

**FY 2023 – FY 2027**

**STRATEGIC  
PLAN**



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**United States Secret Service**



## Director's Message

Our FY 2023-2027 Strategy is focused on achieving excellence through talent, technology, and diversity. We have a critical mission to protect our nation's leaders and financial infrastructure. Dedication to our talent and adherence to our core values provide the foundation necessary to achieve this mission. We are grateful for the support we receive from the Department of Homeland Security, and for our partnerships across government, law enforcement, academia, and the private sector. All of these relationships contribute to the success of our mission.



As we execute our mission, we must also look to the future. If we do not consciously invest in the future, we will be overtaken by it. Threats to our leaders and infrastructure will continue, with adversaries becoming more and more sophisticated. It is critical that we continue to transform and stay ahead of these threats. As such, our FY 2023-2027 strategy focuses on people, leverages technology, sustains our no-fail mission, and details five key areas where I would like to focus on transformation:

- Strengthen Strategic Partnerships
- Modernize our Footprint
- Optimize Processes
- Adopt Holistic Approach to Resourcing
- Advance our Brand

Executive leadership is critical for our strategy, and each objective in our strategic plan will be led by a senior member of my team to ensure success. Together, the leadership team is committed to executing the strategy, and has my full support in moving us forward.

I want to acknowledge the workforce for their significant contributions to this plan. Each strategic objective is rooted in employee engagements. Whether through focus groups; scenario-based planning; strengths, weaknesses, opportunities, and threats (SWOT) analysis; or other avenues – we listened.

Please take the time to read through this plan and understand our direction. I am confident that together we can achieve *Excellence through Talent, Technology, and Diversity*.

Kimberly A. Cheatle  
Director

## About Us:

The United States Secret Service is a premier federal law enforcement agency and ranks among the most elite in the world. Established in 1865 to combat widespread counterfeiting and ensure the stability of the country's financial system, the Secret Service is one of America's oldest law enforcement agencies. Since then, this responsibility has evolved to include investigating cyber-based financial crimes and partnering with all levels of government, other law enforcement agencies, and private sector financial institutions to secure the nation's financial infrastructure. Notable present-day efforts include sponsoring Cyber Fraud Task Forces, training our partners at the National Computer Forensics Institute, and providing critical forensic and technical support for the National Center for Missing and Exploited Children.

In 1901, the Secret Service was tasked with full-time protection of the President of the United States. While this duty remains the primary protective responsibility, over time the mission expanded to include protection of the Vice President of the United States, former Presidents and their spouses, major Presidential and Vice Presidential candidates, visiting heads of foreign states or governments, foreign embassies and consulates in and around Washington, D.C., National Special Security Events, and other individuals authorized by the President. Today, the protective mission also involves identifying threats, mitigating vulnerabilities, and creating secure environments for protectees. This includes the National Threat Assessment Center which conducts research and provides training on threat assessment and various types of targeted violence impacting communities across the United States.

Together, our highly skilled employees dedicate their lives in service to our mission, one that remains critically important to the nation's security. Our presence, our persistence, and our professionalism are vital to the success of our nation.



## Planning Methodology:

Our strategic plan is the result of a multi-year effort to conduct a robust environmental scan consisting of foresight methods, research, and engagement with employees, subject matter experts, and external partners, including:

- **Strategic Foresight Analysis (SFA).** The Secret Service established and advanced a team of representatives from across the agency that meets twice a month to discuss emerging signals and trends in the environment. Products include trend cards and alternative scenarios to inform foresight exercises and products.
- **Policy Analysis.** Analysts reviewed national guidance documents to examine the overarching strategies, policies, and priorities affecting our organization.
- **Scenario-based Planning.** Employees participated in an event exploring four alternative worlds to provide a strategic perspective on future uncertainties and examine how to prepare for unanticipated events.

- **Threatcasting.** Personnel collaborated with the Army Cyber Institute in a workshop to examine "The Future of Cyber Enabled Financial Crime."
- **Senior Leader Interviews.** Secret Service executives were asked about the future, threats, and their views on opportunities for the organization.
- **Focus Groups.** Personnel participated in focus groups that examined the agency's vision, concerns, priorities, challenges, and opportunities for efficiency.
- **Strength, Weakness, Opportunity, Threat (SWOT) Analysis.** Employees engaged in workshops to analyze, assess, and prioritize internal and external factors affecting the mission.



## Vision

Excellence through Talent, Technology, and Diversity

## Mission

*Protect our nation's leaders and financial infrastructure*

Ensure the continuity of government through the protection of our national leaders and National Special Security Events, as well as preserving the integrity of our nation's financial infrastructure.

## Values

Justice, Duty, Courage, Honesty, and Loyalty



**MISSION:**

Protect our nation’s leaders and financial infrastructure

**VISION:**

Excellence through talent, technology, and diversity

**FUTURE FOCUS**

- Advance our Brand
- Strengthen Strategic Partnerships
- Modernize our Footprint
- Adopt Holistic Approach to Resourcing
- Optimize Processes

**MISSION PRIORITIES**

- Maximize Internal Communications
- Expand Use of Leading-Edge Technology
- Deploy Unrivaled Protection Capabilities
- Maximize Security of Sensitive Information
- Future-Proof Investigative Portfolio

**TALENT & TECHNOLOGY**

- Reimagine Career Progression
- Optimize Workforce Planning
- Recruit, Retain, and Inspire New Generations
- Enhance Training Methods and Facilities
- Champion Diversity, Equity, Inclusion and Accessibility
- Modernize Infrastructure
- Improve Access and Security of IT Systems
- Shape Culture

**VALUES:**

Duty



Justice



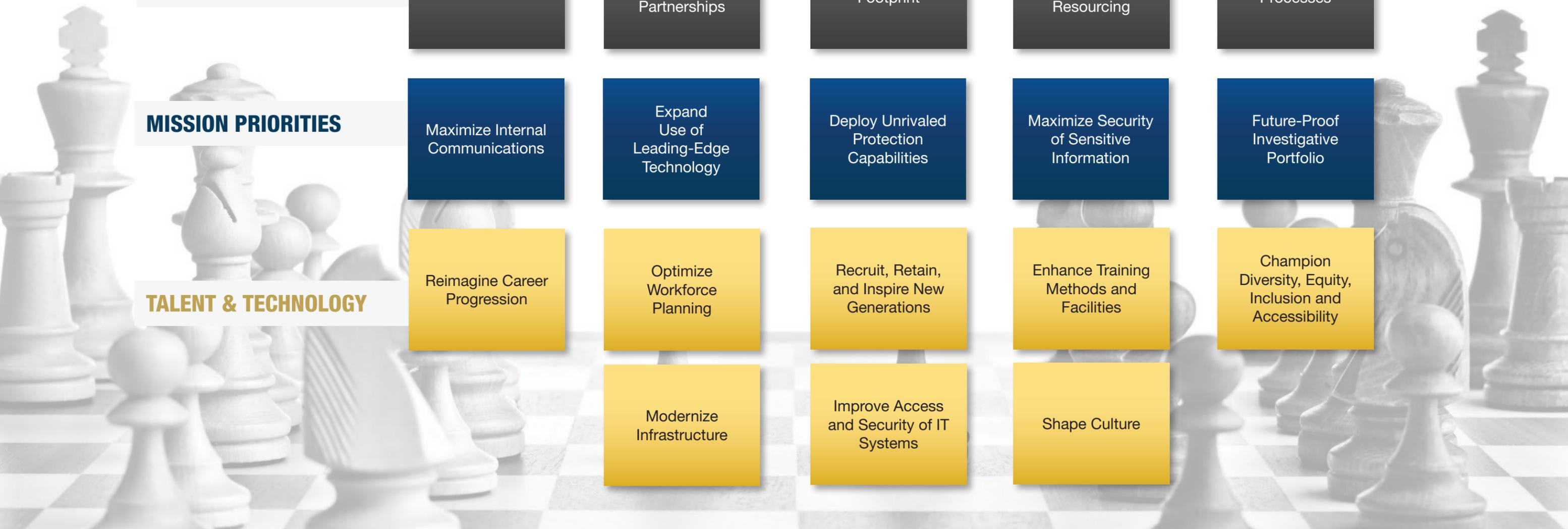
Courage



Honesty



Loyalty



## Objective Definitions:

### Talent and Technology

**Reimagine Career Progression:** Given the changing times, we must re-examine career paths so that they maximize skills in critical areas. We will focus on mission requirements, merit, retention of talent, and empowering future leaders at all levels. We will do this while advancing equity and transparency in professional development opportunities.

**Optimize Workforce Planning:** A well-rounded and skilled workforce is necessary to properly implement the future mission set. By matching people, expertise, and requirements we maximize our strengths and increase our effectiveness and efficiency. This includes full spectrum planning, job series examination, and succession planning.

**Recruit, Retain, and Inspire New Generations:** To be the employer of choice in the Federal Law Enforcement community, we must recruit, retain, and inspire the workforce of the future. This will be accomplished by increasing workplace flexibilities, using novel recruiting strategies, promoting our brand, and examining our hiring standards.



**Enhance Training Methods and Facilities:** Operational readiness demands realistic state-of-the-art training. We must enhance and modernize to ensure our employees and stakeholders are best positioned to address the future threat landscape. By investing in upgrades, we prepare ourselves for our no-fail mission.

**Champion Diversity, Equity, Inclusion, and Accessibility:** Successful organizations create and foster cultures that recognize each employee's unique contribution to the mission. We must embrace diversity, equity, inclusion, and accessibility (DEIA) across the agency. DEIA must be demonstrated by all employees - leading by example - through "every action, every day."

**Modernize Infrastructure:** To ensure optimal operational posture, we must acquire and maintain leading-edge capabilities and resources. This requires continuous modernization of weapons, training facilities, operational equipment, transportation, IT, and protective site infrastructure technology.

**Improve Access and Security of IT Systems:** Effective law enforcement operations require a modernized and dependable IT infrastructure. Increased hyperconnectivity and future reliance on intersecting technologies mandates that our IT infrastructure support a dispersed, self-sustaining, and resilient network for the workforce. We must continually evaluate the full spectrum of current systems and improve accessibility and reliability.

**Shape Culture:** An effective leadership culture values and supports every employee. We must eliminate perceived divisions across workforce categories. Becoming a unified team of professionals allows us to move the agency forward.

### Mission Priorities

**Maximize Internal Communications:** Connecting with employees is critical for employee engagement. This impacts both individual morale and organizational success. By deliberately planning and conducting open, multi-directional, and unobstructed communications we promote dialogue and improve workforce culture.

**Expand use of Leading-Edge Technologies:** To get ahead of threats, we must maximize our investments in leading-edge technologies. By placing a priority on innovation, we position ourselves to leverage technological advancements early and harness their benefits.

**Deploy Unrivaled Protection Capabilities:** Front-line operators require the systems, equipment, and tools to effectively meet mission demands. Providing threat assessments that proactively identify current and emerging threats, trends, tactics, and techniques are key to ensuring operational success. Providing thoughtful, continual capability improvements will enhance our overall protective posture.

**Maximize Security of Sensitive Information:** Operational security can determine success or failure. We must safeguard our information in any form - whether digital, written, or verbal. By emphasizing individual responsibility, we strengthen our collective efforts.

**Future-Proof Investigative Portfolio:** The nature of currency is undergoing a revolutionary shift. Likewise, related threats are evolving and the mission space radically shifting. To remain agile and resilient, we must transform tactics and focus investigations with an eye towards the future.

### Future Focus

**Advance our Brand:** A strong, shared focus on our mission is critical to our culture. By clearly communicating our value proposition, we ensure both our internal and external customers know what is most important to fulfill our mandate. To do this we must tell our story clearly and impactfully to all stakeholders.

**Strengthen Strategic Partnerships:** In this complex operational environment with limited resources, it is critical that we partner with the interagency, private industry, and academia to achieve lasting results. This requires a strategic approach to optimize relationships with key partners.

**Modernize Our Footprint:** As the operational environment evolves, we must re-examine legacy models. By revisiting field office alignment, we strategically position ourselves for the future, while increasing efficiencies.

**Adopt Holistic Approach to Resourcing:** A comprehensive examination of our requirements is necessary to maximize use of limited resources. Prioritizing our needs, empowering decision-making at appropriate levels, and examining all options in a holistic manner will position us for success.

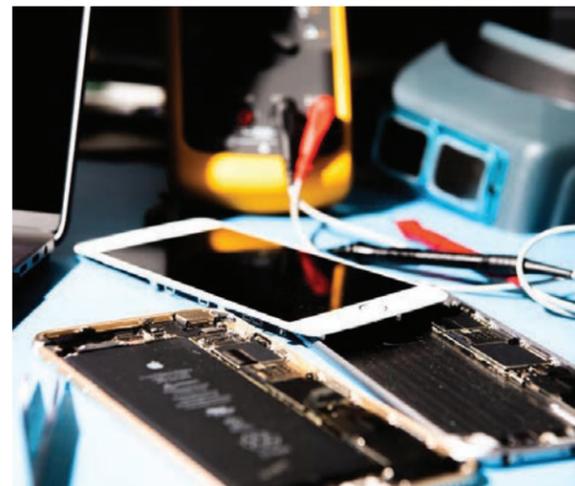
**Optimize Processes:** Process improvements will enable us to save precious time and resources by being more efficient, optimizing operations, and increasing agility in an unpredictable and rapidly changing environment. We must examine where processes and procedures can be shortened, simplified, accelerated, or consolidated and commit to improving them.



## Strategy Management, Performance Measurement, and Strategy Execution:

The Secret Service is dedicated to promoting organizational transparency and accountability. As such, we are developing a strategy management system to gauge our effectiveness as we progress through strategy execution, allowing us to adjust as necessary. Quarterly Strategy Reviews will allow us to review the qualitative and quantitative key performance indicators associated with our objectives and determine level of progress. These reviews will provide our leaders with a forum to discuss strategic challenges, identify opportunities, and allocate resources to select initiatives in line with our Strategic Plan.

As we consider how our strategy impacts the critical activities we carry out daily, the relationship is simple – our strategy focuses on building a future organization that can deliver the capabilities our stakeholders require. Our operational activities focus on putting those capabilities to work to fulfill our mission. Together, they deliver the exceptional value that our stakeholders have come to expect.



## Glossary:

- **Strategic Plan** – A document that communicates an organization’s mission, vision, values, and desired outcomes.
- **Strategic Planning** – A disciplined process to produce a strategic plan.
- **Objective** – Broadly-defined outcome that an organization must achieve to accomplish its vision.
- **Initiative** – Projects that are undertaken to achieve objectives. Must include owner, schedule, resource requirements, action steps, progress, and expected results.
- **Mission** – A concise statement of an organization’s basic purpose.
- **Vision** – An emotionally inspiring statement describing what success will look like for an organization over the strategic planning horizon.
- **Values** – Ethical guidelines for decision-making and daily conduct.



U.S. Department of Homeland Security  
**UNITED STATES SECRET SERVICE**

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