



Strategic Plan 2022-2026

FEDERAL PROTECTIVE SERVICE

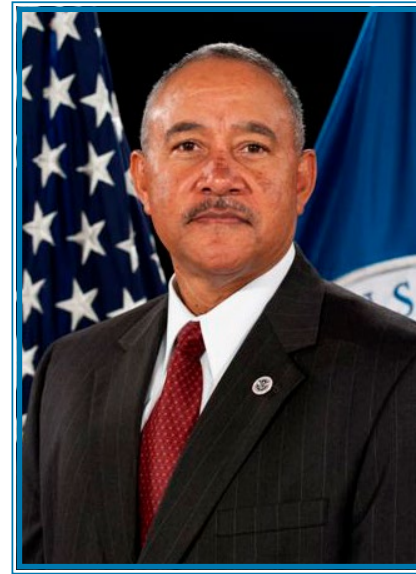
FPS



Director's Message

The Federal Protective Service (FPS) celebrated its 50th Anniversary on January 11, 2021. Over those 50 years, we have matured as an agency and learned to adapt to an ever-evolving threat.

With our recent move into the Management Directorate and a recognized reputation of getting the mission done, FPS is increasingly called to act in response to numerous national priorities, including enhanced protection against attacks on the Homeland, support for DHS missions, and leading the implementation of efforts to protect the federal workforce in response to the global pandemic. Our mission has never been more relevant, and we have delivered new technologies to make the services we provide to the American public more efficient and effective.



FPS has the enormous responsibility of protecting the federal government's physical infrastructure, employees, contractors, and members of the public from incidents ranging from terrorist attacks to prohibited items in federal facilities. Overall, FPS protects more than 9,500 facilities where more than 1.4 million people work, visit, and conduct business daily resulting in more than \$4.5 trillion in annual economic activity.

While rising to the challenges of an uncertain, complex, and changing environment, FPS continues to protect the people and property in the federal government by identifying threats and mitigating vulnerabilities. The men and women of FPS are, and will remain, experts in delivering the highest quality facility risk assessments, law enforcement investigation and response, protective intelligence analysis, and security countermeasures.

This strategic plan focuses on continued mission excellence while expanding our reach and capacity to help throughout the government facilities sector. We remain focused on our four goals to PROTECT, STRENGTHEN, LEAD, and GROW FPS into the future. In this plan you will find how we define the outcomes we want to achieve with 12 strategic objectives and describe how we will measure our performance and take action to close the gaps that prevent us from realizing those outcomes.

For FPS, this is our plan. As leaders, we commit to investing in your professional development and fostering a culture that values you and your contribution to our mission. It also provides direction and focus as all of us strive to execute our part of the mission with the highest quality. I thank you for your dedication and professionalism. Together, let's continue to lead FPS into the future.

L. Eric Patterson
Director, Federal Protective Service

Who We Are

The Federal Protective Service (FPS) is the law enforcement agency of the U.S. Department of Homeland Security (DHS) that protects public servants - and the people they serve - in the places where our government conducts business. With expertise in all aspects of policing and physical security, FPS is a leader in integrated facility protection and the agency that others rely on to support their mission.

Vision

A federal workforce and workplace that is safe, secure, and resilient across the homeland.

Mission

To investigate, prevent, protect, respond to, and recover from terrorism, criminal acts, and other hazards threatening the U.S. Government's workforce, critical infrastructure, services, and the people who receive these services.

Congressional Authorities

FPS has broad law enforcement authorities and jurisdiction to prevent, investigate, mitigate, and defeat threats to federal facilities and the people within them. Pursuant to section 1706 of the Homeland Security Act, codified at 40 U.S.C. §1315, the Department of Homeland Security is the primary federal agency responsible for the protection of all buildings, grounds, and property owned, occupied, or secured by the federal government. Under 40 U.S.C. § 1315, FPS has the authority to enforce all federal laws and regulations on federal property, enforce federal laws off federal property during the performance of official duties, and the ability to utilize other federal, state, and local law enforcement authorities for purposes of protecting federal property. This also includes the authority for FPS to "carry out such other activities for the promotion of homeland security as the Secretary may prescribe."

The Secretary of Homeland Security shall protect the buildings, grounds, and property that are owned, occupied, or secured by the Federal Government (including any agency, instrumentality, or wholly owned or mixed-ownership corporation thereof) and the persons on the property.

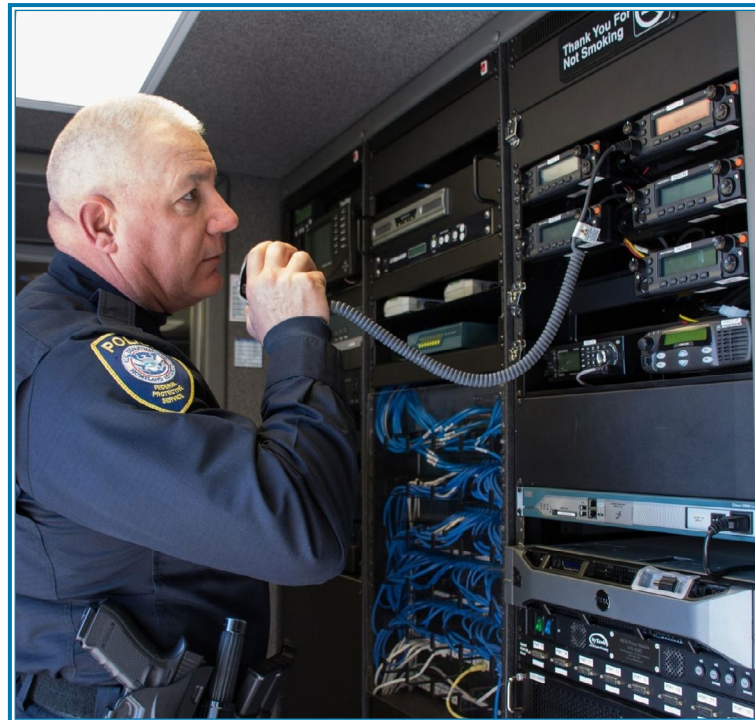
40 U.S. Code § 1315

Operating Environment

FPS’s operating environment is fluid and continues to rapidly evolve. The ongoing pandemic has forever reshaped the nature of “going to work,” and as a result, how the government provides its services. Many federal employees will have the option to work from places other than a traditional federal building – and that workplace flexibility makes law enforcement jurisdictional assessments with the Office of General Counsel as well as communication and coordination with federal, state, and local partners more important than ever. FPS’s building portfolio is likely to change. We expect to be protecting smaller facilities that are dispersed across a greater footprint, with less employee and visitor traffic.

Emerging threats to critical infrastructure, both cyber and physical, are becoming increasingly complex and dangerous. Over the past decade, globalization and the increased commonality of information system and communication networks have facilitated harmful cyber attacks from adversaries, foreign governments, terrorist organizations, criminal syndicates, disgruntled employees, lone actors, and “hacktivists” with malicious intent. Much like a physical attack, cyber attacks are alternative access points for hostile actors to carry out the intended mission; to destroy critical infrastructure, disrupt overall operations, and endanger lives. Federal facilities are much more vulnerable to cyber attacks due to the growing interconnectedness of industrial control systems (ICS) and the increasing dependency on the interconnection of computing devices embedded in everyday objects (Internet of Things – IoT).

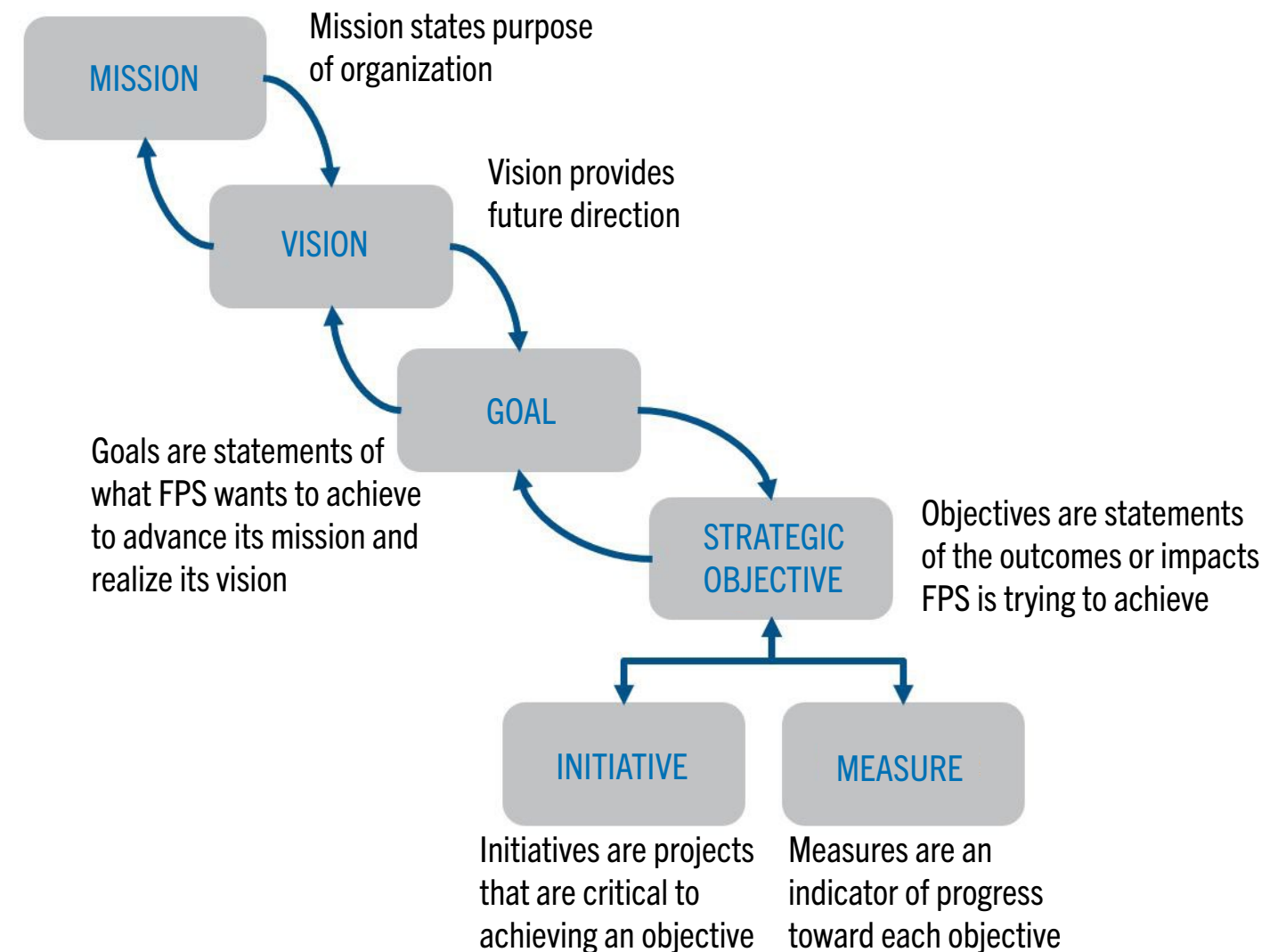
Compounding the technological complexity that FPS faces is the evolving societal dimension. Public perceptions of trust, their security and who is responsible for protection vary widely across the Nation. Although a nation-wide force, FPS responds to situations that are unique to a specific locality. We have a responsibility to understand the localities in which we operate to assure public trust. Additionally, we will be required to forge different partnerships with the private sector, state and local governments, and our federal colleagues, especially when called upon to support national priorities.



Strategic Plan Function and Structure

FPS faces an increasingly complex environment where emerging threats push us to learn and adapt to new challenges. This plan establishes the current state and defines how we will move forward in the coming years.

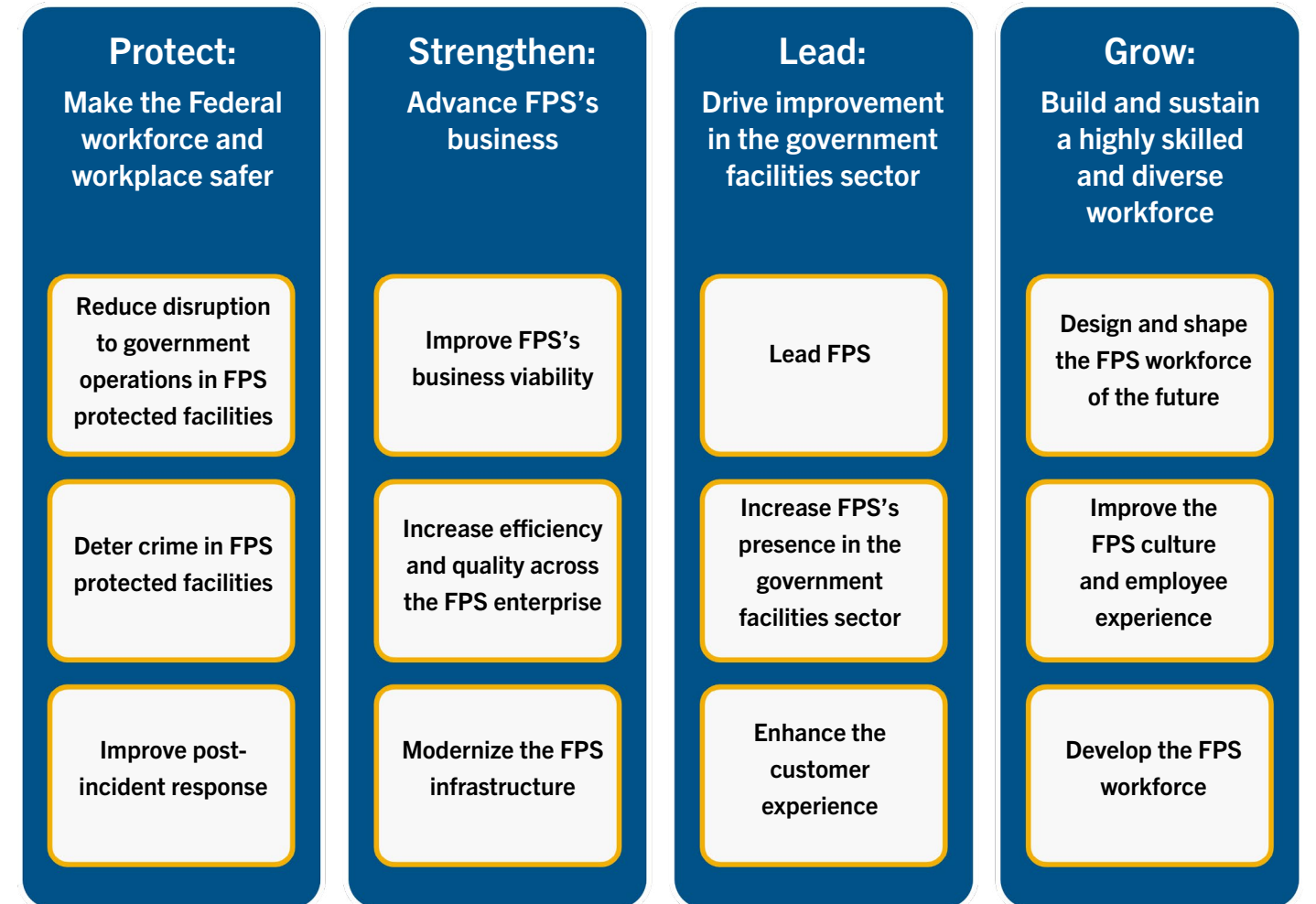
Below is a depiction of the strategic framework used in developing this plan. The framework consists of six elements (mission, vision, goals, objectives, initiatives, and measures). The mission, vision, and goals establish the future direction of the agency. The goals are supported by measurable objectives that describe the outcomes we want to achieve. We close strategic gaps with initiatives and track our performance through measures. Initiatives are efforts that FPS must work collaboratively across the Agency to close gaps and overcome barriers to realizing our objectives. Our mission, vision, goals, and objectives should remain stable for the life of the plan, while plan implementation will evolve, allowing us to remain agile as our environment and priorities shift.





Strategic Goals and Objectives Overview

FPS has four strategic goals, **Protect**, **Strengthen**, **Lead**, and **Grow**, supported by 12 strategic objectives that describe the outcomes serving as FPS's focus for the duration of this plan. Accomplishing these goals and objectives requires FPS to move forward in a collaborative, integrated fashion, and every FPS employee has both a role and responsibility in doing so.



For each goal, we provide a narrative with a supporting summary table. We define each goal and describe the intent of each supporting objective. The initiatives for each objective identify the challenges we face, and the integrated efforts FPS will take to meet those challenges. The measures are areas of performance on which we plan to focus in year one of the plan*. Senior leaders will be able to continually monitor the overall progress of goals and objectives through an executive view of the measures for each goal. Some strategic objectives are more mature and ready to track performance whereas some are aspirational and will have more initiatives.

**Many of the measures shown in the following tables are proposed and will need to be further developed and implemented.*

Protect: Make the Federal Workforce and Workplace Safer

Goal Definition: FPS will leverage its law enforcement authorities and protective security capabilities to ensure the safety of the U.S. Government workforce, their visitors, and the places they work.

Objective 1.1: Reduce disruption to government operations in FPS protected facilities

We will prevent incidents that threaten the government workforce and the continuity of government by enhancing our intelligence-led and public order policing capabilities.

Initiatives

Our frontline workforce includes law enforcement officers (LEOs) and protective security officers (PSOs) who put themselves in harm's way to protect FPS protected facilities. To reduce disruption to government operations in protected facilities, FPS must excel at its screening and access control operations, adapt to emerging threats, use protective intelligence to improve decision-making at all levels, and modernize the way we respond to protests and demonstrations for and respond to protests and demonstrations.

Measures

The best indicators that FPS is reducing disruption to government operations in FPS protected facilities are facilities open for business without criminal activity.

Objective 1.2: Deter crime in FPS protected facilities

We will reduce all types of criminal activity, from domestic terrorism to property vandalism by vigilantly deploying integrated law enforcement capabilities.

Initiatives

To reduce criminal activity, FPS must continue to strengthen its ability to make physical, technical, and cyber countermeasure recommendations, become more mobile and visible, and increase the use of data analytics to make deterrence decisions.

Measures

The measures for this objective focus on the success of the countermeasure program and ability to deter all levels of crime.

Objective 1.3: Improve post-incident response

We will improve our ability to investigate incidents in support of successful prosecution and conviction, where appropriate.

Initiatives

FPS will continue benchmarking best practices with federal law enforcement agencies to improve our standard processes. Our law enforcement specialists and criminal investigators will leverage technology and build their investigative skills to continuously improve the quality of investigation outcomes.

Measures

Our performance measure for this objective focuses on reducing the amount of time it takes to close an investigation.

Goal 1: Protect Make the federal workforce and workplace safer		
Objectives	Initiatives	Measures
Objective 1.1: Reduce disruption to government operations in FPS protected facilities	1.111: Mitigate risk through the effective use of PSOs in screening and access control operations. 1.112: Redesign FPS protective intelligence program to improve decision-making across all lines of operations. 1.113: Modernize and improve the FPS management of public order policing to safely prepare for and respond to protests and demonstrations.	1.1M1: Facility availability in hours (individual + all FPS-protected facilities) 1.1M2: % FPS-protected facilities with no reported criminal incidents
Objective 1.2 Deter crime in FPS protected facilities	1.211: Design and implement advanced countermeasures to deter emerging threats. 1.212: Develop a common operating picture (COP) that provides real time situational awareness across FPS by extracting and integrating information from across DHS.	1.2M1: % FPS-protected facilities with no countermeasure deficiencies 1.2M2: Crime Deterrence Index
Objective 1.3 Improve post-incident response	1.311: Improve the investigation process and establish supporting capabilities.	1.3M1: Average time to close an investigation

Strengthen: Advance FPS's Business

Goal Definition: FPS will apply sound business practices to deliver high quality law enforcement and protective services in the most efficient way possible, with an enduring commitment to fiscal responsibility.

Objective 2.1: Improve FPS's business viability

We will maintain fiscal discipline and a balanced budget by establishing a business model that funds both operating expenses and long-term capital investment.

Initiatives

As a fee for service organization, FPS's primary source of revenue originates from security fees charged to federal agencies for protection of their facilities. As a law enforcement agency within the DHS mission space, we are often called on to respond in times of crisis. FPS's revenue does not provide adequate funds to effectively support our clients, respond to additional operational requests, and undertake essential infrastructure investments to modernize both our operational and business capabilities. FPS will develop and implement a business model and supporting financial management system that provides complete and transparent accounting of revenue and expenses, allows FPS to deliver maximum impact with available resources, and enhances the financial acumen of each employee as a steward of public funds.

Measures

Our performance measures for this objective focus on our fiscal health at a given time as well as our ability to forecast revenue and expenses.

Objective 2.2: Increase efficiency and quality across FPS

We will deliver efficient, high quality services by optimizing internal processes.

Initiatives

FPS must continue to build on its established success while finding process and organizational efficiencies. We must also continue to leverage automation wherever possible to increase productivity and allow our people to do work only a person can do. Finally, we are committed to delivering quality to our customers, stakeholders, partners, and workforce.

Measures

Measures for Objective 2.1 will track efficiency and quality efforts across the Agency.

Objective 2.3: Modernize the FPS infrastructure

We will advance our technology, organizational and governance infrastructure by making strategic investments, and leveraging partner capabilities.

Initiatives

FPS will take an enterprise approach to infrastructure improvement. When investing in technology, to advance both operational and mission support capabilities, we will be strategic, leverage partner innovation, and prioritize our investment to realize maximum benefit from every dollar.

Measures

Objective 2.3 is a long-range objective that is initiative-focused with no year one measures.

Goal 2: Strengthen Advance FPS's business		
Objectives	Initiatives	Measures
Objective 2.1: Improve FPS's business viability	2.111: Develop and implement a business model and supporting financial management system that provides complete and transparent accounting of revenue and expenses, allows FPS to deliver maximum impact with available resources, and enhances the financial acumen of each employee as a steward of public funds.	2.1M1: Current fiscal health 2.1M2: Future fiscal health
Objective 2.2 Increase efficiency and quality across the FPS enterprise	2.112: Improve FPS's high-value processes, starting with hiring.	2.2M1: Efficiency Index: 2.2M2: Quality Index:
Objective 2.3 Modernize the FPS infrastructure	2.311: Prioritize and resource FPS's future mission needs by establishing a Requirements Council and implementing a strategic, long range planning, programming, budgeting, and execution (PPBE) process. 2.312: Adapt an organizational framework that meets FPS's mission needs 2.313: Establish an architecture that supports evidence-based decision-making and the creation of a learning environment throughout FPS. 2.314: Develop and implement a robust infrastructure sustainment plan aligned with the Fiscal Year Homeland Security Plan (FYHSP).	TBD

Lead: Drive Improvement Across the Government Facilities Sector

Goal Definition: FPS will lead the government in protecting federal facilities. We will lead our organization, the sector, and our stakeholders; strategically partnering to leverage technology, set standards, and provide exceptional service, advice, and guidance.

Objective 3.1: Lead FPS

We will provide clarity and guidance to our workforce, and empower every employee to demonstrate leadership, ownership & accountability.

Initiatives

To fulfill our responsibility to the government facilities sector, we must first lead ourselves by providing every employee with the tools and support they need to achieve our mission. In addition, we must foster a climate where operational regions and mission support offices take initiative based on clear, purposeful guidance. We want every member of the FPS to be empowered to act, even when circumstances are unclear, unusual, and unplanned.

Measures

We will use indices derived from Federal Employee Viewpoint Survey (FEVS) questions to assess how well FPS is achieving objective outcomes. We may also query our employees more frequently to gather targeted information related to specific areas of improvement.

Objective 3.2: Increase FPS's presence in the government facilities sector

We will intensify our strategic engagement across the sector, identifying outreach & partnership activities to enhance, develop, and leverage best practices & technologies.

Initiatives

As the co-lead of the Government Facilities Sector, FPS assumes significant responsibility to set standards and train other organizations. As the Department's expert in facilities protection, FPS has a responsibility to advance and contribute to technological and procedural advancements for all organizations involved in the safety and security of the more than 113,000 facilities used by the government.

Measures

Our year 1 measure for Objective 3.2 will focus on the external training we provide to our partners.

Objective 3.3: Enhance the customer experience

We will deliver an exceptional experience for our customers by reliably executing our protection mission and providing expert recommendations that ensure safe and available people and facilities.

Initiatives

FPS is committed to providing exceptional customer service to both current and future customers. Our voice of the customer (VOC) survey provides us important data to pinpoint areas of improvement most impactful to our customers.

Measures

We will continue to use our Voice of the Customer (VOC) survey, a Government Performance and Results Act Modernization Act (GPRAMA) measure to assess the customer experience.

Goal 3: Lead Drive improvement across the government facilities sector		
Objectives	Initiatives	Measures
Objective 3.1: Lead FPS	3.1I1: Develop and implement a leadership development program that will ensure FPS supervisors at all levels can support workforce development and drive operational effectiveness.	3.1M1: FEVS leaders lead index 3.1M2: FEVS managers communicate index
Objective 3.2 Increase FPS's presence in the government facilities sector	3.2I1: Develop and implement a strategic engagement plan that integrates efforts across FPS.	3.2M1: External engagement activities and satisfaction
Objective 3.3 Enhance the customer experience	3.3I1 Develop and implement a customer relations management implementation plan to address gaps identified in VOC survey.	3.3M1: FPS Voice of the customer (GPRAMA Measure)

Grow: Build and Sustain a Capable and Diverse Workforce

Goal Definition: FPS will nurture and sustain an empowered and inclusive workforce that is properly staffed, resourced, and trained.

Objective 4.1: Design and shape the FPS workforce of the future

We will meet future mission needs by planning for and staffing a capable, diverse, and committed workforce.

Initiatives

FPS requires a workforce that is robust, agile, tech-savvy and engaged. We must improve the way we recruit and hire today and be ready to adjust our workforce mix to meet future mission needs.

Measures

Measures for objective 4.1 will help us maintain visibility of our workforce diversity and track health of our workforce against mission requirements.

Objective 4.2: Improve the FPS culture and employee experience

We will continually evaluate and improve our employee value proposition and organizational culture to support employees and increase their involvement, commitment, and performance.

Initiatives

FPS aspires to be an employer of choice in the federal law enforcement community. The quality of every employee's relationship with FPS is critical to engaging and retaining our workforce. We are committed to an employee experience where every employee feels valued, has purpose, and is committed to FPS's mission.

Measures

In addition to using FEVS data to track our employee experience performance over time, we may also query our employees more frequently to gather more frequent data and target specific areas of improvement.

Objective 4.3: Develop the FPS workforce

We will train, educate, and mentor our valued employees and provide them opportunities to progress as professionals.

Initiatives

FPS's operational workforce is required to perform a wide range of functions, from responding to and investigating incidents, to maintaining excellent customer relationships with facility lessees, to understanding and advising on complex technical issues. Our mission support staff must both

understand the complexities of our daily operations while performing their business functions. They must also overcome daily challenges which may include a lean staff, dated technology, and rapidly changing requirements. Everyone in FPS must understand how they and their colleagues collectively contribute to our mission. We are committed to professional development for all our employees in all areas, to include advanced policing techniques, business acumen, and interpersonal skills as well as areas that enhance our ability to harness and profit from technology.

Measures

Objective 4.3 is a long-range objective that is initiative-focused with no measures for year one.

Goal 4: Grow Build and sustain a capable and diverse workforce		
Objectives	Initiatives	Measures
Objective 4.1: Design and shape the FPS workforce of the future	4.1I1: Leverage all appropriate hiring authorities and flexibilities to increase FPS's available talent pool. 4.1I2: Aggressively pursue law enforcement retirement benefits for all eligible employees. 4.1I3: Evolve FPS's strategic human capital planning process to meet future mission needs.	4.1M1: Workforce diversity profile 4.1M2: Attrition rate 4.1M3: Vacancy rate
Objective 4.2 Improve the FPS culture and employee experience	4.2I1: Continually engage the workforce to improve the employee experience.	4.2M1: Employee experience index
Objective 4.3 Develop the FPS Workforce	4.3I1: Invest in and expand training and development opportunities. 4.3I2: Create awareness and development opportunities to advance Field and HQ employee's understanding of each other.	TBD

Goals Alignment to DHS

The FPS strategic goals align to the U.S. Department of Homeland Security’s Strategic Plan for Fiscal Years 2020-2024 as shown in the table below.

Department of Homeland Security	Federal Protective Service			
	Goal 1: Protect Make the Federal Workforce and Workplace Safer	Goal 2: Strengthen Advance FPS’s Business	Goal 3: Lead Drive Improvement Across the Government Facilities Sector	Goal 4: Grow Build and Sustain a Capable and Diverse Workforce
Goal 1 Counter Terrorism and Homeland Security Threats				
Goal 2 Secure U.S. Borders and Approaches				
Goal 3: Secure Cyberspace and Critical Infrastructure				
Goal 4: Preserve and Uphold the Nation’s Prosperity and Economic Security				
Goal 5: Strengthen Preparedness and Resilience				
Goal 6: Champion the DHS Workforce and Strengthen the Department				

Strategy Implementation and Communication

This strategic plan is a living document. FPS commits to continuously implementing this plan over the next five years to achieve our stated outcomes. We know that the strategic environment and national priorities can shift over the five-year period; therefore, we will be agile and adapt to change by adjusting our measures and initiatives.

To ensure a cohesive and dynamic strategy, FPS will design its implementation and communication activities around the four principles shown below.

Alignment: This strategic plan is for everyone in the Agency. FPS will communicate this plan throughout the workforce and take steps to make implementation everyone’s responsibility.

Performance Management: FPS has identified a set of strategic measures and initiatives important to our strategy’s implementation. Initially, we plan to gather performance data and set targets for measures that are most critical to the plan’s success. We will also develop plans for resourcing and executing the strategic initiatives, starting with the most urgent priorities and initiatives that will deliver the greatest return.

Continuous review: Organizations do what leaders track. We will regularly review implementation progress to identify successes, understand barriers, shift resources, and provide continual implementation clarity and guidance.

Data: FPS continues to improve its use of data. To understand the status of this strategy implementation, we will have a common way and location to gather, store, and share data.





FPS Code of Conduct

At all times, all FPS employees will:

- **Fulfill the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession;**
- **Respect and protect human dignity and maintain and uphold the human rights of all persons;**
- **Conduct themselves in a professional, courteous, and respectful manner and not take improper advantage of their position;**
- **Act honestly, fairly, ethically, and with integrity;**
- **Bear in mind that they are representing FPS, DHS, and the Federal Government in all of their work, and work diligently to serve the best interests of FPS, DHS, and the Federal government;**
- **Act in a manner that not only maintains, but enhances, the reputation of FPS, DHS, and the Federal Government; and,**
- **Foster and maintain a healthy culture of high ethical standards, diligence in fulfilling professional obligations, and support to the FPS mission.**

FEDERAL PROTECTIVE SERVICE

FPS



Strategic Plan

For more information: FPS-Public.Affairs@fps.dhs.gov