




**Homeland  
Security**

December 16, 2011

MEMORANDUM FOR: Distribution List

FROM: Mary Ellen Callahan  
Chief Privacy Officer 

SUBJECT: Privacy Office Fiscal Year (FY) 2012–2015 Strategic Plan

I am writing to share the updated Privacy Office Strategic Plan, which is attached for your information. The FY 2012-2015 Strategic Plan advances our vision of establishing the DHS Privacy Office as a global leader in promoting and protecting privacy and transparency as fundamental principles of the American way of life. This document is the product of a careful assessment of our role in supporting the Quadrennial Homeland Security Review (QHSR), which affirms that “America must remain open for business and exchanges with the world, must remain true to its principles of privacy, civil rights, and civil liberties, and must be welcoming of lawful visitors and immigrants.” Our revised plan also reflects considerable input from our entire staff, as well as the Privacy and Freedom of Information Act Officers in each DHS Component.

The work of the Privacy Office supports three core DHS missions—preventing terrorism and enhancing security, securing and managing our borders, and safeguarding and securing cyberspace. Additionally, through training, outreach, and participation in program development and key departmental agreements, the Office advances an important cross-cutting goal articulated in the QHSR of maturing and strengthening the homeland security enterprise.

To accomplish these strategic outcomes, as outlined in the QHSR, we established five goals, each supported by specific and measurable objectives that can be achieved within three years. In the coming weeks, we are developing specific actions, metrics and milestones that will show how each goal and supporting objective will be successfully implemented. Finally, I recognize that we cannot accomplish these goals without your support and partnership. I look forward to working with you as we begin to carry out this new plan.

Attachment:

Privacy Office FY 2012-2015 Strategic Plan

Distribution:

All DHS Components  
Members, Data Privacy and Integrity Advisory Committee

**DEPARTMENT OF HOMELAND SECURITY  
PRIVACY OFFICE  
FY 2012-2015 STRATEGIC PLAN**

**VISION**

Establish the DHS Privacy Office as a global leader in promoting and protecting privacy and transparency as fundamental principles of the American way of life.

**MISSION**

The mission of the Privacy Office is to protect all individuals by embedding and enforcing privacy protections and transparency in all DHS activities.

**OVERVIEW & STRATEGIC CONTEXT**

The work of the Privacy Office supports three core DHS missions:

- Mission 1—Preventing terrorism and enhancing security
- Mission 2—Securing and managing our borders
- Mission 4—Safeguarding and securing cyberspace

Additionally, through training, outreach, and participation in program development and key departmental agreements, the office advances an important cross-cutting goal articulated in the Quadrennial Homeland Security Review (QHSR) of maturing and strengthening the homeland security enterprise. To accomplish these strategic outcomes, as outlined in the QHSR, we established five goals, each supported by specific and measurable objectives that can be fully achieved by 2015.

**STRATEGIC GOALS & OBJECTIVES**

**Goal 1 (*Policy*): Foster a culture of privacy and transparency and demonstrate leadership through policy and partnerships.**

- Objective 1.1 – Provide guidance and issue policies related to privacy and disclosure.
- Objective 1.2 – Issue policies and guidance through templates, forms, and models to meet the applicable requirements federal privacy laws, DHS privacy policy, and the Fair Information Practice Principles (FIPPs).
- Objective 1.3 – Leverage the expertise of the DHS Data Privacy and Integrity Advisory Committee (DPIAC) for guidance on DHS programs and emerging privacy and disclosure issues.

**DEPARTMENT OF HOMELAND SECURITY  
PRIVACY OFFICE  
FY 2012-2015 STRATEGIC PLAN**

**Goal 2 (*Advocacy*): Provide outreach, education, training, and reports in order to promote privacy and openness in homeland security.**

- Objective 2.1 – Provide policy and compliance leadership for DHS Component Privacy Officers, Privacy Points of Contact (PPOCs), and Freedom of Information Act (FOIA) Officers.
- Objective 2.2 – Develop and disseminate privacy and FOIA training courses and materials to DHS employees, contractors, and others as appropriate.
- Objective 2.3 – Cultivate and sustain a leadership role in the privacy and disclosure community.
- Objective 2.4 – Pursue proactive, timely disclosure of information about DHS programs, operations, systems, and policies in a manner that is easily accessible to the public.
- Objective 2.5 – Build an awareness of emerging privacy and disclosure issues through targeted educational and outreach opportunities tailored to DHS’s broad constituency.
- Objective 2.6 – Promote Departmental privacy compliance practices to international partners to advance the FIPPs and build the confidence necessary to fulfill the Department’s mandate as it relies on international cooperation.
- Objective 2.7 – Report to Congress and other oversight bodies to further the DHS Privacy Office mission.

**Goal 3 (*Compliance*): Ensure that DHS complies with federal privacy and disclosure laws and policies and adheres to the DHS FIPPs.**

- Objective 3.1 – Review, assess, and provide guidance to DHS programs, systems, projects, information sharing arrangements, and other initiatives to reduce the impact on privacy and ensure compliance.
- Objective 3.2 – Work within DHS governance structures to ensure that general policies, guidance, and templates comply with DHS privacy requirements.
- Objective 3.3 – Review intelligence reports, products, and other materials that are to be shared with our public and private sector partners to ensure that privacy is protected.
- Objective 3.4 – Ensure that DHS provides the maximum disclosure permitted by law in response to FOIA and Privacy Act requests.

**DEPARTMENT OF HOMELAND SECURITY  
PRIVACY OFFICE  
FY 2012-2015 STRATEGIC PLAN**

**Goal 4 (*Oversight*): Conduct robust oversight on embedded privacy protections and disclosures in all DHS activities.**

- Objective 4.1 – Conduct privacy compliance reviews on existing DHS programs, systems, projects, information sharing arrangements, and other initiatives.
- Objective 4.2 – Coordinate DHS efforts to ensure that privacy complaints are processed efficiently, redress is provided as appropriate, and deficiencies in processing are remedied.
- Objective 4.3 – Coordinate DHS efforts to ensure that privacy incidents are reported, addressed, investigated as appropriate, and mitigated in accordance with federal and DHS policies and plans.

**Goal 5 (*Workforce Excellence*): Develop and maintain the best privacy and disclosure professionals in the federal government.**

- Objective 5.1 –Develop privacy and disclosure competencies and identify associated workforce training and career paths.
- Objective 5.2 – Develop the infrastructure and processes to encourage horizontal, transparent information sharing and collaboration between DHS Privacy professionals and teams.
- Objective 5.3 – Create opportunities for cross-functional learning.