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# MESSAGE FROM THE DHS CIO

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Every single day, the men and women of the Department of Homeland Security safeguard the American people, our homeland, and our values. By air, by land, by sea, or in cyberspace, more than 240,000 employees of DHS work to keep our nation safe. With this Strategic Plan, I set forth the 2019 – 2023 Information Technology (IT) goals and strategies for fulfilling the mission of DHS.

The DHS IT Strategic Plan focuses on rebuilding foundations and driving innovation. With a mind to the future, it has been developed to address both the current state and our technological ambitions.

Additionally, the DHS IT Strategic Plan aligns directly with the Office of the Chief Information Officer (OCIO) Strategic Tenets:

1. Assure effective, resilient communications to advance the mission.
2. Provide trusted information to enable collaboration across the Department, when and where it is needed.
3. Develop and organize the workforce to more effectively accomplish the organization's core missions.
4. Optimize IT investments through improved planning, resourcing, acquisition, and management.
5. Realize efficiencies through innovative IT solutions across DHS.

Finally, the DHS IT Strategic Plan is guided by three key initiatives:

- President's Management Agenda<sup>1</sup>: IT Modernization, Data Accountability & Transparency, and People
- Presidential Executive Order 13781<sup>2</sup>: Enhancing the Effectiveness of Agency Chief Information Officers
- Presidential Executive Order 13800<sup>3</sup>: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure

DHS OCIO is focused on delivering world-class IT to enhance and support the DHS mission. Our IT mission is to Protect, Connect, and Perform. OCIO will accomplish its mission by advancing our culture, improving network connectivity & resilience, maturing our cybersecurity posture, and transforming technology to meet our DHS customer needs.

The 2019 – 2023 DHS IT Strategic Plan is a guide for the IT communities within and without DHS, as we work together to deliver modern, innovative, and efficient services and solutions that ensure the security of the American people.



**John Zangardi**

Department of Homeland Security Chief Information Officer

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<sup>1</sup> <https://www.whitehouse.gov/omb/management/pma>

<sup>2</sup> <https://www.whitehouse.gov/presidential-actions/executive-order-enhancing-effectiveness-agency-chief-information-officers/>

<sup>3</sup> <https://www.whitehouse.gov/presidential-actions/presidential-executive-order-strengthening-cybersecurity-federal-networks-critical-infrastructure/>

# MISSION, VISION, PRINCIPLES

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## DHS Vision

A homeland that is safe, secure, and resilient against terrorism and other hazards, where American interests, aspirations, and way of life can thrive.

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## 5 DHS Core Missions

1. Prevent Terrorism and Enhance Security
  2. Secure and Manage Our Borders
  3. Enforce and Administer Our Immigration Laws
  4. Safeguard and Secure Cyberspace
  5. Strengthen National Preparedness and Resilience
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## DHS IT Mission

Protect. Connect. Perform.

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## DHS IT Vision

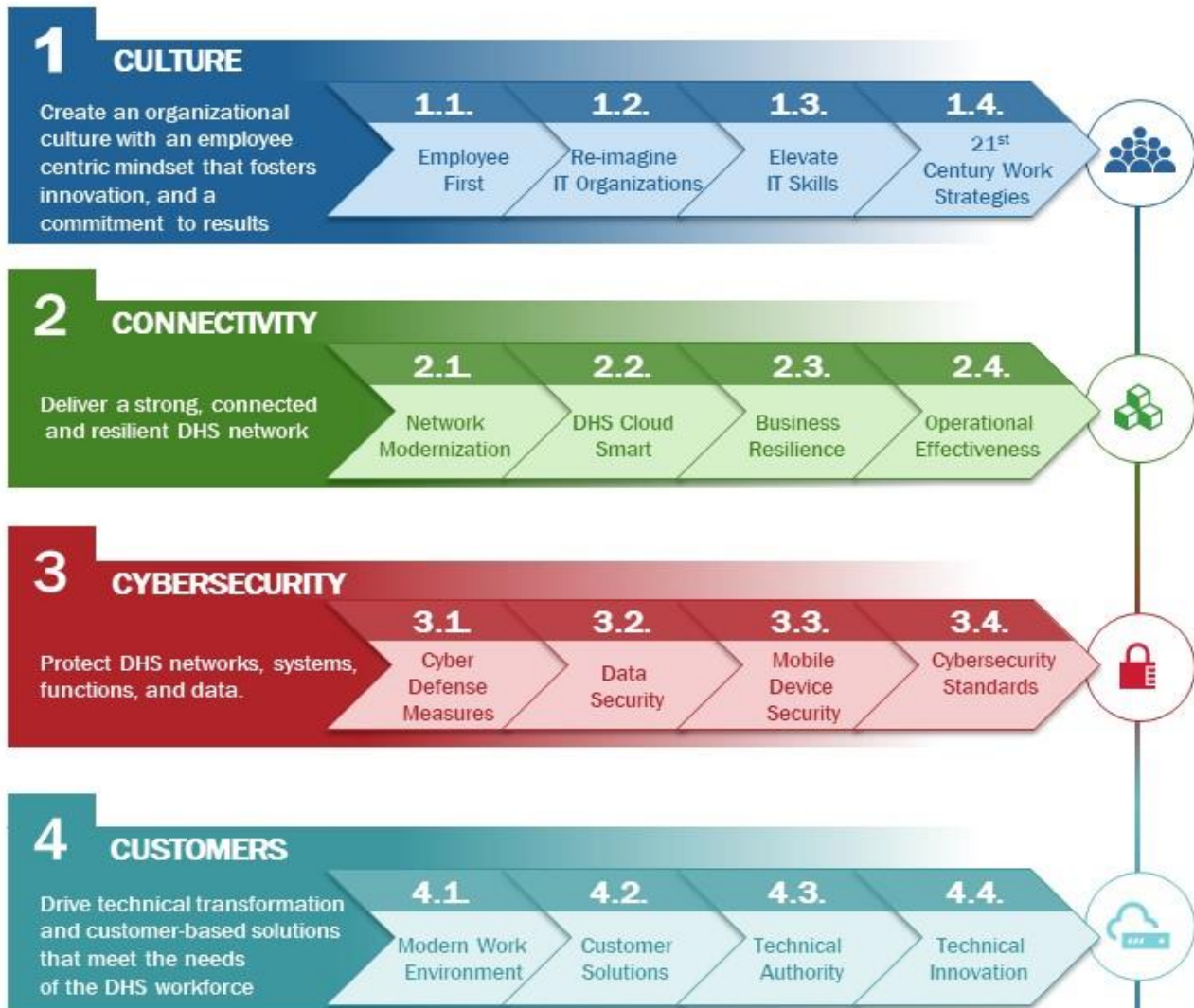
Deliver World Class Information Technology (IT) To Enhance and Support the DHS Mission

## Principles

- **People First:** Our workforce is our priority. We create an open, honest, caring workplace where individuals have opportunities to test their potential.
- **Secure:** We are multi-threat and all-hazard ready. We have a smart, effective, efficient, risk-based approach to security. We are prepared and resilient.
- **Innovative:** We provide the information and tools to enable innovative problem solving. We partner with industry to bring smart innovations from the private to the public sector.
- **Integrity:** We do no harm. We are transparent and fair.
- **Results Orientated:** We are flexible, responsive, and service minded. We recognize the urgency of our missions.
- **Efficient:** We are cost effective, efficient, and look for innovative solutions. We share resources.
- **Collaborative:** We choose to partner first, to coordinate and leverage efforts. We are interoperable and integrated.

# DHS IT STRATEGIC PLAN OVERVIEW

DHS IT Mission: Protect, Connect, Perform

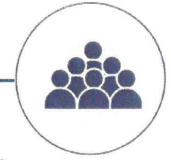


## DHS VISION

*Delivering World-Class Information Technology  
to Enhance and Support the DHS Mission*

# Goal 1: CULTURE

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OCIO is creating an organizational culture with an employee-centric mindset that fosters innovation, “outside the box” thinking, and a commitment to results.

## Objective 1.1: Employees First

Curate a positive employee experience that yields higher retention rates, employee satisfaction, and a more engaged and productive workforce.

### PRIORITY FOCUS AREAS:

- Increase leadership accountability
- Connect work to the missions
- Develop and support a diverse workforce
- Recognize committed employees

## Objective 1.2: Re-imagine IT Organizations

Promote diversity, operational excellence, innovation, and effectiveness in organizational constructs and employee and management practices.

### PRIORITY FOCUS AREAS:

- Align organizational structures to digital ambitions
- Allow employees the freedom to experiment
- Make innovation the rule, not the exception
- Execute with a “can do” attitude

## Objective 1.3: Elevate IT Skills

Refresh the talent strategy to regularly address skill gaps and align the IT workforce skill set with emerging technical needs.

### PRIORITY FOCUS AREAS:

- Build mission-specific talent ecosystems
- Increase our workforce’s technical skills
- Develop and diversify workforce skill sets
- Create dynamic career paths

## Objective 1.4: 21<sup>st</sup> Century Work Strategies

Commit to leveraging design thinking while maintaining a world class IT organization and workforce.

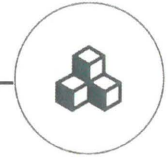
### PRIORITY FOCUS AREAS:

- Explore and leverage emerging technologies
- Provide flexible work arrangements
- Partner with industry
- Mature our digital workspace



# GOAL 2: CONNECTIVITY

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Deliver a strong, connected, and resilient DHS network.

## **Objective 2.1: Network Modernization**

Simplify network management and deliver higher quality performance that ensures information flows smoothly across all DHS missions and devices.

### **PRIORITY FOCUS AREAS:**

- Mature to a virtual network
- Explore mega data opportunities and data portability
- Accelerate network innovation and agility
- Enforce a zero trust network

## **Objective 2.2: DHS “Cloud Smart”**

Develop a DHS plan of action for migration to a safe and secure cloud network that aligns to the Office of Management and Budget (OMB) Cloud Smart strategy proposal.

### **PRIORITY FOCUS AREAS:**

- Data center optimization
- Simplify cloud solution procurement
- Create a path forward for cloud migration
- Expand digital business initiatives

## **Objective 2.3: Business Resilience**

Optimize the reliability of the DHS network.

### **PRIORITY FOCUS AREAS:**

- Share responsibilities across DHS CIO and Component CIO organizations
- Proactive network management and oversight
- Rapid recovery processes
- Reduce dependency on legacy technology

## **Objective 2.4: Operational Effectiveness**

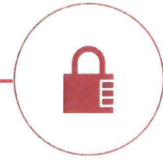
Develop policy, modernize standards and introduce digital business solutions to enable optimal IT service delivery.

### **PRIORITY FOCUS AREAS:**

- Optimize IT service management
- Standards for Commercial Off-the Shelf (COTS) or open source technologies
- Perform risk-based decision making
- Adopt accessibility and universal design principles

## GOAL 3: CYBERSECURITY

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Protect DHS networks, systems, functions, and data. Continuously mature the DHS cybersecurity posture and enable the DHS cyber-strategy.

### Objective 3.1: Cyber Defense Measures

Attribute and deter unacceptable behavior in cyberspace.

#### PRIORITY FOCUS AREAS:

- Real time, threat-informed
- Ensure continuous risk management
- Supply a full Continuous Diagnostic Monitoring (CDM) solution
- Solidify security by design

### Objective 3.2: Data Security

Implement data protection practices to safeguard DHS systems and applications.

#### PRIORITY FOCUS AREAS:

- Ensure proactive and robust data protection
- Prevent data loss
- Modernize data security guidelines
- Create access controls

### Objective 3.3: Mobile Device Security

Mature the DHS Enterprise Mobile Management cybersecurity posture.

#### PRIORITY FOCUS AREAS:

- Enhance governance processes for mobile security
- Embrace and promote secure DevOps
- Employ layered application protections
- Provide advanced threat protection

### Objective 3.4: Cybersecurity Standards

Continuously mature the techniques set forth in policy, and strategies to enable a strong cybersecurity posture.

#### PRIORITY FOCUS AREAS:

- Expand policy and standards for DHS Cloud Cybersecurity
- Accelerate Authority to Operate (ATO)
- Incorporate OMB Cloud Smart strategies
- Upskill, retrain and recruit key cybersecurity talent



# GOAL 4: CUSTOMERS

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Advance DHS missions and become a better business partner for the organization through technical transformation and customer-based solutions that meet the needs of the DHS workforce.

## Objective 4.1: Modern Work Environment

Optimize workplace technologies with cost-efficient, high impact solutions and ensure unified capabilities.

### **PRIORITY FOCUS AREAS:**

- Accelerate agile processes
- Introduce innovative solutions for mobility, collaboration and improved accessibility
- Improve accessibility of agency technology
- Reduce technical debt

## Objective 4.2: Customer Solutions

Continuously develop and refine mechanisms for DHS to connect with and utilize enterprise IT services and solutions.

### **PRIORITY FOCUS AREAS:**

- Drive strategic sourcing
- Solidify Enterprise Infrastructure Solutions (EIS)
- Optimize DevOps and continuous delivery
- Support new Office of Accessible Systems and Technology (OAST) Standards

## Objective 4.3: Technical Authority

Provide DHS programs, acquisitions, and all IT initiatives with optimal technical expertise.

### **PRIORITY FOCUS AREAS:**

- Mature technical standards
- Provide premier architecture & engineering services
- Improve enterprise-wide IT release readiness
- Technical leadership for programs and projects in support of mission success

## Objective 4.4: Technical Innovation

Overhaul and advance DHS technologies to optimize mission performance capabilities.

### **PRIORITY FOCUS AREAS:**

- Design thinking and innovation labs
- Mature business and IT practices
- Partner with industry and adopt emerging technologies
- Increase investment in Research & Development (R&D)

# STRATEGIC PLANNING PROCESS

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The DHS IT Strategic Plan provides the Department’s IT workforce with a strategy for focused collaboration on achieving our goals and objectives, enabling mission success. The development of the Strategic Plan is an iterative multi-stage process that includes reviews and assessments, aligning strategy to government mandates and mission requirements.





Homeland  
Security