



Federal Protective Service Strategic Plan

Secure Facilities, Safe Occupants

FY08—FY11



U.S. Immigration
and Customs
Enforcement

Federal Protective Service Strategic Plan

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Message from the Assistant Secretary

I congratulate Director Schenkel for assembling this strategic plan for the Federal Protective Service (FPS). FPS is charged with policing, securing and ensuring a safe environment in which federal agencies can conduct their business. With such a critical role, FPS must be nimble and efficient in

carrying out its responsibilities. This strategic plan and its guiding principles will allow FPS to do so while pursuing the ultimate goal of secure facilities and safe occupants. Not only do I want to thank Director Schenkel for his terrific leadership, but I thank all of the FPS employees for their hard work and dedication in this important mission.

Julie L. Myers
Assistant Secretary



Message from the Director

Since 1971, the Federal Protective Service (FPS) has worked to protect the many facilities where the work of our nation's government is performed.

Over that time, the landscape of the nation has

changed drastically, and FPS has been flexible and responsive in meeting the emerging security demands of the day. From civil unrest to crime, from natural disasters to the continuing threat of terrorism, FPS has responded and met the demands of a constantly changing threat environment.

Today, with approximately 9,000 facilities that welcome more than one million tenants and visitors daily, this is no small task. As a key component of the Department of Homeland Security and U.S. Immigration and Customs Enforcement (ICE), FPS is dedicated to protecting these buildings and the occupants that are housed within.

To ensure that FPS provides the effective security and law enforcement services necessary to protect federal facilities, we have assembled the following strategic plan.

Because this plan will inform all that we do, we worked hard to ensure that our stakeholders played a key role in the planning process. Based on their feedback, FPS worked to identify the core principles necessary to achieve its mission. This plan articulates specific goals aligned to each of these guiding principles. In doing so, it charts the path FPS will take to continue to meet the complex and emerging needs of the federal community.

Through this work, and much more, we distilled this complex collection of tasks and goals into four words: Secure Facilities, Safe Occupants. This is the vision of FPS for everything that we do and for the nation we serve.

Gary W. Schenkel
Director



Introduction

The Department of Homeland Security (DHS) and Immigration and Customs Enforcement (ICE) vision and mission statements represent a broad span of responsibilities to secure the homeland. DHS has placed a high priority on mitigating risk throughout the nation and uses a variety of risk-based analyses to determine where investments in security and preparedness resources will provide the greatest benefit to reduce risk.

As a component of ICE, FPS is responsible for securing federal facilities (including buildings, grounds and property owned, occupied or secured by the federal government) and providing a safe environment in which federal agencies, employees, contractors and the public can conduct their business. FPS achieves these goals through a risk-based approach to conducting security assessments, offering emergency planning services and providing security at approximately 9,000 federal facilities nationwide.

This strategic plan lays out in detail how FPS will execute this mission in the coming years.

The FPS Vision and Mission

DHS established a series of national strategic themes to guide the activities of all the department's components. While the FPS mission incorporates all of these strategic themes, there are five that are particularly relevant to the FPS mission:

- awareness;
- prevention;
- protection;
- service; and
- organizational excellence.

These five themes are the foundation of the FPS vision of “Secure Facilities, Safe Occupants”—a vision that contributes to the ICE and DHS mission of securing America. And they are the foundation of the FPS mission to keep America safe by mitigating risk to federal facilities and their occupants.



Principles, Strategic Goals and Objectives

To advance this vision and mission, FPS has articulated three long-term overarching principles to guide our operations:

Guiding Principle I: Stakeholder Service

FPS aims to provide the highest level of service to our stakeholders, which include the agencies, personnel and contract employees working in federal facilities under our protection, along with their customers and the general public.

Guiding Principle II: Technical Expertise

FPS aims to develop a skilled workforce trained and equipped with the tools, standards and protocols they need to assess threats at federal facilities and to recommend appropriate countermeasures to reduce risk.

Guiding Principle III: Organizational Excellence

FPS will strengthen overall organizational performance and business processes, enhance workforce effectiveness and create a shared sense of identity as a unique and essential component of ICE and DHS.

These principles establish the direction and priorities for FPS to continuously enhance the protection of federal facilities under a risk-based approach. In addition, FPS will assess its mission execution on an ongoing basis to achieve the most effective alignment with ICE and DHS priorities.

The following pages detail how FPS is applying the three guiding principles in the form of strategic goals and objectives. These goals and objectives will ensure that FPS is a professional law enforcement entity that provides coordinated, flexible, intelligence-based security for federal facilities in support of the FPS mission.



Guiding Principle I: Stakeholder Service

Our stakeholders are entitled to the best service we can provide. Service is enhanced through the cooperative effort of working with stakeholders from federal, state, local and tribal departments and agencies.

To that end, FPS fosters coordination and information sharing with stakeholders to support the shared vision of “Secure Facilities, Safe Occupants,” and we strive to anticipate stakeholder needs and will actively seek feedback from stakeholders to ensure the highest level of service.

Strategic Goal 1: Collaborative Partnerships and Effective Communication

The security of federal facilities requires extensive coordination and communication with stakeholders. FPS will establish the stakeholder partnerships necessary to determine appropriate counter-measures and modify protection requirements as necessary to meet the demands of a dynamic risk environment.

Objective 1.1: Build strategic partnerships and business process relationships with stakeholders through creativity, efficiency, trust, coordination and open communication.

Recognizing the varied nature of federal facilities and the fact that they operate in a dynamic risk environment, FPS will coordinate with stakeholders to combine actionable intelligence with security and law enforcement capabilities that more effectively manage protection requirements. Partnering with stakeholders, soliciting feedback and working together toward an enhanced protective posture will foster improved relationships.

Objective 1.2: Ensure effective coordination of efforts to protect federal facilities as the lead for the National Infrastructure Protection Plan (NIPP) Government Facilities Sector.

Because of its expertise in federal facility protection, FPS was designated as the lead for government facilities protection in the NIPP, a comprehensive secu-



rity plan for protecting critical infrastructure in the United States. FPS will provide extensive coordination with government agencies at all levels to ensure that risks to critical government facilities are effectively identified and mitigated.

Strategic Goal 2: Proactive Information and Intelligence Sharing

FPS will strive to enhance its capability to detect emerging threats and provide synthesized and actionable information to stakeholders. FPS will use a flexible, proactive and intelligence-driven approach to security and law enforcement activities to mitigate potential threats before they can adversely impact the operations of the government.

Objective 2.1: Foster relationships to increase sharing of information.

Information sharing enables government to assess events accurately, formulate risk assessments

and determine appropriate courses of action. FPS will use efficient information sharing and information protection processes based on mutually beneficial, trusted relationships to ensure implementation of effective, coordinated and integrated infrastructure protection programs and activities.

Objective 2.2: Strengthen intelligence gathering and analysis capabilities in order to proactively identify potential threats directed toward federal facilities and their occupants.

In today's dynamic risk environment, threats to federal facilities are constantly evolving as our adversaries attempt to overcome the countermeasures we have put in place. To counter these threats, FPS will work with stakeholders and intergovernmental partners to gather, analyze and appropriately share information necessary to determine the appropriate security measures for the broad range of threats facing federal facilities.



Guiding Principle II: Technical Expertise

FPS will set the standard for security at federal facilities by maintaining a skilled workforce that is equipped with modern risk-based tools, standards and protocols.

In addition to law enforcement and emergency response at federal facilities, FPS will pursue a risk-based approach, as established in the NIPP, to assess threats against federal facilities and to prioritize resources and countermeasures for the greatest reduction in risk.

Strategic Goal 3: Efficient and Stakeholder-Oriented Law Enforcement and Security Services

Federal facilities represent attractive and strategically important targets for both domestic and international terrorist groups, as well as for criminals. In addition, the size and geographic dispersion of federal properties means that the facilities are vulnerable to a wide range of natural hazards and disasters.

FPS will examine risk from an “all-hazards perspective,” based on a comprehensive view of the threats faced by stakeholders. FPS will use risk-based prioritization to determine which facilities face the greatest risk and the specific investments, practices and countermeasures that will be most effective at reducing that risk.

Objective 3.1: Conduct comprehensive risk assessments using modern and integrated tools that examine threats, vulnerabilities and consequences unique to each facility and recommend countermeasures that maximize reduction in risk with available resources.

Although facilities may share common attributes, each has a unique risk profile. The threats, vulnerabilities and consequences serve as a detailed description of what drives risk and are used to apply protective measures designed to counteract the risk. FPS will enhance capabilities and tools for conducting risk assessments and make objective decisions,



based on quantitative analysis, about which risk mitigation measures to recommend for each facility.

Objective 3.2: Exercise federal law enforcement authority to defend federal facilities.

FPS will maximize existing law enforcement authority to protect federal property and persons on the property. This involves deterring criminal activity, detecting and responding to incidents and emergencies, and defending the facility and occupants against harm from potential or actual perpetrators.

Objective 3.3: Support all emergency planning, preparedness and response operations consistent with the National Incident Management System (NIMS) framework.

NIMS is the nationwide framework for coordinating emergency preparation and response efforts across government agencies at the federal, state and local levels. Mitigating risks to federal facilities requires a flexible approach to allow enhanced protection or

emergency response when necessary. With a highly trained and professional workforce, FPS will use personnel and capabilities to support federal law enforcement, security and emergency response operations when necessary to protect the homeland.

Objective 3.4: Serve as the federal government's central point of coordination and expertise in alarm monitoring, police dispatch and the ready access to essential information on federal facilities required to effectively mitigate risks from natural and man-made disasters.

FPS MegaCenters are the communication hubs that serve as the vital link between federal facilities, contract guards at the entrances to the facilities and emergency responders, providing 24-hour security alarm monitoring and dispatch communications. These hubs provide the information needed to enable effective protection and response while providing a communications platform that allows for information to be shared.



Strategic Goal 4: Sound Standards, Consistent Compliance and Innovative Techniques

The expertise and experience of FPS personnel will provide the knowledge necessary to establish appropriate security standards for managing risk for occupants. Working in coordination with interagency partners, FPS will lead the effort to establish security standards for federal facilities and will ensure compliance in a consistent manner across the nation.

Objective 4.1: Promote the development of scalable and flexible national standards for federal facility security.

Protective standards are established based on analysis of risk to common facility types in different geographic locations. They support achieving a minimum level of protection at facilities. FPS will work closely with the Interagency Security Committee and its working groups to coordinate on the development and implementation of consistent security standards.



Objective 4.2: Use proactive oversight and validation to measure compliance with standards and effectiveness of countermeasures.

FPS personnel possess the knowledge and expertise to determine if federal facilities are in compliance with a range of physical security standards. Through regular interaction with stakeholders, FPS will provide continuous oversight of security measures to ensure that they reduce risk as designed and are implemented according to all applicable standards and guidance.

Objective 4.3: Seek innovative techniques to deliver security services and meet protective challenges through emerging technologies and scientific research and development initiatives.

Thousands of ongoing research and development initiatives in both the public and private sectors have application to federal facility protection. FPS is committed to leveraging these initiatives to the greatest extent possible to meet immediate needs and reduce redundant efforts. FPS will closely coordinate with the White House Office of Science and Technology Policy, the DHS Office of Science and Technology, and members of the academic and research center communities to ensure a cooperative effort for research initiatives to address protective challenges at federal facilities.



Guiding Principle III: Organizational Excellence

FPS will focus on strategic management of our internal business processes and resources, with the goal of efficient operations, high-quality service, effective use of resources and, most importantly, a higher level of protection for our stakeholders.

To that end, FPS will maintain a high performing and operationally aligned workforce; encourage innovation and self-development among FPS personnel; and reward creativity and achievement.

Moreover, we will improve financial management and align resources using a risk-based process, and we will make the most effective use of up-to-date and easily accessible electronic information management systems and operational tools to provide better service to stakeholders.

Strategic Goal 5: Highly Skilled and Operationally Aligned Workforce

FPS must ensure that employees have the skills and training necessary to provide the highest standard of service. Aligning staffing processes with the requirements of mission operations and support will allow FPS to identify the skills each employee requires, ensure that they receive the necessary training and assign them where they can provide the greatest protective benefit.

Building a high-performance organization and -communicating to our stakeholder groups with clarity and consistency will increase understanding of our mission and enhance FPS' ability to attract and retain a highly qualified and motivated workforce.



Objective 5.1: Recruit, train and retain a well-educated, professional and flexible workforce focused on achieving our mission and delivering a high level of service to stakeholders.

By recruiting, training and retaining highly capable personnel, FPS will have the necessary professional expertise to provide for the security and law enforcement needs at federal facilities. To accomplish this it is necessary to develop the knowledge, skills and capabilities necessary to assess risk, determine appropriate countermeasures, respond to emergencies, manage security processes and support the security needs of tenant agencies.

Objective 5.2: Align staffing based on where they will provide the greatest protective benefit to high-risk facilities.

Just as protective measures must be applied where they will produce the greatest reduction in risk, it also is necessary to align FPS resources and practices with the risk-based prioritization. Certain federal facilities that have been determined to be higher risk will require more focused and sustained attention than others at lower risk levels. Thus, FPS will ensure that its management, personnel, business process and resource allocation methods are aligned to provide the necessary level of support to high-risk facilities.



Strategic Goal 6: High-performance Organization

FPS will create an integrated information technology infrastructure that supports the FPS mission, generates greater operational efficiency and flexibility and advances information sharing, teamwork and communication across the organization. By providing state-of-the-art tools to an expert workforce, FPS can leverage the range of information it collects to provide proactive, scalable and effective security solutions.

Objective 6.1: Strengthen business processes and administrative support activities to enhance the timeliness, accountability, efficiency and effectiveness of service delivery.

Providing law enforcement and security support to federal facilities requires effective management of available resources. This will provide necessary flexibility to meet the risk-based protection requirements that support the NIPP and other DHS efforts as required.



Objective 6.2: Establish national policies and procedures to ensure consistency in operations and business practices.

Because the federal facilities and personnel FPS is charged with protecting are spread over the entire nation, FPS will ensure uniformity in operations to secure these assets. By adopting national policies and procedures, FPS will provide standardized and consistent levels of protection to federal facilities across the inventory of nearly 9,000 buildings.

Objective 6.3: Become results- and accountability-driven by establishing and implementing processes to measure progress and ensure continuous improvement.

FPS will implement a comprehensive performance measurement program to determine how effectively actions contribute to risk mitigation. The performance measures will be consistent across the nation and designed to determine how well FPS programs are performing and contributing to strategic goals. FPS will regularly review progress to quantify the benefits achieved by specific activities, incorporate improvements into protective programs where needed and inform future resource allocation decisions that focus on highest priority facilities and associated elements.



Implementation and Evaluation

The success of any plan lies in its implementation. FPS directors at the headquarters office and within each region are responsible for preparing a management plan that lays out the activities to be accomplished in each fiscal year. These management plans make up the building blocks that collectively support the FPS mission, vision and strategic themes.

FPS leadership will monitor progress throughout the year, which may result in goals, objectives and strategies being adjusted to reflect evolving program priorities and emerging challenges to ensure implementation and link planning to results. The result will be a more effective FPS, ensuring that our nation's federal facilities and their occupants remain secure through the following activities.

Transition the Organization and Workforce

FPS will ensure that the workforce is comprised of personnel with the right mix of skills and training

to carry out the FPS mission. Through organization and workforce transition, FPS will maintain a high performing and operationally aligned workforce that encourages innovation and achievement. To better achieve this goal, FPS will effect the transition of its federal police officers' law enforcement functions into the inspector position. This transition will allow expanded multi-functional capabilities at all sites and the ability to expand its presence at several new sites. As part of this effort, FPS will also standardize mission support functions and identify potential organizational footprints to support this objective.

Enhance Business Processes

FPS will ensure that business processes are properly aligned to improve financial management, procurement and data integrity. FPS will implement and execute a redesigned "verification and validation" effort that will, among other things, determine resource needs, train program office personnel,



develop procedures consistent with Office of Financial Management guidance and develop corrective action plans to address needed financial improvements that were identified in FY07.

Manage Strategic Communications

FPS will develop and manage channels to facilitate communication with internal and external stakeholders, as well as to support the FPS leadership's development of key messages and marketing themes. In FY07, FPS launched a communications campaign to engage both FPS staff and stakeholders through a variety of avenues, including personal meetings, newsletters and publications.

Develop Useful Metrics

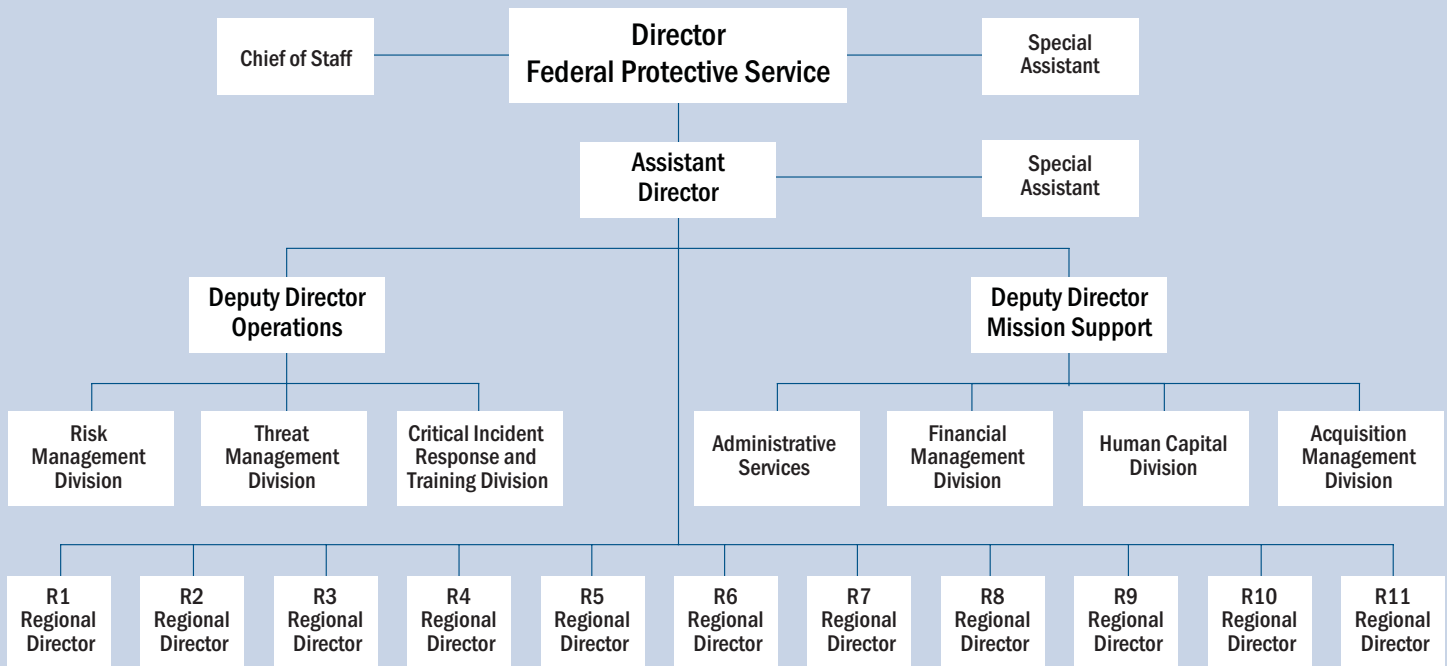
FPS will develop the metrics needed to guide decision-making and to track progress toward strategic objectives and goals. Metrics will be categorized and

prioritized by effectiveness in measuring the overall progress of FPS across a broad range of management categories, including financial management, human capital management, training, asset management and other performance measures.

Modernize Information Technology

Focusing on identifying and assessing infrastructure, systems and other technology, this project will ensure that FPS operations and mission support have the proper information technology required to successfully perform job duties. The Risk Assessment and Management Program (RAMP) project will identify or develop a tool to fully integrate inspector communications to permit onsite submission of inspection reports. Improved information technology and communication tools will serve to streamlined communications with stakeholders and help increase full-spectrum security awareness.

FPS Headquarters Organization Chart



Organization and Roles

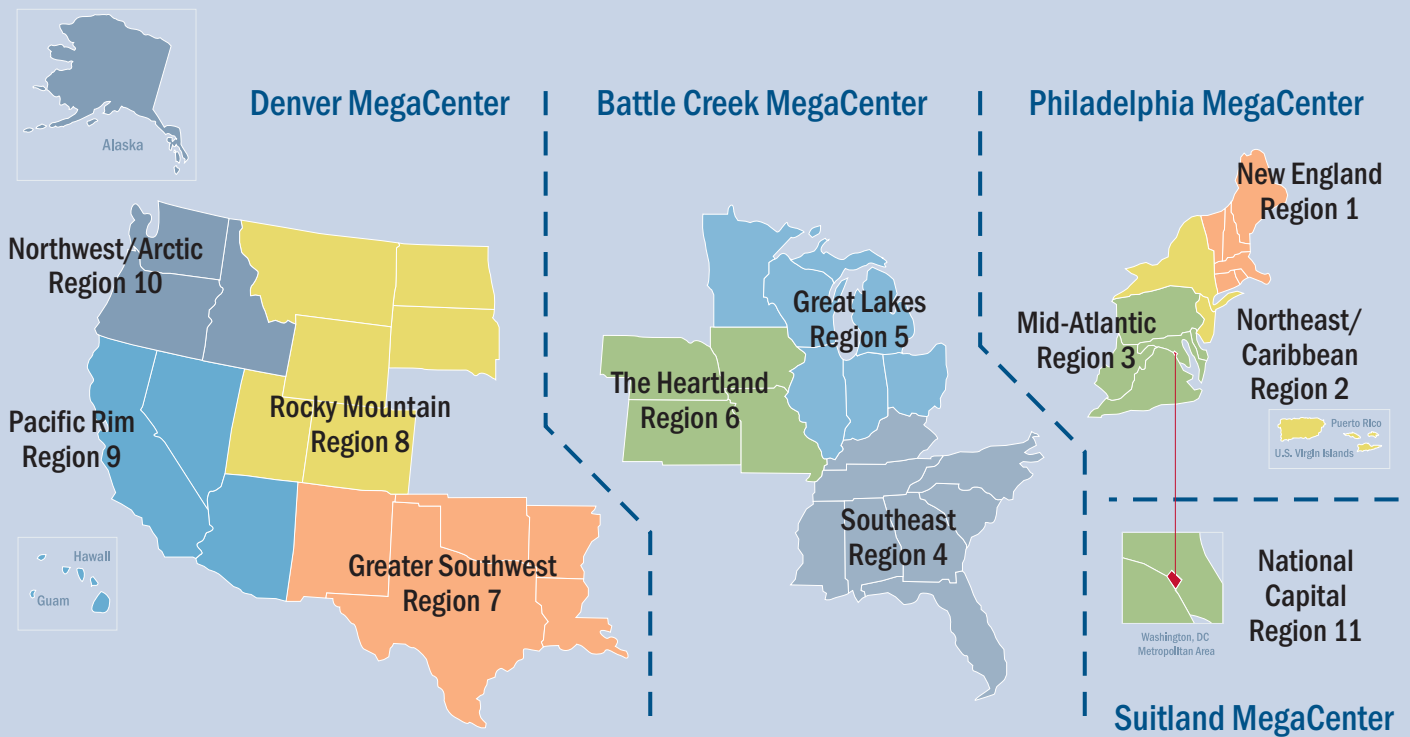
The goals established in this strategic plan will apply across the FPS organization and will be used to establish priorities in all operations. This effort will include a comprehensive program to establish performance measures to determine how well FPS is meeting the goals established in this strategic plan. The principles and goals established in this plan will inform how FPS is organized to accomplish its mission of mitigating risk to federal facilities and their occupants.

FPS headquarters has established an organizational structure that will facilitate the policy, planning and support needed to meet the goals outlined in this plan. Headquarters operations will be focused on providing support and oversight of FPS activities in all regions and are structured around operations and mission support, as follows:

Operations

The operations functions of FPS will be directed by a deputy director for operations and carried out by the Risk Management Division, the Critical Incident Response and Training Division, and the Threat Management Division. Each of these units will provide the necessary coordination and support for field and regional activities related to their area of expertise. These divisions also will be responsible for collecting the information needed to measure FPS performance in achieving its goals.

FPS MegaCenters and Regional Offices



Mission Support

The mission support functions of FPS will be directed by a deputy director for mission support and carried out by the FPS Budget Office, the Administrative Services Division, and the Human Capital Management Division. These units will ensure the efficient and effective functioning of the organization and provide support to field and regional activities. As with the operations functions, mission support divisions also will be responsible for collecting information needed to inform performance measurement.

The 11 FPS regional offices are responsible for the day-to-day functioning of the organization. Through their own operational and mission support duties, FPS regions directly interact with FPS stakeholders and carry out the duties to effectively mitigate risk for federal facilities in their region. Effective communication between headquarters and regional personnel at all levels will be necessary to ensure that policies and procedures are being established and followed consistently across the country and to see that potential challenges are dealt with in a timely manner. All FPS operations will be focused on providing comprehensive security solutions to stakeholders in a manner that sets the standard for the federal government. FPS' organizational chart maps out the organization's reporting structure.

For more information on FPS, please send inquiries to FPSInfo@dhs.gov.



U.S. Immigration and Customs Enforcement

Report Suspicious Activity
to the FPS MegaCenter:
1-877-4FPS-411
(1-877-437-7411)
www.ice.gov