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09/23/2024

CBP-FO-2023-088960

This is a final response to your Freedom of Information Act (FOIA) request to U.S. Customs and Border Protection (CBP) for a copy of the CBP OIT (Office of Information Technology) 2018 Strategic Plan

CBP is granting your request under the FOIA, Title 5 U.S.C. § 552. After carefully reviewing the responsive documents, CBP has determined that they are approved for release in their entirety, no deletions or exemptions have been applied.

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. See 5 U.S.C. 552(c). This response is limited to those records that are subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

You may contact CBP's FOIA Public Liaison, Charlyse Hoskins, by sending an email via your SecureRelease account, mailing a letter to 90 K St, NE MS 1181, Washington DC, 20229 or by calling 202-325-0150. (If you need telecommunication relay service (TRS) assistance to communicate with the CBP FOIA Office and you are in the United States, please dial 711 to obtain TRS assistance and notify the Communications Assistant that you want to contact the CBP FOIA Office at the telephone number (202) 325-0150). The FOIA Public Liaison is able to assist in advising on the requirements for submitting a request, assist with narrowing the scope of a request, assist in reducing delays by advising the requester on the type of records to request, suggesting agency offices that may have responsive records and receive questions or concerns about the agency's FOIA process. Please notate file number CBP-FO-2023-088960 on any future correspondence to CBP related to this request.

Please note that this message has been sent from an unmonitored e-mail account. Any messages sent to this account will not be read.

Sincerely,

U.S. Customs and Border Protection



U.S. CUSTOMS AND BORDER PROTECTION
OFFICE OF INFORMATION AND TECHNOLOGY

STRATEGIC PLAN



U.S. Customs and
Border Protection



Phil Landfried

*Assistant Commissioner, Office
of Information and Technology*

MESSAGE FROM THE ASSISTANT COMMISSIONER

I am pleased to present the U.S. Customs and Border Protection (CBP) Office of Information and Technology (OIT) Strategic Plan. As the largest Information Technology (IT) organization in the Department of Homeland Security (DHS), CBP OIT plays a vital role in protecting and supporting our national security and prosperity. We are uniquely positioned to support the front lines in an ever-changing and challenging security environment where technology will accelerate mission results.

OIT is a key partner in delivering on the CBP mission and provides mission-critical capabilities to support around-the-clock operations. OIT must anticipate rapidly evolving mission needs to provide reliable and secure capabilities and services. With this Strategic Plan, we present a clear vision that enables us to effectively work with mission partners and industry to meet advanced and emerging threats that directly challenge our nation's borders. We are improving our ability to anticipate and adapt to changes, and our Strategic Plan serves as a guide in navigating this complex operating environment.

As we developed this Strategic Plan, we aligned our goals and objectives with the priorities of the CBP Commissioner to fully support and enhance our operational capabilities. We also received valuable input from our mission customers, members, and leaders within OIT and across the agency.

This plan aligns OIT to meet mission and workforce needs by integrating the capabilities of our people, culture, processes, and technology. We have identified and addressed areas that unify our organization, outline our priorities in the face of difficult mission challenges, and guide us toward our organizational aspiration of "One OIT."

The CBP OIT Strategic Plan reflects the important and critical work of our dynamic and essential organization. I am committed to ensuring that our nation always receives the best from us, and this mission-driven and focused plan puts us on a path that enables OIT to work together to deliver secure and reliable capabilities faster than ever before.

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INTRODUCTION

I. ORGANIZATIONAL OVERVIEW

U.S. Customs and Border Protection (CBP), America's largest Federal law enforcement agency, is chartered to simultaneously execute two vital missions: 1.) Ensuring that the United States remains safe from potential threats by enforcing the nation's border regulations, and 2.) Facilitating the lawful trade of more than two trillion dollars of annual commerce. These missions require CBP to serve as America's front line and demand that all members of the organization serve the nation with vigilance and integrity.

Being responsible for multiple crucial, but often disparate, roles demands a responsive and flexible Information Technology enterprise and workforce that enables frontline operators and mission support personnel to do their jobs efficiently and effectively. CBP's Office of Information and Technology (OIT) enables the timely exchange of data and communications for an enterprise of 65,000 users—in addition to thousands of external law enforcement and trade partners and tens of millions of individual travelers.

OIT is currently organized along seven functional directorates that either serve distinct mission areas (Cargo Systems, Passenger Systems, Border Enforcement and Management Systems, and Targeting and Analysis Systems) or serve distinct functions for the enterprise at large (Enterprise Data Management and Engineering, Enterprise Networks and Technology Support, and Field Support). Several cross-cutting functions (Cybersecurity, Transformation Support and Management, Financial Management, Workforce Management, Acquisition, Emerging Technologies Group, and the Chief of Staff Office) support these directorates.

Together, these organizations—and their leaders—must balance the daily challenges of delivering consistent access to networks and securing data with the development of game-changing technologies that address CBP's needs while managing budget, risk, acquisition, and workforce considerations.

ON A TYPICAL DAY, OIT'S WORK ENABLES CBP TO:

- Process more than **ONE MILLION** people through 328 ports of entry
- Process over 76,000 containers of cargo
- Seize over 5,800 pounds of narcotics
- Refuse 592 inadmissible persons from entering
- Arrest 21 individuals wanted for serious crimes

ON A TYPICAL DAY, OIT:

- Enables 40 **BILLION** daily data exchanges between the U.S. government and entities around the world
- Processes 1.5 **MILLION** e-mails across the agency
- Manages over 7,200 servers across the globe
- Facilitates 8.5 **BILLION** user-initiated database queries

II. STRATEGIC ALIGNMENT

This Plan describes OIT’s approach and vision to support CBP’s efforts to protect the American people and the national economy while safeguarding and managing the United States’ air, land, and maritime borders. OIT is directly accountable for accelerating the pace of incorporating new technologies and innovations and getting them to the front line. Accomplishing these goals requires OIT to do its part in building a shared CBP culture, investing in the people who serve the country with passion, and positioning CBP for near and long-term success. Along the way, OIT must ensure that these services are well-integrated with those of our partner functions in CBP’s Enterprise Services (Finance, Human Resource Management, Training and Development, Facilities and Asset Management, Programming, Accountability, and Acquisitions) to efficiently meet mission needs.

As part of DHS, OIT must align its strategy to the Secretary’s mission and information technology priorities. OIT enables CBP to meet DHS’ goals of securing and managing American borders (through air, land, and sea) and safeguarding and expediting lawful trade and travel. A critical department priority is to address systemic and catastrophic cybersecurity risk through timely communications between national security entities and industry partners. OIT must do its part to enable the DHS IT sector to confront all potential threats.

Finally, the December 2017 National Security Strategy identifies in its first Pillar the need to protect the American people and the homeland by securing the nation’s borders. This strategy speaks directly to the importance of advanced technologies that enhance border security. The OIT Strategic Plan is designed to meet each of these strategies.



III. OPERATING ENVIRONMENT

OIT operates in an environment that imposes significant requirements and constraints and demands meticulous planning for the challenges it faces. These include the diverse mission needs and geographic dispersion of OIT's customers, budget considerations at both the federal and agency level, and technological requirements to resiliently collect, store, and disseminate information.

The CBP's frontline mission is global and constant. OIT's systems and support services must be available whenever an officer, agent, or other CBP employee or partner needs them. More than internal inconveniences, service disruptions create potential security risks and tangible disruptions to the nation's \$2.4 trillion economic supply chain. OIT must deliver services to some of the most remote areas of the United States and abroad, with an ever-increasing need for mobile, operator-friendly tools that use data-rich services. These modern systems tax current infrastructure and demand sophisticated analytic capabilities.

CBP's mission brings natural adversaries who target IT systems with cyber-attacks. OIT must stay ahead of threats by developing innovative and reliable tools that disrupt criminal activity and defend against external attacks while continuing to present relevant data to CBP employees and partners.

OIT's internal, program-based funding structure complicates its ability to obtain and manage funding to operate and improve services. This structure independently prioritizes program requirements, and IT needs – specifically enterprise-level IT needs – receive less attention than they demand.

Finally, these challenges form a workforce environment that places incredible demands on OIT's people. The workforce must understand critical and evolving mission needs and create technology solutions for an intense, ever-changing, and 24/7/365 environment. In a highly competitive market for federal IT talent, OIT must be a preferred place for professionals to work and grow.

**"FOR CBP, THE USE OF TECHNOLOGY IN THE BORDER ENVIRONMENT IS AN INVALUABLE FORCE MULTIPLIER THAT INCREASES SITUATIONAL AWARENESS."
— KEVIN MCALEENAN, CBP COMMISSIONER**

IV. VISION

OUR VISION

We deliver all core information technology capabilities for CBP, meeting mission requirements for availability and reliability. We put secure data, tools, and processes in the hands of the frontline operators and mission support personnel to support rapid decision making.

Our customers and partners seek us out for our collective and shared understanding of mission needs, innovation mindset, technical leadership, and customer service excellence to help them find, field, and scale solutions to meet their current and emerging needs.

Our people build and operate optimized platforms, including cloud and mobile, and use efficient enterprise IT tools to enable the continuous building and deployment of secure mission capabilities. We discover, encourage, and implement emerging and innovative technologies to help CBP address complex, global mission threats.

V. OUR VISION IN PRACTICE

To develop and enhance solutions, we continually advise our customers on the state of emerging technology solutions that could improve their mission and business activities. OIT personnel are trusted partners of CBP's front line and support personnel. They know the intrinsic, unspoken needs of our customers, are experts in technology solutions and the vendors that provide them, and are skilled in problem-solving techniques to overcome obstacles.

As vital as our systems and supporting activities are, our customers learn not to even think about them while they are focused on their critical tasks. Our systems and tools are always available and reliable, providing the information and insight they need to do their jobs all the time, everywhere. OIT systems are as reliable as every other piece of equipment officers, agents, and other CBP employees use to do their jobs.

To achieve this capability, we invest in our people to improve their skills, work environment, and the overall capacity of our people to perform their work. Our people know what skills and outcomes are expected from them. We empower them to develop their capabilities and we hold them accountable for performance. As a desirable place to start and continue a career, OIT attracts highly skilled and motivated people who continuously learn from industry leaders, partners, and each other.

As a collaborative and transparent organization, our people are empowered and expected to speak up. They take appropriate risks, work across organizational structures, and demonstrate the initiative and innovation needed to stay ahead of our customers' needs. We work as one team to provide the resources, insight, and executive guidance necessary to support our customers, solve problems, and enhance the collective work experience of our people.

GUIDING PRINCIPLES

Collaboration: We work best when we work together, partnering with our customers, industry, and across CBP to share insights, spur innovation, and collectively meet the mission challenges

Mission Focus: We strive to increase our individual and collective understanding of the mission needs of frontline and mission support personnel, proactively helping them understand how technology can support their needs

Resilience: Change is constant, and OIT embraces these changes. As mission needs and technologies evolve, we continually adapt our own approaches to deliver mission value through modern, secure, resilient, and scalable technologies and methods

STRATEGIC GOALS AND OBJECTIVES

The OIT Strategic Plan outlines four Strategic Goals supported by twelve Strategic Objectives that represent the changes—to our culture, our people, how we engage with our partners, and how we deliver our solutions—that we have committed to implement and integrate into our operations to achieve our vision.

These goals are further enabled by eight future state capabilities. While the vision describes our aspirations and goals describe our focus, these capabilities describe fundamental areas where OIT must excel. Our goals create a framework to build these capabilities through improved processes, more empowered and capable people, and new technology solutions that deliver customer value and enable OIT to perform critical tasks.

Clearly identifying and understanding these capability needs enables OIT to look for best practice models in the public and private sector, engage industry in focused dialogues, and clearly communicate expectations to our workforce.

FUTURE STATE CAPABILITIES

1. Rapid Mission Capability Delivery
2. Analytics and Emerging Technology
3. Scalable Infrastructure
4. Strengthened Cybersecurity Posture
5. Workforce of the Future
6. Efficient and Effective Enterprise Management
7. Relationship Management
8. Customer Service Culture



“When talking to our people, partners, and customers, I want everyone to speak as if they are sitting in my seat—to own the problem and work across the lines to represent what is best for OIT and CBP.”
– Phil Landfried, Assistant Commissioner and Chief Information Officer

GOAL 1: MAKE “ONE OIT” A REALITY

We are one organization. “One OIT” reflects our common culture, the way we work together, and our shared understanding of CBP and OIT’s priorities and values. We project a single, consistent, and transparent image and speak with one voice to build trust with our stakeholders.

Objective 1.1: Operate as a single, transparent organization

Objective 1.2: Live a unified, mission focused culture

Objective 1.3: Strengthen our brand and tell our story



Make "One OIT" a Reality

OBJECTIVE 1.1: OPERATE AS A SINGLE, TRANSPARENT ORGANIZATION

Our current system-based organizational structure and mode of operating unintentionally compartmentalize our efforts. This structure allows us to focus on specific technology solutions that satisfy direct requirements from customers, but it impedes our ability to implement enterprise-level processes and tools that would dramatically improve our ability to deliver on strategic requirements, manage our budget, and more efficiently allocate resources.

We will act as "One OIT"—reaching across organizational lines as a common practice to ensure all groups are aware of and engaged in supporting the best result for our customers. We will improve our governance, risk management, and communications frameworks to better facilitate OIT decision-

making from an enterprise perspective. We will further support program business needs to effectively fund critical investments, remove duplication of effort, and reduce unnecessary spending. Transparency in our decision-making process is critical to help our teams and customers



understand the broader implications of these choices and to make them in a collaborative way.

By overcoming organizational boundaries, reducing duplicative efforts, and aligning our future state technology portfolio to business needs, we will focus our energy and resources on deploying optimized solutions that meet the most mission critical requirements while increasing transparency to leadership, our people, partners, and the rest of CBP.





Make "One OIT" a Reality

OBJECTIVE 1.2: LIVE A UNIFIED, MISSION FOCUSED CULTURE

OIT must create a culture of inclusion and communication that fosters the sharing of information, resources, best practices, and opportunities to streamline processes. Operating as "One OIT" enhances collaboration and camaraderie among our people, enables OIT to benefit from our collective capabilities, and builds an environment that attracts and retains high-performing team members and leaders.

We recognize that an uneven connection between our leadership and our workforce disrupts our ability to achieve a common mindset and united identity. OIT leadership is committed to breaking down the organizational silos that inhibit our ability to share information and create the best operational solutions. Working together as one cohesive team will bolster our ability to carry out our mission and support our customers.

To develop this culture, directorates will communicate and collaborate regularly with other teams in OIT, enabling us to collectively understand our priorities, abilities, and activities. We will initiate information sharing efforts with dual-directional communications, so the workforce feels empowered to communicate up, down, and across the organization. These efforts will include both in-person forums and use of virtual communication tools.

Other means of formalizing resource-sharing opportunities, such as OIT Temporary Duty postings, mentoring across teams, and idea sharing, will be implemented to foster a common sense of identity and a better understanding of the many considerations that affect our daily work and inform difficult resource decisions.

Efforts to sharpen focus on the mission have already begun, and employees who are passionate about their mission and the greater mission of CBP are already supporting these efforts. Developing a unified culture will optimize our support for CBP by allowing us to quickly and flexibly respond to the needs of the mission.

"I am inspired by helping create tools and technologies that do the job better for the people in the field." – OIT Team Member





Make "One OIT" a Reality

OBJECTIVE 1.3: STRENGTHEN OUR BRAND AND TELL OUR STORY

In many ways, OIT's diverse systems are the face of CBP to the traveling public and trade community, and they are the backbone on which CBP personnel perform their work, 24 hours per day, 7 days per week. Our accomplishments are notable and should be celebrated. By intentionally highlighting and celebrating our contributions and successes, we can strengthen our brand and achieve the goal of becoming "One OIT." Our brand must be fully integrated in everything we do, so we speak with one voice, enhance our credibility, and complement the "One CBP" culture.

We will use existing and new communication platforms to share important priorities and innovative accomplishments and better illustrate our value and importance to CBP. We will roll out specific OIT-branded templates and communications and normalize OIT's internal CBPnet Intranet site to remove the appearance that each directorate is their own organization. Improved and consistent branding on these platforms sends a message of unity to our customers and enhances collaboration among our own teams by making information on directorates' and divisions' programs, roles, and responsibilities easier to find.

We will create an enterprise dashboard to provide a consistent and common view of OIT priorities and milestones, enabling us to speak with one voice to our internal and external stakeholders.

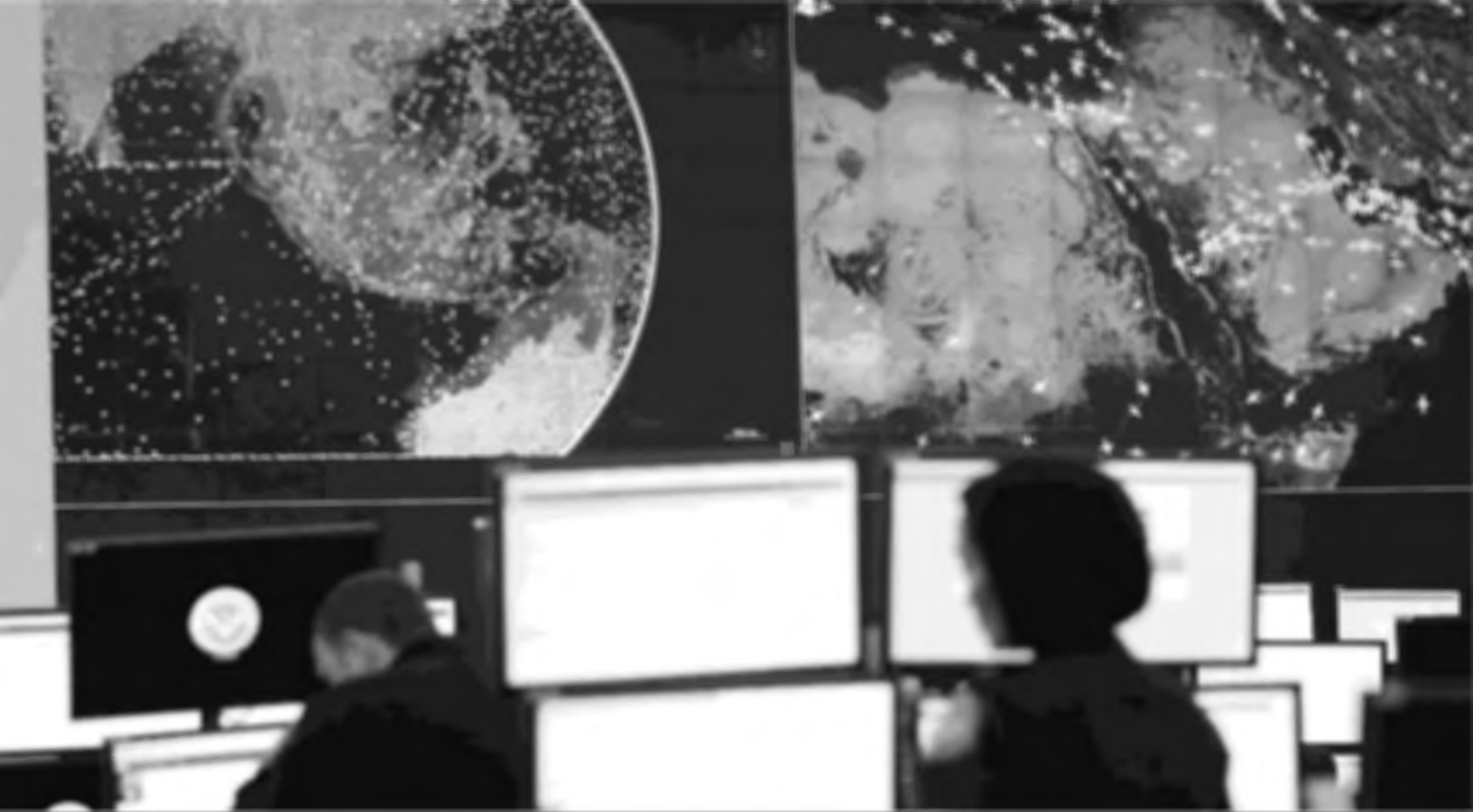
Finally, we must institutionalize how we tell the story of our services and accomplishments to each other by highlighting teams that worked together and their impact on mission success—and tell these stories repeatedly. Doing so will ensure that OIT members who do not regularly interface with mission operators can better understand how they support CBP's mission.

We must be our own champions and promote our story to CBP's workforce, partners, the public, and to each other. Operating as "One OIT" complements our strong mission focus and better communicates our critical role.

Success Story

The Reporting Offsite Arrival – Mobile (ROAM) app, which the Targeting and Analysis Systems, Passenger Systems, and Emerging Technologies Groups developed with mission partners, provides an option for boaters to remotely report entries to CBP via their personal smartphone or a tablet. Work that used to take an officer 20 to 30 minutes to execute can now be completed in less than a minute. In Spring 2018, the app was featured on the front page of CBP.gov, and it has been highly praised by users for its simplicity.





“Diversity of thought, background, and experience are critical to solving complex problems in today’s world.” – Brenda Smith, Executive Assistant Commissioner, CBP Office of Trade

GOAL 2: EMPOWER A SKILLED WORKFORCE

Our people are our strongest asset. We prepare the organization to meet future challenges and take responsible risks that improve CBP’s ability to execute the mission. We strengthen our technical, leadership, and management skills, and we hold ourselves accountable to our values and expectations.

Objective 2.1: Plan and train the workforce of the future

Objective 2.2: Build accountability from the top down

Objective 2.3: Champion open communications and responsible risk taking





Empower a Skilled Workforce

OBJECTIVE 2.1: PLAN AND TRAIN THE WORKFORCE OF THE FUTURE

OIT recognizes that technology doesn't deliver itself; *our people* deliver technology, and we must—and will—invest in them. Building on the “One OIT” goal, we will view and manage our workforce from an enterprise perspective, addressing the skills and mindsets necessary to meet CBP's current and long-term information technology needs.

We will take a holistic and forward-looking approach in supporting and managing our people. We will create and communicate a transparent workforce strategy that outlines how we will meet the career development needs of OIT's workforce. Our workforce plan will become our roadmap for hiring, retention, training, and career progression across OIT, and our strategy will ensure that OIT is staffed to meet its technology goals by adapting to new mission requirements and developing the workforce on pace with technical evolution.

We must also implement succession planning to mitigate the risk of losing critical skillsets and organizational knowledge. Without the right processes to transfer knowledge, OIT will not have adequate resources to execute IT delivery or build out internal capacity.

Guided by these plans and starting immediately, we will prioritize the development of the technical and non-technical competencies needed for success. We will train our people on the new skills needed to support both immediate needs and the technology of the future. We will improve programs that increase OIT's understanding of frontline issues and our ability to offer innovative approaches that link solutions to mission needs. For our executives, we will capitalize on CBP Leadership Institute courses and other development opportunities.

Achieving this objective will enhance our ability to deliver excellent service to customers while optimizing both workforce contribution and satisfaction.

Success Story

In the aftermath of Hurricane Maria, OIT's response was immediate and innovative. When extended Land Mobile Radio (LMR) circuit outages were experienced in the Ramey Border Patrol Sector, impacting ground communications, OIT's workforce used existing satellite service to re-establish LMR connectivity from the National Law Enforcement Communications Center (NLECC). This solution fully restored many services for multiple DHS components and was critical in helping the affected areas recover.





Empower a Skilled Workforce

OBJECTIVE 2.2: BUILD ACCOUNTABILITY FROM THE TOP DOWN

Our mission and our customers depend on effective IT solutions, and we must hold ourselves to high performance expectations at every level. OIT's leadership has heard our workforce's desire for more accountability of their leadership, and we will deliver. Our people should be able to trust that leadership decisions are fair, equitable, and transparent.

Building accountability means empowering people to be accountable for performance outcomes and to act independently. Our leaders set the standard for our organizational culture and our values through their guidance, behavior, encouragement of ownership, delegation of authority, and how they deliver on their own words and actions. Finally, we demand that leaders promote transparency across OIT.

A culture of high accountability breeds a virtuous cycle that benefits everyone; high accountability leads to trust, higher morale, enhanced engagement, and increased productivity. Empowering accountability also includes efforts that improve organizational clarity, communications, and skills. Our people will know what they are accountable for, how they fit into overall enterprise activities and targets, and how to access resources. A culture of transparency and frank, open communications anchors this mindset.

Increasing accountability may be uncomfortable for some, but it is a requirement that our customers and our people expect and deserve. Our responsibilities are too expansive to limit decision-making to a few. We must do more to authorize, train, and support leaders at all levels to take ownership of programs, people, and issues and make the right decisions. By working together to build accountability, we can improve performance while creating shared ownership of challenges, solutions, and accomplishments.

"Investing and focusing on developing our culture, supporting and building our workforce and its resiliency, and capitalizing on emerging technologies will help us deepen partnerships and enhance how we engage our stakeholders, for the traveling public and trade communities and others that we regulate or interact with." – Kevin McAleenan, CBP Commissioner





Empower a Skilled Workforce

OBJECTIVE 2.3: CHAMPION OPEN COMMUNICATIONS AND RESPONSIBLE RISK TAKING

With this Strategic Plan, and specifically this objective, we are prioritizing openness—openness in mindsets, openness in communications, and openness in actions. By giving employees the runway and a network to innovate and collaborate, we improve our performance while enhancing workforce engagement and satisfaction.

Our staff has communicated a strong desire for more communication and collaboration. To achieve this, we must create an environment that opens communication channels, including informal and horizontal communication networks that remove restrictions on the exchange of ideas and are unencumbered by hierarchy. These channels will more rapidly communicate risks, spread best practices, seed future opportunities for collaboration, and strengthen bonds among colleagues. Unifying the workforce has the added benefit of synchronizing our communication to stakeholders and improving our image across the agency.

Timely and accurate communication of bad news, alternative opinions, and emerging risks is imperative for a healthy and collaborative organization that is focused on delivering the best value for customers. As part of OIT's continued emphasis on transparency, leadership is, and must be, open to these communications.



Similarly, OIT needs to empower personnel at every level of the organization to operate as entrepreneurial actors, turning their good ideas into mission value. We encourage our people to take responsible risks when combined with transparent communication of approach, progress, and risks. If risks turn into issues, we must

encourage staff to quickly raise problems, “fail fast,” and recover. We acknowledge that great innovation comes through the bold actions of empowered individuals and organizations. Knowing that we do not have a monopoly on good ideas, OIT leadership will define and continue to refine the “decision space” to further empower our employees to do their jobs.





"With an integrated, comprehensive strategy of partnering with travelers, airports, and carriers, and accelerated adoption of new technologies. We have been relentless in incorporating innovations into our operations." – Kevin McAleenan, CBP Commissioner

GOAL 3: DRIVE COLLABORATION WITH CUSTOMERS AND PARTNERS

Our success depends on teaming with customers and partners. Understanding and respecting what each group brings, partnering with one another to co-create and deliver solutions, and setting and managing expectations enables us to deliver exceptional services to meet mission needs.

Objective 3.1: Proactively engage with mission leaders to create solutions

Objective 3.2: Deliver and measure exceptional service to customers

Objective 3.3: Engage industry and vendors as strategic partners





Drive Collaboration with
Customers and Partners

OBJECTIVE 3.1: PROACTIVELY ENGAGE WITH MISSION LEADERS TO CREATE SOLUTIONS

OIT's critical and integral role in the mission is clear. Proactively engaging with our mission and enterprise partners, from the planning and implementation of an IT solution to its fielding, operations, and maintenance, allows us to more quickly and effectively deliver the right solutions. Fostering such partnerships with mission leaders will better align our work to mission needs across the enterprise. These important partnerships also keep customers informed of new technological capabilities and opportunities, our operational environment, and our priorities, resulting in more collaborative business plans and decisions.

Mission customers express that they have strong working relationships with their OIT counterparts, which enables much of their success; however, there is a strong desire for more enterprise engagement to better understand shared mission needs and solutions. We must commit ourselves to regularly visit the field and deploy teams to evaluate how our solutions truly operate and function. We recognize the need to use forums that consistently bring CBP leaders together to discuss emerging mission needs, mitigate risks, and co-create strategies to resolve important technical issues. We also plan to increase our focus on proof of concept-type joint solutions with mission and mission support owners to more quickly evaluate new technologies and inform timely implementation decisions. This level of dialogue will transform how we collaborate and, eventually, our role from that of a customer service focused function to a more comprehensive, global enterprise services partnership.

We will provide clear and precise communications to our mission and enterprise customers with regular updates on our priorities and high-visibility OIT initiatives that impact and enable mission operations.

Success Story

Cargo Systems Program Directorate (CSPD) conducts bi-weekly nation-wide calls with their external trade partners to ensure they remain informed on new capabilities and have an available forum to discuss their issues and concerns. This cadence has fostered a trusted partnership with the trade community and provides CSPD with consistent feedback from its customer base. Facilitating this two-way dialogue helped provide trade partners with a well-received final release of the Automated Commercial Environment (ACE) system.





Drive Collaboration with
Customers and Partners

OBJECTIVE 3.2: DELIVER AND MEASURE EXCEPTIONAL SERVICE TO CUSTOMERS

At our core, we are an organization that delivers services and solutions that meet the urgent and long-term operational needs of our customers around the globe. Providing world-class service demands that we understand the missions we support, which is only possible if we transform OIT from a service delivery organization into a genuine mission partnership.

We must strive to deliver service excellence and improve the customer experience during every interaction. For many enterprise customers, their primary experiences with OIT—and our best chance to make a positive impression—happen when they have issues or service requests. We will improve our methods and procedures for providing service management to better set and communicate clear service levels and expectations with vendors and customers. We must also identify the *right* ways to measure customers' satisfaction with our interactions; building more consistent feedback channels that bring both data and personal perspectives into OIT will enable us to apply feedback to our application development and self-service improvement efforts.

At the macro level, we have opportunities to be transformation agents when solutions are rolled out that affect the whole enterprise, such as desktop computer, mobility, and network access upgrades and improved methods of handling personnel support requests. We must deliver our service in ways that encourage constructive input from customers before new services are released to the enterprise—at all levels of CBP and for every service provided.

A shared understanding of what truly defines success must be ingrained in our strategy. We plan to look beyond transactional metrics and assess our performance on what our work enables CBP to accomplish. Examples of relevant measures of success include how we enhance CBP's mission readiness (e.g., increases in system capacity/availability, enterprise-wide visibility to dashboards) and affect CBP's bottom line (e.g., time, money, level of effort saved).

"Success is being able to bring all of OIT along in the customer service journey." – OIT Team Member





Drive Collaboration with
Customers and Partners

OBJECTIVE 3.3: ENGAGE INDUSTRY AND VENDORS AS STRATEGIC PARTNERS

The relationships we maintain with our strategic partners, such as industry and government vendors, optimize our ability to introduce capabilities and services that strengthen the CBP enterprise. Building upon these trusted partnerships enables us to develop solutions that require fewer resources compared with creating solutions independently. For example, using forums such as the CBP Silicon Valley Innovation Program (SVIP) enables us to more quickly evaluate new technologies intended for frontline personnel and ensure that we better understand technological needs and possibilities in the coming years. Partnerships make us more efficient and effective by streamlining routine and short-term tasks and by gaining new ideas that amplify our ability to address long-term CBP operating environment challenges.

We will strengthen our relationships and partnerships with our vendor community by continually seeking new and innovative procurement methods. An example of this engagement is the development of an Industry Advisory Council, which will bring CBP leaders and senior technology experts together to help OIT discuss key technical challenges and identify opportunities. We must value the commitment that each party brings to CBP's mission as we increase our ability to share knowledge and rapidly adapt contracts to new needs.



Engaging external service providers also means going beyond traditional partners and seeking out new ones. Non-traditional organizations, such as academic institutions, consortiums, and research laboratories, offer cutting-edge programs and systems that will enhance our ability to be agile and address long-term mission concerns. When seeking out new, trusted partners, we must ensure that their solutions address our business considerations, such as compatibility and future needs, and that they interface with both our current and planned systems and our existing infrastructure. Increasing our engagement with external partners enables us to share investments across programs and directorates and create commonality within the enterprise.





"I recognize that maintenance as well as modernization of technology at our ports of entry is critical to ensuring that CBP can handle high transaction volumes...CBP is committed to enhancing availability in our critical systems." – Kevin McAleenan, CBP Commissioner

GOAL 4: INNOVATE DELIVERY AND MANAGEMENT OF TECHNOLOGY SOLUTIONS

The mission depends on our ability to deliver resilient solutions. By continually innovating how we deliver and manage, we create the capability and capacity to deliver new ideas and technologies while also efficiently managing our existing operations.

Objective 4.1: Deliver and manage services using common and flexible approaches

Objective 4.2: Put innovative solutions in the hands of frontline personnel

Objective 4.3: Increase resilience and performance end-to-end





Innovate Delivery and
Management of
Technology Solutions

OBJECTIVE 4.1: DELIVER AND MANAGE SERVICES USING COMMON AND FLEXIBLE APPROACHES

To serve CBP’s IT requirements and put solutions in the hands of frontline and mission support personnel, our teams need access to modern, flexible development approaches and tools and optimized ways of managing complex technology programs. We embrace the ingenuity and dedication that brings our people to work every day. We have already started using Agile and DevOps approaches and will harmonize them across OIT. We have developed a common framework to standardize the front-end of CBP systems. The ability to select the right approaches, combined with a strong framework for management and support, opens the door to rapid development and delivery to our customers with increased transparency in a world where mission needs are constantly changing.

We use modern IT approaches across OIT to synchronize development efforts, create reusable code and services, and manage current and emerging delivery needs within an integrated technology portfolio. In the face of current challenges, our teams have used creative problem solving, determination, and grit to put solutions into the hands of our customers. With the scope of the challenges our people face, we must embrace tailored delivery and management approaches. “One OIT” does not mean there is only one way to solve a problem; it means we collect the best tools and processes available to solve the problems that our customers and the mission face.

Industry best practices have led us to the development of an enterprise-wide “OIT Playbook” with plays drawn from successful techniques already used within CBP, the government, and the private sector. A playbook meets the needs for programs to be able to tailor services to unique mission needs but standardizes the “plays” to improve the support received from OIT. By breaking down barriers and obstacles, we further enable a workforce that has already solved complicated problems while working tirelessly to support our mission.

“A playbook enables us to take the best practices of CBP and industry and apply them across the enterprise to deliver service better, faster, and cheaper.”

- Tom Mills, Director, OIT Emerging Technologies Group





OBJECTIVE 4.2: PUT INNOVATIVE SOLUTIONS IN THE HANDS OF FRONTLINE PERSONNEL

Frontline personnel serve at the heart of CBP's mission to secure our nation's borders and foster legal trade and travel. Innovative solutions are the key to staying ahead of advanced threats in the hands of nearby peer and non-nation state actors probing the security of our physical and cyber borders.

OIT's history is characterized by smart and motivated people finding innovative solutions to complex problems. Often, the most impactful innovations are built at the edges of existing solutions. By building on an idea that solves one discrete problem, we may be able to help a larger population or offer a solution for an even greater need. OIT recognizes that mission operators often have a clearer view of future threats and mission needs and are frequently aware of potential solutions. We will partner across teams to create and improve methods to capture ideas, operationalize them, and distribute them to into the hands of those who need them most. CBP's future rests on the ability to identify and adopt emerging technologies and make efficient use of finite resources.

An example approach is to create a Technology Opportunity Dashboard, accessible to the entire agency, to identify new and emerging technologies. OIT would use this dashboard alongside the innovative ideas of the workforce to find problem sets to apply these emerging technologies against. Innovation councils, empowered through this strategy, monitor the emergence and implementation of technology to score our effectiveness and make recommendations to take advantage of leading edge technologies. The reach and accessibility of technology advances at an accelerating rate. The ability to explore, scale, and deliver innovative concepts to the field is central to OIT's future success.

Success Story

The Pre-Arrival Readiness Evaluation (PARE) process, a pilot program introduced in 2016 at the Peace Bridge in Buffalo, New York, provides Commercially Operated Vehicles (COVs) crossing the bridge with the ability to bypass the staging lot and kiosk payment process if they have pre-paid their User Fee and have an ACE e-Manifest on file. PARE has resulted in an average time savings of 73.9 seconds per crossing (3 hours of CBP work/day) and an 83 percent decrease in the number of User Fee payments made at kiosks (1.4 hours of CBP work/day) at the Peace Bridge.



OBJECTIVE 4.3: INCREASE RESILIENCE AND PERFORMANCE END-TO-END

With resilience and performance as critical mission imperatives, we need to clearly demonstrate integrated plans and roadmaps to overcome technical debt, replace aging infrastructure, and improve our disaster recovery capabilities. Investing in our performance achieves a stronger technology posture, builds confidence, and reduces mission risk.

We will accelerate technology refresh programs to replace or move off critical infrastructure (e.g., front-end, back-end, and network infrastructures) beyond end-of-life and develop and communicate a strategy aligned to our target state roadmap to proactively manage these in the future—all while seeking new funding opportunities and ensuring adherence to budget constraints. We must continue maturing tools, tests, and exercises that validate existing resilience measures and incorporate concepts to proactively address emerging threats.

We will expand our efforts to build resilient capabilities across mission programs by better integrating and collaborating across OIT directorates. Out of necessity, OIT evolved into a posture where it reacts quickly to crises and outages. As we develop our resilience initiative, we will roll out proactive exercise programs to expand our foresight and expectation management with our partners. This path will lead to improved end-to-end performance where issues and resolutions are predicted, rehearsed, and executed transparently.



Our customers need to trust that critical IT systems will function properly at all times. This requires a new approach to resilience. We operate in every state of the country and most countries worldwide. When one of our agents, officers, support staff, or customers uses one of our systems, they need to feel confident that it will do what we promise it will, so that the focus stays on completing the task. Resilience is the watchword of our future: the ability to withstand anything our adversaries can throw at us.

MEASURING AND ACHIEVING SUCCESS

The goals and objectives within this Strategic Plan must drive our actions and collective mindset going forward. To ensure that we move closer to making our vision a reality, we have identified specific actions that must be taken to achieve these goals.

We have named a senior leader to sponsor each goal. This leader will be responsible for all implementation efforts associated with that goal. We will align each Senior Executive's performance plan to OIT's goals and objectives to hold them accountable for the outcome of our strategy efforts, and members of OIT must incorporate how they interface with our strategy into their performance plans.

We will also establish a Strategy Champion Council, composed of present and future leaders from each Division and Directorate, to build momentum at all levels, help track progress of implementation efforts, and serve as a resource for OIT members to propose future strategy enhancements. Additionally, we will implement governance and reporting processes and tools, such as dashboards, to guide our strategy management by enabling timely decisions to be made at the appropriate levels.

As our organization and the operating environment evolve, how we define success in meeting these initiatives will likely change as well. We must develop performance indicators that reflect successful strategy implementation, and regularly review and adjust these indicators to reflect the growth happening within OIT and across the CBP enterprise. Conversely, if better performance indicators arise for any objective, we must incorporate them to more accurately gauge the success of our strategy.

Finally, we must consistently revisit the strategy itself over the coming years. Success in making "One OIT" a reality, empowering a skilled workforce, driving collaboration with partners and customers, and innovating delivery and management of technology solutions will enable us to build upon our success and set even more aspirational goals and objectives.

**"WHEN YOU CAN
MEASURE
SOMETHING, YOU
CAN DO
SOMETHING
ABOUT IT."
— DR. JOHN
ZANGARDI, DHS
CIO**

CONCLUSION

**“I AM PROUD OF
OUR PEOPLE AND
THE WORK WE
HAVE DONE, AND I
AM EXCITED ABOUT
OUR FUTURE.”**

**— PHIL LANDFRIED,
ASSISTANT
COMMISSIONER,
OIT**

As CBP’s mission needs continue to grow and expand, so too does the workload and the expectations on our people and systems to support this multilayered border security strategy and enhance operational capabilities.

This Strategic Plan charts an aspirational yet achievable course for the future by outlining how we will work with each other, invest in our people and plan our future workforce, collaborate with our partners across the enterprise, and deliver and manage innovative solutions. Delivering on the focus areas detailed in this Strategic Plan, along with our core operational responsibilities, will prepare OIT to anticipate and meet these expectations and continue our critical and integral support of CBP’s important mission. To be successful, we must tap into the ingenuity and resourcefulness of our people along the journey to generate strategy ideas from the bottom up.

We have begun developing detailed plans to advance our goals and objectives, and these efforts will reach across all levels of the organization. We will align to and track our plans against the overall strategic goals of CBP and DHS to ensure that we maintain line-of-sight and are regularly measuring our progress against these broader strategies. In this way, our Strategic Plan will evolve with our operating environment as we implement the concepts within it.

Our nation demands a forward-leaning IT organization that enables the nation’s premier law enforcement agency to protect the American people and the national economy while safeguarding and managing the United States’ air, land, and maritime borders. We are that organization, and we will continue to proudly serve our nation.