$3.6 billion in loss to the U.S. financial system, and uncovered nearly \$1 billion in actual loss. The number of financial crimes committed using electronic media has risen to the point where investigators must expend thousands of hours to examine enormous volumes of data on multiple devices. During FY 2017, Special Agents spent almost 35,000 hours examining 524.83 terabytes of data across 2,401 digital forensic examinations.

The increasing amount of sensitive data shared online, coupled with growing digitization of financial payments, presents criminal enterprises with a plethora of opportunities to engage in illicit activity. Additionally, the prolific growth of digital currencies such as bitcoin, with the accompanying anonymization of money transfers through the use of encryption technologies, pose a serious concern for anti-fraud investigations around the globe. Accordingly, the transnational nature of cybercrime and digital currencies will increase the already pressing need to foster international partnerships and cooperation. The national security mission of protecting the U.S. dollar—the world’s foremost reserve currency—will continue to spill outside of U.S. borders into transnational and digital space.

The Future of Financial Transactions and Financial Crime

Blockchain and Cryptocurrencies

Like all emergent technology, blockchain presents a double-edged sword. Its strengths include securing global supply chains, authenticating personal identities, increasing cyber security, and lowering transaction costs. However, the rise of cryptocurrencies that use blockchain technologies as their backbone opens a door for large-scale financial crimes including pump-and-dump, fraud, and fake ICO (initial coin offering) schemes. Furthermore, many cryptocurrencies focus on anonymity as a chief selling point to investors, which has led to their rapid adoption in other criminal activities including drug, gun, and human trafficking. The misapplication of these technologies for illegal ends requires the Secret Service to continue to develop innovative cyber methods for identifying and tracking financial crimes and determining what people or groups are behind the activity. During the timespan of this Strategic Plan, the Secret Service will likely need to shift major resources and training toward identifying individuals who seek anonymity for illicit gains and who perpetrate increasingly inventive blockchain scams.

Going Dark: The Encryption Dilemma

Strong encryption underpins the security of the entire Secret Service mission from keeping financial institutions and protectees safe to storing and communicating uncompromised data. Threats to data come from all angles including criminals, foreign intelligence agencies, and repressive regimes. Simultaneously, criminals rely on strong encryption to avoid investigations and prosecution. This leads to “Going Dark,” where law enforcement possesses the legal authority to intercept or access communication pursuant to a lawful court order but is unable to obtain the data due to suspect’s use of encryption. The Secret Service must address the Going Dark problem and work with a variety of private and public partners to find a solution that meets the needs of cyber security as well as those of justice.





Internal Environment

Work-Life Balance

Today's employees seek to achieve balance across work and non-work environments and experiences. The Secret Service can be a leader in promoting work-life balance for its workforce. Work-life solutions are powerful management tools which help recruit, engage, and retain qualified talent. They do so by providing employees the resources required to help them pursue healthy, fulfilling lives. The Secret Service currently offers a variety of work-life programs and flexibilities. Development and implementation of new programs and a recognition of the need for improved work life balance has been a strong consideration for the drafting of this SSSP.

State of the Workforce (Ties to all Objectives under Goals 2 and 3)

Pervasive Human Capital Challenges

The people that comprise the U.S. Secret Service are its most valuable asset. Their knowledge, dedication, and vigilance make this the preeminent protective law enforcement agency in the world. However, the Secret Service now feels the effects of untenably low staffing levels coupled with the increased tempo of protective operations. The increased burden on agency employees has led to an erosion of work-life balance and morale, which, in turn, has led to further attrition.

Secret Service leaders recognize this issue, and concerted efforts have begun to rebuild the organization's foundation. This SSSP incorporates current initiatives and conveys a path forward to develop a well-rounded, sustainable, and elite workforce that remains worthy of the trust and confidence of the American people. Specifically, Goals 2 and 3 are dedicated to developing leaders and supporting the workforce overall. After a prolonged period of historically high separation rates, efforts to improve retention and decrease attrition have resulted in some improvement. Further improving retention and other indicators of employee satisfaction (e.g., FEVS scores) requires a concerted effort to improve employee work-life balance and make the Secret Service a preferred workplace.

Projected External Attrition Rates

FY 2016	8.8%
FY 2017	8.2%
FY 2018	6.0%
FY 2019	6.4%
FY 2020	6.8%

Leadership, Training, and Professional Development

During the timeframe covered by this SSSP, the Secret Service's ability to provide formalized management and leadership training will be prioritized. Significant room exists to improve and formalize career paths that fully develop and support the workforce's leadership potential. The Secret Service seeks to identify future leaders early and to develop and hone their talents over the course of their careers. With an anticipated addition of nearly 2,000 employees over the next five years, and with two thirds of the Senior Executive Service eligible for retirement during the same timeframe, the organization's need to develop and implement succession planning that ensures the continuity of operations and the transfer of knowledge is greater than it has ever been.

Leader development is critical, especially within the law enforcement community, with a recurring theme being the need to develop leaders early. This challenge is exacerbated by a younger generation's changing attitude toward career paths and command-and-control structures, which differs markedly from that of previous generations.

Flatter hierarchical structures within the Secret Service brings with it the need for leader development across all levels, from day-one employees to executives. Law enforcement agencies across the country are moving toward such an approach to leadership and management.⁶ If the Secret Service seeks to continue hiring the best and brightest to maintain its elite force, it cannot be an exception. The Service must look for opportunities to hire people more easily, provide ample opportunities for professional growth for all employees, and delegate decision-making to appropriate levels for maximum operational efficiency and effectiveness.

Enhancing leadership skills in the workforce will require adequate core funding and responsible stewardship of resources. The Secret Service's recent progress in skillset costing and mission-based budgeting are steps in the right direction, but more must be done to streamline business processes and find efficiencies throughout the organization so that necessities such as leadership training receive the attention they require.

⁶ Police Executive Research Forum, "Future Trends in Policing," 2014, Washington, DC: Office of Community Oriented Policing Services, accessed March 28, 2018, < http://www.policeforum.org/assets/docs/Free_Online_Documents/Leadership/future%20trends%20in%20policing%202014.pdf>

Employees' Work and the Integrated Mission

A look into the career progression of the Special Agent (SA) population illustrates how Secret Service operations integrate into one mission. Time spent in a field office prior to a permanent protective assignment includes work in and support of all integrated mission areas. Being assigned to protective details allows Special Agents to develop protection skills, which involve conducting protective intelligence investigations. Working protective intelligence and criminal investigations in turn, allow SAs to become better investigators. According to the Department of Homeland Security (DHS) interagency review of the Secret Service mission, "... the Secret Service's protective and investigative missions complement each other, ... the investigative mission has been and remains an essential component of the protective mission, and it is the combined strength of the integrated mission that makes the Secret Service the world's foremost leader in protection."



Technology Foresight and Innovation Program

The Secret Service has initiated the development of a Technology Foresight and Innovation Program to drive delivery of future-ready technical solutions that maximize investment value, productivity, and mission effectiveness. This program will conduct, deliver, and enable research and analysis leading to modern technical solutions that support integrated mission objectives. Capabilities to be supported by the Technology Foresight and Innovation program include:

- Developing Enterprise Architecture business objectives, advancing comprehensive IT strategic planning, and performing broad research and analysis on available technologies,
- Facilitating technology solutions architecture/design and planning/integration activities that support current, emerging, and future integrated mission objectives, and
- Coordinating technology demonstration and integration testing and evaluation without negative impact to current operations; supporting continuous service improvement in the face of emerging and future IT requirements.



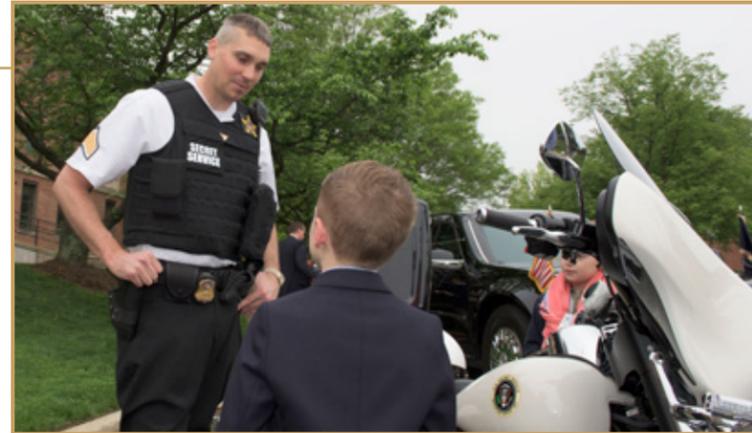
Improvement in Business Processes and Technology Adoption and Deployment (Ties to all Objectives under Goal 4 and to Objectives 1.2 and 1.3)

The Secret Service's focus will always ensure excellence within operations, yet many supportive processes that lay the foundation for mission success remain under-developed. Inadequate resources have affected the agency across the board, from critical functions like hiring, budget, and acquisition processes to more administrative operations like facility maintenance, procurement, and lifecycle management. Transformation and modernization of past business processes are a critical component of agency success in the future. Dedicated employees in these areas want to improve organizational processes and require a strategic path to making required changes. This path includes professional development opportunities that allow them to learn new approaches and access to tools that simplify or improve process effectiveness and/or efficiency.

Of key importance is an aggressive effort to enhance automation and improve supporting information technology infrastructure. The level of computing power available at substantial cost savings compared to legacy systems cannot be over-emphasized. Programs supporting technology innovation must continue if we are to maintain the critical systems that support business functions and sustain operational readiness.

Operationally, criminal adversaries continue to adopt new technologies that could disrupt the integrated mission. The Secret Service has been a leader in combatting electronic crimes since the early 1980s and must continue to develop its technological advantage in financial crimes investigations. This requires increased training of the workforce and partners in the latest technology, including those personnel supporting operations that safeguard significant people, locations, and events at risk for cyber threats that bridge into the physical realm. Over the next five years the Secret Service must advance the speed of information analysis and dissemination for operational activities, develop more sophisticated communication technology tools, and ensure that employees possess the most advanced skills to move the integrated mission into the future.





Strategic Path to Mission Excellence

Increasing Effective Communications (Ties to all Objectives under Goal 5)

The Secret Service fulfills its integrated mission with assistance from numerous key internal and external partners. The Secret Service recognizes an opportunity to increase communications and emphasize key achievements over its 153 year history and into the future. Secret Service leaders will effectively share accomplishments internally with the workforce so that employees can always take pride in being a best-in-class law enforcement organization. Leaders must also create new, innovative avenues for workforce communications. New pathways for engagement encourage transparency and ensure access to information as appropriate, informing employees of key initiatives that could impact their work lives, and improving intra-agency communication across directorates and between line employees and leadership.

Successfully communicating our strengths and requirements to key external stakeholders at the Department of Homeland Security, other federal agencies, international law enforcement partners, and the state and local governments the Secret Service works with every day will ensure continued access to the resources needed for continued integrated mission success. Communications must also recognize existing and future challenges, and engage the entire workforce in moving the Secret Service forward.

SPARK!

The Spark! Program is a web-based crowdsourcing communication platform that provides employees with a virtual voice to make suggestions, share ideas, and find solutions. Each employee is in a position to see where efficiencies would make our investigative, protective, or administrative processes more effective. Spark! enables the agency to benefit from everyone's diverse insights, experiences, and perspectives. Spark! also allows two way communication between employees and leadership. Using this platform, executives can seek feedback directly from employees on issues facing our agency today. This platform takes an innovative approach to employee engagement and has been highly successful, as 96% of the workforce regularly visits the site.

- **Since its inception, 70 employee-submitted Spark! recommendations have been implemented, leading to increased operational efficiency, enhanced operational security, cost savings, and increased employee morale.**
- **Spark! has hosted ten Leadership Huddles where executive management has asked the workforce to discuss and comment on issues facing the Secret Service.**

Implementing the SSSP

Reaching the goals in this SSSP requires action. Every member of the Secret Service community has a role to play in ensuring that this SSSP moves from a plan into reality. Reaching the goals will be a concerted, agency-wide effort, comprising a multitude of small, individual steps. Accordingly, with coordination by the Office of Strategic Planning and Policy (OSP), and support from the Director and all Secret Service leaders, directorates and program offices will create sub-level Strategic Plans or Strategic Implementation Plans (SIPs) that align with and ensure the success of this *Secret Service FY 2018 - FY 2022 Strategic Plan*.

Every goal included in this SSSP has been identified as high-priority, wide-ranging, and achievable. To implement the plan, each of the five goals and eighteen objectives will be translated into outcomes, actions, and milestones that will ensure the entire Secret Service moves forward together. Where possible, Key Performance Indicators (KPIs) will also be developed, monitored, and reported in order to ensure continued progress.

To implement this SSSP, existing working groups will be leveraged and new ones formed to identify the actions and performance indicators that ensure success. Critically, any processes undertaken in pursuit of a plan goal will ultimately save the Secret Service workforce time and energy, provide clarity, and be properly aligned with the mission. OSP will facilitate all steps of the implementation process. Subject Matter Experts will provide the consultation required to achieve goals.

See Appendix C for a detailed description of the implementation process.

Key Interactions among Strategic Goals

The goals and objectives included in this SSSP may be viewed as individual aims, but the strength of this SSSP is how they relate to one another. For example:

- **While Goal 1, “Strengthen the Integrated Mission”, is easily identifiable as the Secret Service mission, its continued success depends on accomplishments in Goals 2 through 5.**
- Further, while Goal 3- “Identify, Develop, and Empower Leaders,” is independently a critical factor for the Secret Service, leader development also serves specifically to sustain focus on Goal 2, “Support and Develop the Workforce.”
- The need for updated business processes, as laid out in Goal 4, will further improve the function of the agency and provide day-to-day support for the workforce, ultimately driving mission success.
- Finally, Goal 5’s aim to “Increase Communications and Collaboration” will aid leader development, increase transparency and morale across the workforce, and leverage partnerships to ensure continued success of the integrated mission.



Conclusion

The *Secret Service Strategic Plan for FY 2018 – FY 2022 (SSSP)* addresses the most critical challenges facing the Service over the next five years. This SSSP sets a strong course for progress. As we follow through on this plan, the Secret Service will be well-positioned to address growth areas and capitalize on new opportunities through FY 2022 and beyond.

Appendix A: Goals, Objectives, and Outcomes

As this SSSP transitions from an approved document to a decision-making tool, directorates and programs have the opportunity to develop sub-level Strategic Plans or Strategic Implementation Plans (SIPs) that describe the specific actions needed within particular areas to move the Secret Service forward. This will be a large undertaking, but OSP analysts have developed the tools and methods to support offices in accomplishing the objectives and outcomes for which they are responsible or to which they contribute. Through continued engagement with Subject Matter Experts (SMEs) across the Secret Service, specific outcomes like those listed for each objective on the pages that follow will be validated and progress will be monitored to gauge goal attainment.

Goal 1 - Strengthen the Integrated Mission

Objective 1.1: Maintain excellence across integrated mission operations in physical and cyber space

Anticipated Outcomes

- 1.1.1 The Service has successfully protected key leaders, locations, and events
- 1.1.2 U.S. financial payment systems are secured through investigations

Objective 1.2: Obtain, analyze, and share operational information

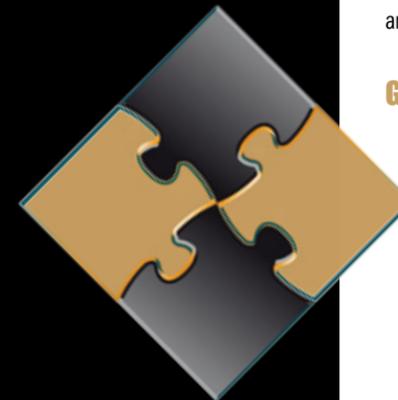
Anticipated Outcomes

- 1.2.1 Relevant information is successfully obtained from outside sources
- 1.2.2 All critical and other appropriate operational information is sufficiently analyzed
- 1.2.3 Need-to-know personnel are pre-identified and informed of pertinent information within actionable timeframes

Objective 1.3: Deploy tactical technologies that increase operational capabilities to address evolving threats

Anticipated Outcomes

- 1.3.1 The Service has effective and updated operational tools and resources that reflect need
- 1.3.2 Countermeasure technologies and processes enable effective and efficient mitigation of evolving threats





Goal 2 - Grow and Support the Workforce

Objective 2.1: Achieve optimal staffing levels through increased hiring and retention across the workforce

Anticipated Outcomes

- 2.1.1 Agency is on track to meet optimal staffing requirements
- 2.1.2 Highly skilled employees are engaged and retained

Objective 2.2: Ensure personnel have access to and are able to attend relevant training opportunities

Anticipated Outcomes

- 2.2.1 Personnel receive appropriate training based on their positions and the role they play within the Secret Service
- 2.2.2 Training targets are set and adhered to for all employees

Objective 2.3: Define and implement career progression pathways that are responsive to workforce and organizational needs

Anticipated Outcomes

- 2.3.1 Career paths are established and implemented across the workforce
- 2.3.2 Career path progression criteria have been clearly communicated to employees

Objective 2.4: Develop and promote processes and initiatives to improve morale and work-life balance

Anticipated Outcomes

- 2.4.1 Programs that increase morale and work-life balance have been developed, implemented, and communicated to employees

Goal 3 - Identify, Develop and Empower Leaders

Objective 3.1: Formalize programs for leader identification and development at all levels across the workforce

Anticipated Outcomes

- 3.1.1 Future leaders are identified in early-to-mid-career
- 3.1.2 Current and future leaders participate in a formal development program
- 3.1.3 Supervisors are held accountable for developing their teams and reports

Objective 3.2: Increase standardization in promotion processes, factoring holistic feedback into performance evaluations

Anticipated Outcomes

- 3.2.1 Promotion processes and requirements are well understood by employees
- 3.2.2 Well-rounded feedback is collected and harnessed
- 3.2.3 Supervisors deliver feedback and proper performance evaluations

Objective 3.3: Empower and increase accountability for enterprise-level decision-making at appropriate leadership levels

Anticipated Outcomes

- 3.3.1 Leaders are held accountable for business-enhancing decision-making and results
- 3.3.2 Governance bodies lower than the ERB are empowered to make decisions

Goal 4 - Modernize Business Processes

Objective 4.1: Fully implement mission-based budgeting

Anticipated Outcomes

- 4.1.1 Executives and those with pertinent duties understand and use mission-based budgeting
- 4.1.2 Process for assessing resource needs has been standardized
- 4.1.3 Budgets are directly tied to mission needs

Objective 4.2: Execute efficient business processes and standardize proactive acquisition of up-to-date equipment

Anticipated Outcomes

- 4.2.1 Lifecycle planning processes are fully in place
- 4.2.2 Business process modifications have resulted in efficiency increases

Objective 4.3: Fully develop and employ a reliable, adaptive, and resilient information technology environment

Anticipated Outcomes

- 4.3.1 IT environment keeps pace with the changing needs of the workforce and mission

Objective 4.4: Increase use of robust analytical capabilities to make data-driven and risk-informed decisions

Anticipated Outcomes

- 4.4.1 Leaders routinely leverage analytical capabilities to inform enterprise-level decisions
- 4.4.2 Tools and resources for data analysis are increased

Goal 5 - Increase Communications and Collaboration

Objective 5.1: Strengthen internal communications pathways throughout the organization

Anticipated Outcomes

- 5.1.1 Leadership communicates regularly with the workforce
- 5.1.2 Avenues are established for workforce to convey feedback across offices and to leadership

Objective 5.2: Increase collaboration opportunities across the workforce

Anticipated Outcomes

- 5.2.1 Work performed across offices has increased and has been highlighted
- 5.2.2 Employees have more opportunities to engage in cross-office projects

Objective 5.3: Expand traditional and innovative communication efforts to actively market the Secret Service brand

Anticipated Outcomes

- 5.3.1 Representations of the Secret Service's work in communications efforts have increased

Objective 5.4: Continue to leverage partnerships and increase outreach to enhance Service capabilities

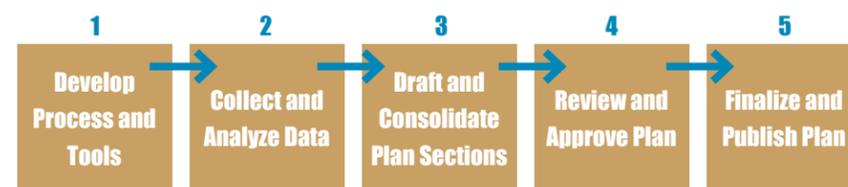
Anticipated Outcomes

- 5.4.1 Business processes align with expectations of DHS, OMB, and Congress
- 5.4.2 Collaboration with existing partner organizations has continued
- 5.4.3 Identification of and coordination with new partners has increased

Appendix B: Strategic Plan Development Process

Starting in 2017, the Secret Service began taking initial steps toward institutionalizing a comprehensive and repeatable strategic planning process. The approach involved formulating a planning process that both adhered to recognized strategic planning principles and addressed the Secret Service's unique challenges and requirements. The resulting plan incorporates detailed information from more than 100 employees at all levels which has been analyzed to assess the needs of the Secret Service in the upcoming years. Plan finalization included publication through a well-developed communications process.

The five phases of SSSP development are as follows:



Phase 1: Develop Process and Tools

The process followed for developing the *Secret Service FY2018 - FY2022 Strategic Plan* began with laying out a time frame and process, and developing tools for executing the process. The timeframe selected was based on prior experience, and tailored to Secret Service requirements. The process followed was based on a combination of the logic model employed by the Balanced Scorecard (BSC) strategic planning and management system, as well as guidance on strategic planning methodology promulgated by the Department of Homeland Security (DHS) and the Office of Management and Budget (OMB). The resulting process factored in unique characteristics and requirements of the Secret Service.

Myriad data collection and analysis tools were created during Phase 1 for use at different points in the process to shape the plan. These tools included interview and focus group protocols used to understand the perspectives of the entire workforce, tools to evaluate the Secret Service's past and current (sub-level) strategic planning efforts, tools to synthesize and analyze collected information, and tools to better understand the environment in which the Secret Service will operate up to the year 2022.

Phase 2: Collect and Analyze Data

During Phase 2, analysts employed the tools developed during Phase 1.

Data Collection. Nearly three dozen in-person and phone interviews as well as numerous focus group discussions with representatives from every directorate provided data to inform Strategic Plan content. Other data gathered included information from prior strategic plans, existing sub-level strategic plans, external reports, internal documents, and the results of a Strengths, Weaknesses, Opportunities, Threats (S.W.O.T.) Analysis conducted earlier in the year with Secret Service leaders.

Data Analysis. Information from all sources was sorted, synthesized, and analyzed using proven qualitative analysis techniques. Data analysis began by laying out basic assumptions to establish a five-year vision, framing the scope of the plan, incorporating Secret Service values, and answering basic questions for vision attainment. The BSC logic model again provided an initial organizational methodology to transform data themes into a strategic plan framework, establishing draft goals and objectives that would drive the agency forward over the next five years.

Agency leaders, specifically the Chief Operating Officer, Deputy Director, and Director reviewed the framework and provided feedback to ensure alignment with their vision for the Secret Service. A revised framework was then presented to the Enterprise Governance Council (EGC) and Executive Resources Board (ERB). The team considered all feedback provided to further refine the goals and objectives, to begin to develop outcomes, and to confirm that every goal was high-priority, wide-ranging, and achievable.

A series of facilitated group discussions with field offices and headquarters personnel at the supervisor and non-supervisor levels rounded out Phase 2. These discussions served multiple purposes: eliciting employees' previous experience with strategic plans, gaining initial feedback on the notional framework, spreading the word about the strategic planning process, and ensuring that the plan produced would add tangible value to the everyday work of all employees. As a result of these discussions, the goals and objectives were further refined to emphasize plain language while maintaining leadership's approved vision.



Secret Service FY 2018-2022 Strategic Plan Development Timeline

Phase 3: Draft and Consolidate Plan

This SSSP was drafted in close coordination with agency leaders to ensure plan content continued to reflect their intentions for Secret Service progress through FY 2022. Strategic context and measurable outcome statements were drafted to set the stage for plan execution, reflecting realistic, achievable progress and/or end states for each objective within the operational environment. OSP Strategy, Evaluation, and Analytics functions all contributed to ensure the Secret Service would be able to execute the plan and rigorously assess progress on plan implementation.

Phase 4: Review and Approve Plan

During the first few months of 2018, Secret Service leadership was briefed on the complete draft plan and they provided feedback. Following extensive copy-edits and revisions to ensure accuracy and quality, the plan's content was provided to the Secret Service's Visual Information Branch (VIB) graphics section to develop a design for the document, and to VIB's photo section to solicit appropriate photographic depictions.

Phase 5: Finalize and Publish Plan

Following review and approval by Secret Service leaders, this SSSP was published via SharePoint and the communications plan developed with the Communications and Media Relations Office (CMR) was executed. Plan rollout activities will continue as offices initiate ongoing implementation efforts that will last until the Secret Service revises this Strategic Plan and begins a new strategic planning cycle.

January – March 2017

- Conducted initial SWOT analysis
- Engaged directorate-level leaders in developing draft goals and objectives

September – October 2017

- Verified and updated data through interviews with directorate representatives and review of background and source documents
- Drafted mission and vision statements; revised goals and objectives through qualitative data analysis processes
- Leveraged trend analysis by Strategic Futures analysts to assess operational environment

November – December 2017

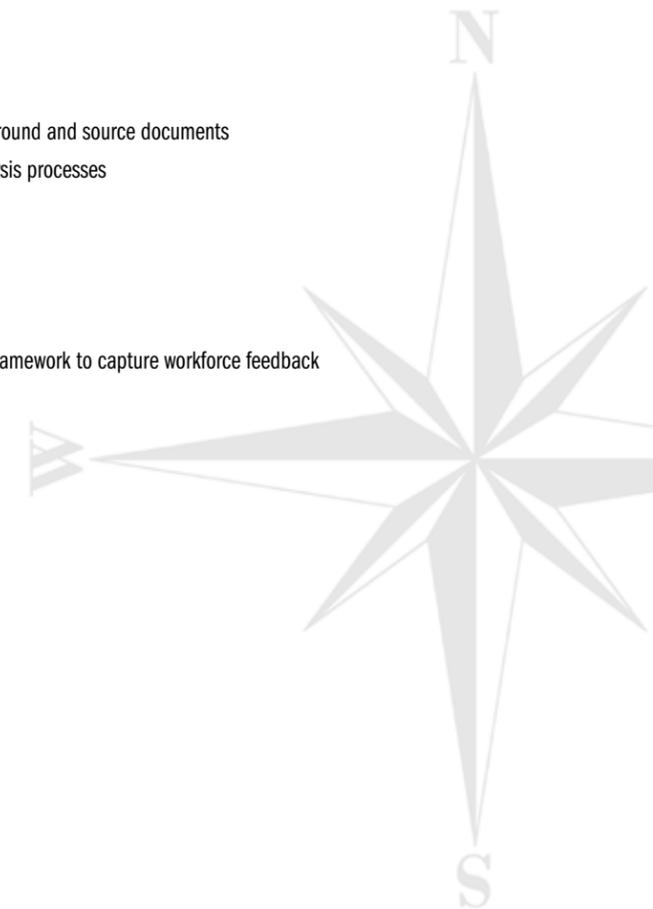
- Gained conceptual goal/objective framework approval from Secret Service leaders
- Facilitated group discussions with personnel across the workforce and at multiple levels; revised framework to capture workforce feedback
- Drafted all plan sections

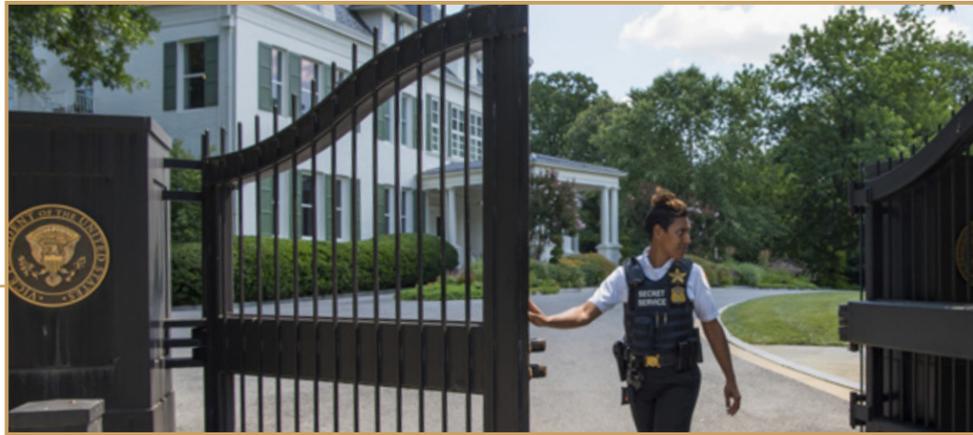
January – February 2018

- Consolidated plan sections
- Created initial plan design

March – April 2018

- Finalized plan rollout
- Gained plan content approval from Secret Service leaders
- Completed plan design and formatting
- Executed plan roll-out process, publishing and disseminating through multiple outreach channels





Appendix C: Strategic Plan Implementation Process

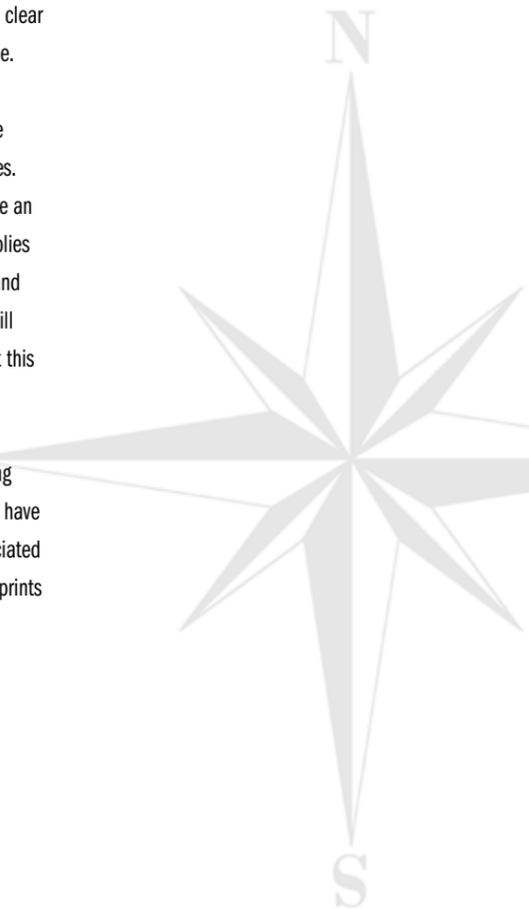
This *United States Secret Service Strategic Plan FY 2018 – FY 2022 (SSSP)* is an aspirational document designed to identify and address significant enterprise-wide goals over the next five years. Following the focused courses of action within this SSSP will enable the Secret Service to continue effectively achieving the integrated mission and also become a better place for its people to work and to thrive. This SSSP's cross-cutting and overarching objectives require the full agency to work together on effective implementation. Accordingly, offices will review aspects of the plan for which they bear responsibility or provide input, then execute actions in a diligent and timely manner to keep the agency on track to meet agreed-upon milestones and targets. The Office of Strategic Planning and Policy (OSP) will work with directorates and program offices across the Secret Service to help them determine and then achieve specific strategic planning objectives. The implementation process will facilitate sequencing, coordination, and alignment of critical tasks, and will include the following steps:

1. Assistant Directors, Executive Chiefs, and Program Managers within directorates and program offices will identify a top-level manager responsible for the implementation process, and at least one Subject Matter Expert (SME) to act as a Point of Contact (POC) to work directly with OSP analysts on implementation;
2. POCs will review existing lists of sub-objectives, actions, and steps for consistency with their areas of responsibility, revising accordingly and setting realistic timeframes;
3. POCs and OSP analysts will develop milestones and Key Performance Indicators (KPIs) specific to directorate and program office decisions on sub-objectives, actions, and steps;
4. OSP analysts will assist POCs in drafting content for sub-level Strategic Plans (if requested) or Strategic Implementation Plans (SIPs) that lay out actions supporting this SSSP and other implementation actions relevant to specific directorates and program offices; and
5. OSP analysts will coordinate with top level managers responsible for implementation to monitor and report on implementation's progress.

SIPs and sub-level Strategic Plans will be designed to (a) align with this SSSP and (b) cover any other activities critical to the office's operations. OSP will provide a template for developing these that will save offices time, create a simple and clear process, and ensure product consistency and quality across the Secret Service.

As noted above, at least one top-level manager within each office will oversee that office's implementation actions and track of the completion of milestones. In recognition that the operating situation shifts rapidly, each plan will include an evaluation cycle that makes sense for the directorate or program office it applies to so that emergent issues and tactical changes can be properly addressed and incorporated. As part of the monitoring process, office POCs and executives will determine the effectiveness of selected courses of action taken to implement this SSSP and will suggest improvements to the total quality of the process.

Some offices have formal strategic plans in place. Products that existed during the creation of the *Secret Service FY 2018 – FY 2022 Strategic Plan (SSSP)* have been incorporated into this SSSP in order to facilitate the alignment of associated SIPs. These and subsequent plans will provide the strategic and creative blueprints to maximize resources as the agency continues to fulfill its critical integrated mission.







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