



United States Secret Service Strategic Plan

FY 2014 – FY 2018



*U.S. Department of
Homeland Security*

**United States
Secret Service**

United States Secret Service
Strategic Plan
FY 2014 – FY 2018



MESSAGE FROM THE DIRECTOR

THE UNITED STATES SECRET SERVICE is one of the oldest federal law enforcement agencies in the country and ranks among the most elite in the world. Since its founding in 1865, the Secret Service has evolved to meet its mission demands. In the beginning, its sole focus was on combating the threat of counterfeit currency to ensure the financial stability of the country. Over time, our mission expanded to include protecting the President of the United States, other national and world leaders, and events of national significance. Today, our mission of protection and investigation addresses a myriad of threats, including those originating in cyberspace.

This strategic plan will guide the Secret Service from Fiscal Year 2014 through Fiscal Year 2018, a time period that will include our agency's 150th anniversary. Our century and a half of experience 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, to the Department of Homeland Security, and to the public demand that we anticipate emerging threats and develop and implement countermeasures to proactively address them.

Our five-year strategy to anticipate emerging and ever-changing threats is to strengthen our operational readiness in the areas of protection, protective intelligence, and criminal investigations. We will continually evaluate technical and tactical enhancements in our operations. And we will pursue threats wherever they reside in the physical and virtual worlds.

This operational strategy 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 mission. Our overall human

capital goal is to recruit, train, deploy, and retain a diverse and committed professional workforce that upholds our core values and contributes to our success as an organization. We must ensure they are prepared to meet our mission demands and are fully equipped with the cutting edge skills and tools necessary to do their jobs. These tools include advanced information technology systems that allow them to share sensitive information quickly and leverage data to gain additional operational insight.

Our strategic plan must be deployed within the context of our budgetary environment. Our responsibility to the public is to utilize our financial resources in an efficient and effective manner. As part of this strategic plan, we will look to enhance our budgeting process by adopting existing best practices found elsewhere in government and strengthening our forecasts of resource needs through the use of advanced analytics. Beyond the budget process, we will look to identify other areas of efficiencies and cost savings so as to redeploy these resources to front-line operations.

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. The strategies contained in the following pages are intended to advance this historic organization to meet its evolving operational mission demands 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.



Julia A. Pierson
Director
United States Secret Service



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MISSION STATEMENT

The mission of the Secret Service is to ensure the security of our President, our Vice President, their families, the White House, the Vice President's Residence, national and visiting world leaders, former Presidents, 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.

To accomplish this mission, the Secret Service implements the following operational programs:

- Protection
- Protective Intelligence
- Criminal Investigations

The Secret Service achieves excellence in these program areas by deploying leading-edge technologies to mitigate emerging threats and contributes to the success of the goals the Department of Homeland Security has identified in its 2014 Quadrennial Homeland Security Review (QHSR).

VISION STATEMENT

The vision of the Secret Service is to uphold the tradition of excellence in its protective and investigative mission through a dedicated, highly trained and diverse workforce that promotes professionalism and employs advanced technologies in support of its programs and activities.

CORE VALUES

We are committed to upholding the long-standing core values of the Secret Service.

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



STRATEGIC ENVIRONMENT

As the Secret Service prepares to commemorate its 150th anniversary, we celebrate our storied legacy of protecting the President and the integrity of our currency and investigating crimes against our nation's financial system. With ever-changing threats, we continue to evolve in how we carry out our mission in a way that earns the trust and confidence of those we serve.

As part of the strategic planning process, we have identified four key factors that impact our operations. Given the prominence of the internet in daily life and commerce, it is no surprise that this list highlights how advances in cyberspace impact our mission programs:

EMERGING THREATS

Advances across a wide spectrum of technological disciplines, such as computer technology, specialized materials, and biotechnology, bring a rapid evolution of unconventional threats to our protected sites and against our protectees. Additionally, the expansion of terrorists' concealment tactics and the deployment of alternate weapons of destruction impact the complexity of our security measures.

AVAILABILITY OF INFORMATION VIA DIGITAL PLATFORMS

With over 938 million Twitter and 1.2 billion Facebook accounts in existence, social media is taking information sharing by the public to a new level. As details about our protectees' whereabouts are posted online and viewed by millions of people instantaneously, our protectees' safety and security is impacted. Furthermore, threats to protectees are now being posted to social media for public viewing.

EVOLUTION AND GROWTH OF ELECTRONIC BANKING

The number of financial crimes cases – including identify theft, mortgage and credit card fraud – investigated by the Secret Service has increased 33 percent between 2008 and 2013. In Fiscal Year 2013, the Secret Service prevented over \$1.1 billion in fraud loss and identified more than \$235 million in actual fraud loss in cyber crime investigations. Transnational cyber criminal networks are behind many electronic banking crimes which further complicates the response and investigation of these cases.

ADVANCING COMMUNICATION TECHNOLOGY INTEGRATION

In 2013, the Secret Service provided protection on 6,452 domestic and foreign travel stops visited by our protectees. As threats increase in both magnitude and type, it becomes paramount that communications throughout the agency are instantaneous, accessible, and secure.

STRATEGIC GOALS

Accomplishing our goals will further strengthen our operational capabilities and prepare us for mission success in the years ahead. Success also rests on the dedication and absolute professionalism of our workforce. Our four goals for this strategic plan are as follows:

1. OPERATIONAL READINESS

Preparedness is paramount to our mission success. We must be prepared to anticipate threats and vulnerabilities, to assess the likelihood of their occurrence, and to devote resources to addressing them. We must also ensure that our employees are properly equipped to perform their statutory protective and investigative responsibilities.

2. HUMAN CAPITAL

Our employees remain our greatest asset. With 70 percent of our budget allotted to personnel-related expenses and 25 percent of our total workforce eligible to retire by FY 2016, maintaining appropriate staffing levels and the right skill mix is critical to our mission success. To address these challenges, we will forecast our hiring needs by performing staffing assessments across our job categories. We will recruit the best candidates and train and equip them for mission success. Furthermore, we will strive to retain valued employees by ensuring appropriate work-life balance.

3. ADVANCED TECHNOLOGY

We face important decisions regarding many aspects of our IT infrastructure, including its governance, enterprise architecture, capital planning, and security. A growing demand for employees to have instantaneous information on wireless devices also exists. We must invest in infrastructure that advances our command and control capabilities and ensures mission success.

4. BUSINESS PROCESSES AND RESOURCE MANAGEMENT

To carry out our mission in an effective and efficient manner, leaders at all levels throughout the organization require accurate and reliable financial information to make data-driven decisions. We will consolidate, integrate, and streamline our financial processes to make monitoring and tracking of funds and resource allocations easier. We will use the strategic planning process to drive budgetary decisions, and we will collect and analyze performance metrics regularly to determine program performance. We will leverage new technology to further enhance and integrate all of our business processes.

The objectives and strategies listed on the pages that follow provide a roadmap for the realization of our goals and priorities.

GOAL 1: OPERATIONAL READINESS

The Secret Service will anticipate and address threats and perform its statutory protective and investigative responsibilities by properly training and equipping all employees and by strengthening its partnerships.



Objective 1.1: Ensure the protection of designated protectees, places, and events

- Strategy 1.1.1:* Establish and launch joint training activities for protective assignments and integrate best practices from National Special Security Events (NSSEs)
- Strategy 1.1.2:* Assess and enhance the physical protection measures required to protect designated facilities
- Strategy 1.1.3:* Renew and refresh partnership agreements with stakeholders
- Strategy 1.1.4:* Leverage data analytics to enhance resource management
- Strategy 1.1.5:* Examine the protective requirements for safeguarding non-traditional protectees

Objective 1.2: Enhance analysis and awareness of threats

- Strategy 1.2.1:* Identify, analyze, and disseminate relevant threat information on a timely basis
- Strategy 1.2.2:* Pursue investigative leads in order to mitigate potential threats to Secret Service–protected persons, facilities, and events
- Strategy 1.2.3:* Conduct research and gather, analyze, and disseminate operationally relevant information pertaining to threat assessments and the prevention of targeted violence through the National Threat Assessment Center (NTAC)
- Strategy 1.2.4:* Liaise with the intelligence community and other law enforcement organizations to ensure timely and relevant information-sharing

Objective 1.3: Protect the nation’s financial infrastructure through investigative activities

- Strategy 1.3.1:* Safeguard the U.S. Treasury and national financial infrastructure and systems
- Strategy 1.3.2:* Engage stakeholders and multi-agency task forces in investigative activities
- Strategy 1.3.3:* Assess investigative demands and capacities
- Strategy 1.3.4:* Expand our ability to respond to cyber intrusions

GOAL 2: HUMAN CAPITAL

*The Secret Service
will focus on
forecasting hiring
needs, recruiting,
training,
equipping, and
retaining valued
employees.*



Objective 2.1: Forecast future hiring requirements to ensure appropriate staffing and skill levels

- Strategy 2.1.1:* Determine appropriate staffing levels to meet mission requirements for protective and investigative missions
- Strategy 2.1.2:* Identify current and future skill and expertise gaps to be filled in order to meet mission requirements
- Strategy 2.1.3:* Ensure diversity within the organizational workforce to provide an enriched perspective and skill set

Objective 2.2: Recruit and hire the most qualified candidates

- Strategy 2.2.1:* Assess and enhance recruitment processes to attract candidates with diverse backgrounds, experiences, knowledge, and training
- Strategy 2.2.2:* Streamline the hiring and security clearance processes while maintaining thoroughness

Objective 2.3: Train all employees to successfully perform mission requirements while upholding the highest professional standards

- Strategy 2.3.1:* Provide specialized training and orientation programs for new employees entering the agency
- Strategy 2.3.2:* Offer all employees best-in-class ongoing training and certification opportunities in their fields of expertise
- Strategy 2.3.3:* Reinforce the importance of professionalism, ethics, and integrity for all personnel annually

Objective 2.4: Enhance partnerships that enable employees to fully perform mission requirements

- Strategy 2.4.1:* Expand partnerships with colleges, universities, industry, and professional organizations to leverage knowledge, services, and resources
- Strategy 2.4.2:* Leverage the expertise, services, and research and development opportunities DHS and others can provide

Objective 2.5: Retain valued employees

- Strategy 2.5.1:* Provide clearly defined career tracks for all employees
- Strategy 2.5.2:* Develop mechanisms to ensure work-life balance and stress are measured, monitored, and addressed across the workforce
- Strategy 2.5.3:* Recognize employees who represent and best exemplify agency core values

GOAL 3: ADVANCED TECHNOLOGY

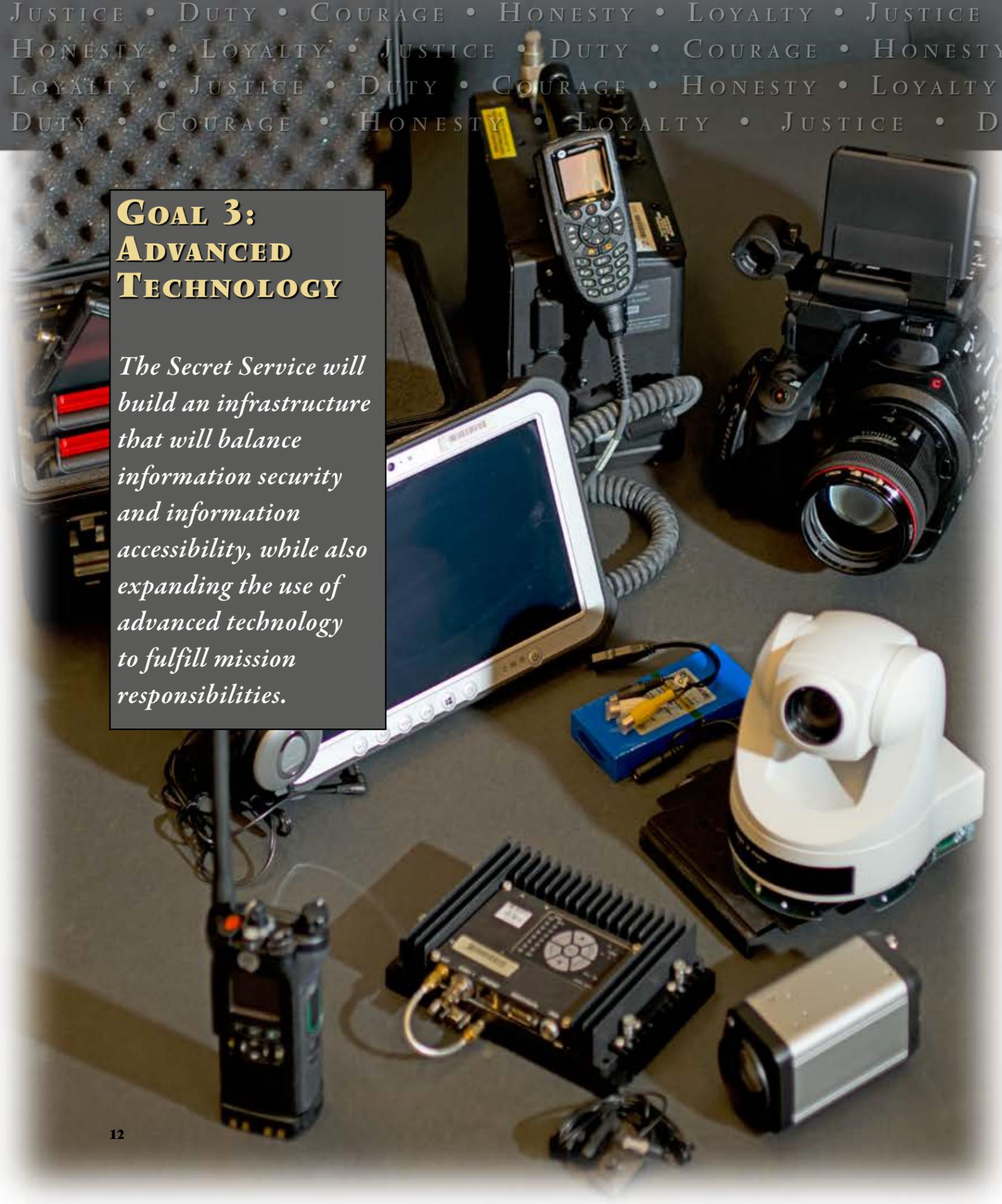
The Secret Service will build an infrastructure that will balance information security and information accessibility, while also expanding the use of advanced technology to fulfill mission responsibilities.

Objective 3.1: Create the infrastructure needed to fulfill mission responsibilities

- Strategy 3.1.1:* Build a flexible enterprise IT architecture that supports integration of various types of technology
- Strategy 3.1.2:* Build additional infrastructure with the security necessary to access classified systems and networks at headquarters, at field offices, and at protective events
- Strategy 3.1.3:* Integrate and automate systems agency-wide to improve real-time information sharing

Objective 3.2: Acquire and expand the use of advanced technology to fulfill mission responsibilities

- Strategy 3.2.1:* Increase the use of portable and mobile tools and resources that enhance operational effectiveness
- Strategy 3.2.2:* Expand the use of GPS tracking of operational assets at protective events and in investigative offices
- Strategy 3.2.3:* Incorporate IT training to ensure all employees know how to fully utilize technology and systems to perform mission responsibilities
- Strategy 3.2.4:* Utilize the Combined Operations Logistics Database to integrate event planning and personnel resource management activities throughout the agency



GOAL 4: BUSINESS PROCESSES AND RESOURCE MANAGEMENT

The Secret Service will consolidate and streamline the planning, programming, budgeting, and execution processes by adopting new technology that will better track performance metrics and assist leadership in making data-driven decisions.



Objective 4.1: Integrate and enhance the planning, programming, budgeting, and execution processes

- Strategy 4.1.1:* Review and revise agency business operating policies and procedures to support integration
- Strategy 4.1.2:* Improve coordination between divisions and offices regarding acquisition and procurement activities
- Strategy 4.1.3:* Establish a requirements planning and investment analysis process to facilitate the acquisition and reallocation of resources
- Strategy 4.1.4:* Develop and leverage data analytics to ensure programs meet agency performance goals

Objective 4.2: Identify efficiencies to enhance the effectiveness of business processes

- Strategy 4.2.1:* Map current business processes to identify redundancies and inefficiencies
- Strategy 4.2.2:* Consolidate the financial management processes and systems to ensure consistency in the information provided across the agency
- Strategy 4.2.3:* Automate business processes
- Strategy 4.2.4:* Anticipate and acquire the resources, equipment, and technology that will be needed to perform job responsibilities in the future
- Strategy 4.2.5:* Implement eTravel
- Strategy 4.2.6:* Leverage the strategic sourcing process to facilitate acquisitions



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*For more information on the United States Secret Service,
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