Defense Counterintelligence and Security Agency Strategic Plan 2025-2030

March 2025

MESSAGE FROM THE DIRECTOR

I am proud to share the Defense Counterintelligence and Security Agency (DCSA) 2025-2030 Strategic Plan.

In an era of global uncertainty, the role DCSA plays in safeguarding national security has never been more vital. Threats to our Defense Industrial Base and nation have become increasingly complex. The strategic competition we face, particularly from adversaries to include the Department's pacing challenge in the People's Republic of China (PRC), has escalated to a level that demands a dramatic shift in how our agency operates.

DCSA must evolve to enable force readiness through timely and advanced security on a larger scale. The capacity of our industrial base, which was built to address the challenges of a now bygone era, is ill-equipped for the speed of future demand. The need for cleared trusted personnel and facilities is rising at an unprecedented rate and presents a unique security challenge in the face of increasingly more advanced, determined, and well-resourced threats. This combination of factors requires DCSA to evolve to stay ahead of the adversary, while ensuring that we never falter on our commitment to provide the highest standards of quality that security demands.

Upon becoming the Director of DCSA in early 2024, I immediately recognized the need to focus on the threat landscape in front of us. This plan builds upon progress already made on the prior DCSA Strategic Plan and was developed with inputs from security professionals across the enterprise, considering internal and external requirements and what is on the horizon for our nation. This strategy is bold, agile, informed, and integrated- much like our agency's workforce who execute our critical mission every day.

With a focus on quality and efficiency, we will expand our capabilities and capacity, streamline our processes, integrate cutting-edge technologies, and build greater agility to adapt and scale in times of national need. Through this evolution, we will be true to our vision as the nation's premier provider of integrated security services for the Federal Government.

I am extremely proud to work with and lead the most talented security professionals in the Federal Government. Together, we will successfully implement this strategy and execute our critical mission to protect our nation against persistent and evolving threats.

We are America's Gatekeeper, safeguarding tomorrow, today.

David M. Cattler
Director
Defense Counterintelligence and Security Agency

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WHO WE ARE

DCSA's Mission, Vision, and Values

MISSION

Through vetting, industry engagement, education, and counterintelligence and insider threat support, secure the trustworthiness of the United States Government's workforce, the integrity of its cleared contractor support, and the uncompromised nature of its technologies, services, and supply chains.

VISION

DCSA is America's Gatekeeper: safeguarding the nation as the premier provider of integrated security services – national security is our mission, people are our greatest asset.

VALUES

- **Committed to Mission:** As Gatekeepers, we commit to protecting national security and remain alert and engaged, unified in our focus. We encourage all employees to use their unique perspectives to help advance our mission.
- **Invested in People:** As Gatekeepers, we invest in our people and are dedicated to making DCSA an employer of choice. We take care of our people, and they take care of the mission. We commit to growth opportunities for ourselves and others.
- **Passionate about Service:** As Gatekeepers, we serve our nation, support warfighters, and defend the Constitution. We go above and beyond for others because we have an in-depth understanding of our stakeholders. We are enthusiastic knowing what we do matters and makes a difference.
- **Unwavering in Integrity:** As Gatekeepers, we are true, honest, and accountable for our decisions. We require fair treatment, accessibility, and opportunity for advancement of all employees. We expect a workplace built on mutual trust, respect, and dignity.
- **Driven to Innovate:** As Gatekeepers, we foster a fearless, creative, and adaptive environment. We embrace informed risks without fear of failure, and we recognize opportunities to find solutions to problems. We commit to a workplace that supports creativity and healthy dialogue.

ALIGNMENT TO NATIONAL AND DoD PRIORITIES

As the nation's premier provider of integrated security services, DCSA is committed to **steadfast excellence in the execution of our national security mission** and **unwavering commitment to efficiency** as model stewards of taxpayer funds. The chart below highlights the immediate strategic actions we are taking that align to Presidential and Defense priorities.

FOCUS ON	FOCUS ON	FOCUS ON
RESTORING TRUST THROUGH EFFICIENT AND EFFECTIVE STEWARDSHIP OF TAXPAYER DOLLARS	**ACHIEVING STRENGTH THROUGH DIRECT SUPPORT TO DEFENSE INDUSTRIAL BASE**	**REESTABLISHING DETERRENCE THROUGH LETHALITY, MERITOCRACY, ACCOUNTABILITY, STANDARDS, AND READINESS**

IMMEDIATE ACTIONS

- **Remove hierarchical bureaucracy** throughout the Agency.
- **Aggressively adhere** to Administration mandates for employee performance.
- Identify areas for **public-private partnerships** to minimize cost and time to clear individuals for access while maintaining non-negotiable quality standards.

- Reorganize Personnel Vetting by building and monitoring a trusted workforce. **Get the right people in place quickly**.
- Guard and protect Defense Industrial Base critical information through **partnership and compliance** for people, facilities, and networks.
- Take advantage of DCSA's unique posture within the security framework by **integrating Personnel Vetting, Industrial Security, Security Training, and Counterintelligence and Insider Threat missions** —all focused on building the necessary lethality to protect our nation.

- Apply lean and agile operating models to **eliminate waste and streamline processes** across major systems acquisitions.
- Make **customer feedback immediately actionable** through the CX roadmap.
- Leverage technology to **automate rote processes and unleash the power of integrated data** – through execution of the DCSA Data, Analytics, and AI Strategy.
- **Prepare for DoD-wide financial audit** as part of DCSA's implementation of an integrated agency-wide enterprise risk management and risk management internal controls program.

DCSA will maintain **Unfalteringly High Standards**, upholding the public's trust by adhering to the highest ethical and professional standards in all our endeavors. We will drive a culture of **Extreme Efficiency**, leveraging data-driven decision making, and embracing a mindset of continuous improvement to optimize our operations and achieve exceptional results.

This strategic plan outlines our roadmap for achieving these ambitious goals, and we are committed to working tirelessly to ensure the success of our mission.

INTRODUCTION

DCSA is the nation's largest agency providing security services to the United States government, operating from more than 260 regional and field offices across the United States. In January 2025, we published the DCSA Charter in DoD Directive 5105.42, which establishes DCSA's mission, organization and management, administration, responsibilities and functions, relationships, and authorities. DCSA has four functional mission elements – Personnel Vetting, Industrial Security, Counterintelligence and Insider Threat, and Security Training. These functions are integrated and executed nationwide by the DCSA Field Operations directorate.
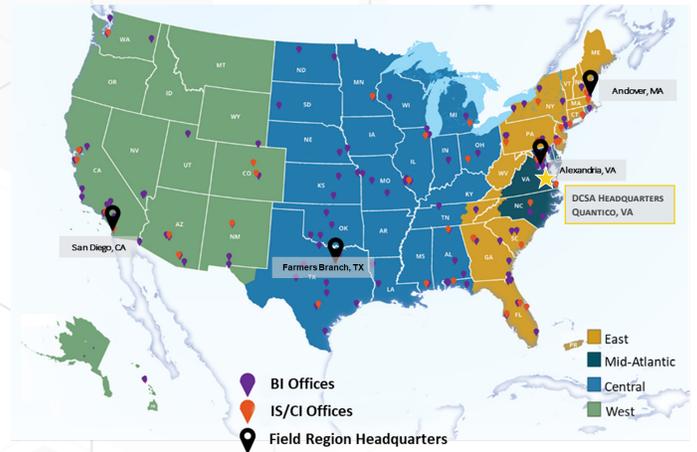
OUR MISSION AREAS

Personnel Vetting (PV): *Vetting and establishing trust in America's Federal, military, & contractor workforce.*

PV conducts background investigations, continuous vetting, and adjudication services to ensure the trustworthiness of the U.S. Government's workforce and cleared industry. DCSA is the Federal Government's largest Investigative Service Provider and primary implementer of vetting reform under Trusted Workforce 2.0.

Industrial Security (IS): *Partnering with industry to maintain trust in America's workspaces & classified technologies.*

IS protects the U.S. Government's defense and non-defense industrial base through oversight of the National Industrial Security Program (NISP). IS issues facility clearances; mitigates foreign ownership, control, or influence (FOCI) concerns; and provides cyber security services through assessment and authorization of cleared contractor information technology systems.

Counterintelligence and Insider Threat (CI): *Preserving America's foundation of trust against foreign & insider threats.*

CI identifies, assesses, deters, and mitigates foreign and insider threats to the nation's cleared industry, the defense industrial base, and trusted workforce to protect people, information, and capabilities. CI engages in collaborative partnerships with other intelligence and law enforcement agencies and oversees the DoD Insider Threat Management and Analysis Center (DITMAC) on the Department's behalf.

Security Training (ST): *Training and empowering security professionals to build a trustworthy workforce.*

ST educates and trains the security workforces on a wide variety of security topics through three learning centers. ST's Center for Development of Security Excellence (CDSE) provides professional level training to DoD personnel, cleared industry, DoD-sponsored foreign employees, and select Federal agency employees. Meanwhile, ST's National Center for Credibility Assessment (NCCA) conducts credibility assessment training and education for all Federal polygraphers and technical support and oversight for Federal polygraphers. ST also provides a DCSA Security Academy to train, integrate, and continuously develop security professionals across DCSA.

Field Operations (FO): *Delivering trust through mission execution and integration across four regions.*

FO is the catalyst for unity of effort across DCSA and with external stakeholders, with a field workforce of Background Investigators, Industrial Security Representatives, Cyber Security Professionals, Counterintelligence Special Agents, and Security Training team members across the United States. Consisting of four regions (Eastern, Mid-Atlantic, Central, and Western), FO integrates DCSA's missions and culture. It executes all mission related field work through risk-based prioritization and effective mission support to our field offices. With its nationwide security mission, FO is additionally focused on partnerships with law enforcement entities, other government agencies, and military leaders to collaboratively identify and counter threats.

INTRODUCTION

The Strategic Landscape and its Implication for DCSA

The United States is facing a volatile and complex threat environment. Contests with competitors and other adversaries mark a change in the strategic landscape and highlight the reemergence of Great Power Competition (GPC). Today's strategic landscape is distinguished by rivalry among leading powers and a search for influence, dominance, and strategic advantage on the global stage.

Threats from our adversaries have expanded to non-traditional, asymmetrical, and grey-zone techniques that present a unique challenge for our nation's defense resources. Essential to our continued national security is the ability to stay ahead of our adversaries, leverage emerging technologies, and proactively mitigate security risks across the globe. DCSA is a key player on the front lines of defense in the current strategic environment. We will expand and enhance our capabilities to provide efficient and effective services to our customers, allow the United States the ability to shift and scale as needed, and continue executing on our vision as the premier provider of integrated security services. Securing the trustworthiness of government employees, facilities, and information is paramount to the United States' ability to compete in, and win, GPC in this new era.

> " The threat to the Defense Industrial Base is significant, evolving, and growing. DCSA is on the front lines of this fight to protect our decisive advantage on the battlefield and our economic competitiveness. "
>
> *– DCSA Director David M. Cattler*

MISSION INTEGRATION AT DCSA

As attempts to undermine national security through our industrial base expand, DCSA's crucial role in security becomes ever more apparent. Given DCSA's work across the security enterprise, the agency has unparalleled access to information and data on facilities and personnel, enabling it to identify relevant trends and risks faster than any other security agency. Mission integration at DCSA – the collaboration and sharing of data and information – is critical to how DCSA can leverage this information to its fullest and is the core reason DCSA was formed in 2019. It is central to our identity as an organization and to our value proposition to our customers and partners. DCSA will continue to make strides in integrating its various mission elements. DCSA is poised to give its customers unprecedented visibility into the security landscape through a true data-enabled common operating picture of risk.

WHAT IS MISSION INTEGRATION?

Mission Integration at DCSA is the strategic, operational, and tactical sharing of critical information within and between mission areas. Integration involves assessing the impact of shared information to drive actions and decisions directly or leveraging authorities and capabilities of other organizations. This approach enables the agency to effectively identify, analyze, and respond to threats, ultimately enhancing protection of sensitive information, assets, and personnel across the U.S. Government and Industry.

DCSA's focus on mission integration will support:

- Enhanced Situational Awareness: Unified information sharing provides customers with a comprehensive view of security threats to inform proactive mitigative measures.
- Synchronized Mitigation Efforts: Ensures a unified and strategic approach to threat mitigation.
- Common Operating Picture: Creates a shared understanding of the security landscape.

With a commitment to maximizing integration across the enterprise, DCSA is focused on three major initiatives to formalize integration across agency missions and components to drive actions in mitigating risk to national security.

1. Strategic Initiatives: DCSA will codify formal integration activities in the agency to clarify authorities, and to enable information sharing across the agency's missions and functions.

2. Operational Initiatives: DCSA will codify systems and processes to support integration and formalize processes through cross-directorate mission headquarters planning to operationalize integration.

3. Tactical Initiatives: DCSA will identify and implement integrated procedures to enhance situational awareness and provide proactive and deliberate mitigation efforts.

Our integrated mission will present a unified and persistent understanding of security risks across the national security ecosystem. Our Gatekeeper workforce will be integrated, possessing a full understanding of the agency's mission areas and the ability to work across mission and supporting areas. Our integration will result in a "strengthened gate" for our nation, ensuring our trusted workforce and trusted facilities are secure from our adversaries.

DIRECTOR'S INTENT

The Director's Intent is a formal document that provides Director David M. Cattler's expectations for all DCSA Gatekeepers. The Director's Intent serves as an acknowledgment of the monumental trust placed in DCSA and is the agency's commitment to honor that trust by taking accountability and delivering its mission with integrity. By living the agency's values and the tenets of the Director's Intent, all Gatekeepers regardless of seniority or position will help DCSA realize its vision of being the nation's premier provider of integrated security services.

My Expectations for All Gatekeepers

I expect each of us to know and understand DCSA's five core values—**Committed to Mission, Invested in People, Passionate about Service, Unwavering in Integrity, and Driven to Innovate**—and encourage my team to live them each day as you drive the success of our mission. If those around us fail to live by our values, we must speak up. The following highlight my expectations and specific focus areas for Gatekeeper conduct.

We Are Ambitious And Act With Speed And Purpose

We are prompt in the delivery of our mission, remembering that successful execution protects the nation today and in the future. We aspire to be the nation's premier provider of national security services, examining our progress and setting realistic goals to reach our vision. We examine problems with a focus on solutions and outcomes, respectfully challenge the status quo, and consider opportunities for improvement and innovation. We lean into what is possible, not relying on what has been done before.

We Work Together With Confidence

We operate with confidence and enthusiasm because we understand our individual and team roles within DCSA's mission and our role across the larger security enterprise. We understand the authorities that regulate how and when we execute our mission. We understand we are all part of the same team dedicated to the same mission. We share information internally and externally, to the maximum extent possible in accordance with policy, to ensure optimal mission performance.

We Drive Excellence

We serve with excellence and use our expertise to drive continuous improvement. We are thoughtful in all interactions, listening to understand instead of listening simply to respond. Working with our customers and stakeholders, we are a powerful enabler of the broader Defense and Federal enterprise that helps sustain the nation's competitive and strategic advantage. In everything we do, we embody the highest levels of professionalism.

We Exercise Fairness And Respect

We believe accountability is fundamental to our organization and have a zero-tolerance policy for retaliation and behaviors not aligned to our values, promptly addressing or reporting behaviors that don't align with our desired culture. We promote equal treatment and ensure our actions are perceived as fair by those around us so all Gatekeepers feel empowered.

LEADERSHIP'S PROMISE TO THE WORKFORCE

Our role in protecting national security is critical. In addition to the behaviors identified above, I commit that our leadership team will be held to the highest standard. We will embody our values and the following guiding principles to build trust with our Gatekeepers, our stakeholders, our customers, and the American public.

We Treat People As Our Greatest Asset

We set clear expectations for success and create conditions for our teams to be successful. We drive a culture of continuous growth, investing in the next generation of leaders by providing opportunities for leadership development, coaching, and mentoring. We leverage appreciation and recognition to motivate and strengthen our teams' commitment to mission and create an environment focused on work-life balance and well-being where Gatekeepers thrive.

We Are Accountable And Lead By Example

We serve our teams and DCSA in the interest of mission success. We drive organizational accountability by doing the right thing, even when difficult, take responsibility for our actions, and abide by our policies, processes, and commitments. We live each of DCSA's values daily, exercise ethical conduct, and are quick to act when integrity violations occur. We are stewards of our resources—respecting the time of our colleagues and customers while protecting DCSA's critical data. We encourage our teams to speak up when they see actions contrary to our values.

We Build A Unified Community

We facilitate a sense of belonging and community within our teams to promote a collaborative team spirit and find ways to unify our efforts for mission success. We understand we are all part of the same DCSA team, dedicated to the same mission. We encourage meaningful relationships and forge individual connections, taking the time to understand our workforce beyond names and titles.

We Foster An Environment Of Trust

We create a psychologically safe, positive, and professional work environment where all Gatekeepers can flourish. We prioritize managing conflict with empathy, mutual support, and a solutions-oriented approach. We believe in listening with the intent to understand, courteous responsiveness, and an open information flow to cultivate a sense of transparency and build trust among our teams.

We Balance Speed Of Mission With Risk

We confront challenges head-on and act with urgency. We manage risks, make informed decisions, and support the workforce taking appropriate, calculated risks of their own. We uphold the highest standards of security excellence, pushing authority to our teams where possible for mission execution. Through this delegation of authorities, we empower our workforce to deliver our mission quickly and effectively.

UNDERSTANDING THIS PLAN

BACKGROUND

DCSA's first strategic plan, the DCSA Strategic Plan (2022-2027), was developed to guide DCSA through the initial phases of the agency's formative journey: Transfer, Transition, and Transform. In the three years since this plan was introduced, DCSA has matured at an accelerated pace, and observed marked shifts in its strategic environment that necessitate an update to its strategic vision.

HOW THE PLAN WAS MADE

The 2025-2030 Strategic Plan was developed through collaboration across all DCSA functions. This plan sourced knowledge and wisdom from defense security thought leaders and subject matter experts from mission and enabling support. This strategy builds upon strategic imperatives established in the DCSA Strategic Plan (2022-2027) and aligns with the national security and defense strategy and direction, complements partner strategic direction, and addresses internal needs to reach the agency vision.

HOW THE PLAN IS ORGANIZED

This plan establishes the agency's three strategic priorities, which serve as a cornerstone for the 2025-2030 Strategic Plan, aligning all DCSA components into a cohesive strategy. The strategic priorities are high-level, overarching focus areas. To advance these priorities, objectives are outlined that will produce clear outcomes. Strategic objectives refer to specific, long-term goals and strategic outcomes refer to specific near-term results.
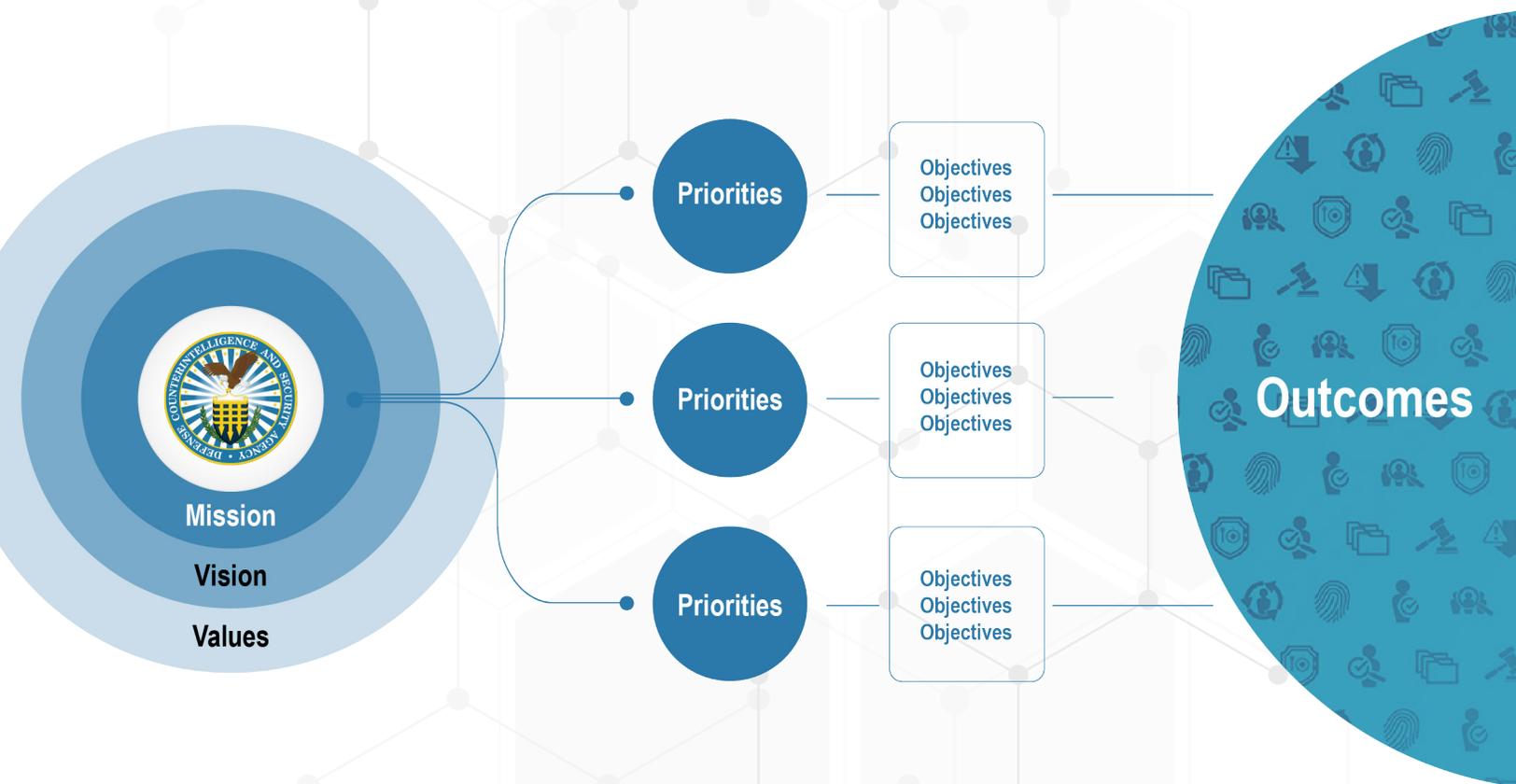
II. DCSA'S PRIORITIES FOR THE FUTURE

DCSA'S PRIORITIES

Move the agency to full performance and integration in each mission

To move the agency to full performance, DCSA must meet the mission requirements as mandated by Congress and other overseers, achieve and exceed expectations of the customers of our security services, and meet internally imposed mission objectives. Upholding a culture of accountability, operational excellence, and adherence to federal standards, the agency must strengthen internal decision-making processes, enhance organizational agility, and cultivate an elite workforce that is skilled, equipped, and retained to support future needs. To achieve integration DCSA must establish clear accountability to prevent overlap, streamline processes, ensure transparency and trust, and allocate resources on high-value outcomes. Additionally, DCSA must provide the tools and technology necessary to enable seamless information sharing and collaboration across all mission areas embodying a standard of excellence that aligns with its mission and responsibilities.

Anticipate and prepare DCSA for the future by equipping the agency to confront an evolving threat landscape in 2040

This priority future-proofs DCSA by capitalizing on agency strengths, while managing the risks and opportunities of a future threat landscape. DCSA will leverage and improve its data integration, training capabilities, and service offerings to further position itself as an asset to national security across the Federal Government. DCSA will instill innovation and risk management practices into its operations and planning activities to anticipate and mitigate threats alongside our customers and partners.

Raise the level of understanding and recognition of DCSA as the premier provider of integrated security services for the Federal Government with external stakeholders

DCSA must raise the level of understanding and recognition of its role in and impact to national security across the Federal government and external stakeholders. DCSA cannot succeed alone, and for that reason this is a fundamental priority of the agency. DCSA will more effectively execute the mission by strengthening partnerships and gaining advocates who recognize the imperative of DCSA's mission in national security. Security is a "team sport" and DCSA must work with partners against the varied threats we commonly face. DCSA is initiating a targeted engagement strategy that focuses on expanding DCSA's inclusion in key security discussions, increasing its presence at industry conferences and panels, and maintaining a cohesive brand that bolsters recognition. Through these efforts, DCSA will become more influential in shaping necessary security policies and strategies, helping to lead to a more secure environment. As the agency optimizes performance and plans for the future, DCSA must make sure it does so with a key focus on the customers, partners, and broader communities it serves to protect.

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OVERVIEW

To move the agency to full performance, DCSA must meet the mission requirements as mandated by Congress and other overseers, achieve and exceed expectations of the customers of our security services, and meet internally imposed mission objectives. Upholding a culture of accountability, operational excellence, and adherence to federal standards, the agency must strengthen internal decision-making processes, enhance organizational agility, and cultivate an elite workforce that is skilled, equipped, and retained to support future needs. To achieve integration DCSA must establish clear accountability to prevent overlap, streamline processes, ensure transparency and trust, and allocate resources on high-value outcomes. Additionally, DCSA must provide the tools and technology necessary to enable seamless information sharing and collaboration across all mission areas embodying a standard of excellence that aligns with its mission and responsibilities.

WHY THIS MATTERS

Operating at full performance and achieving integration across our missions will enable DCSA to be far more effective in identifying and mitigating risks and threats to national security in coordination with our customers and partners, but also in moving at the speed and scale that shifting circumstances require.

> " *The rapidly increasing scale, scope, and complexity of threats to our national security require DCSA to be an agile, integrated, and aggressively innovative organization able to meet the needs of the Federal Government. To be known as the premier provider of integrated security services, we must be the best at what we do.* "
>
> *– DCSA Director David M. Cattler*

Objective 1.1: Meet Mission Requirements

Improve the effectiveness of mission processes to combat threat, while ensuring externally imposed metrics, requirements, and expectations are attainable and data driven.

Objective Description

DCSA will achieve compliance with national and Department of Defense (DoD) mandates while balancing the need for efficiency and expediency. While working toward achievement of improved performance, the agency will use data-driven analysis to reassess and engage on external requirements. DCSA will scale operations according to mission and strategic needs, focusing resourcing and technology in areas proving the best return on investment. With a focus on transparency and providing superior customer support, DCSA will establish a clear framework for quality, cost, and timeliness across personnel and facility vetting mission lines. Finally, DCSA will deliver leading technology mission system capabilities through strategic acquisition processes using pilots and prototypes to accelerate capability, understanding, and development. An Enterprise Lean-Agile Center of Excellence (LACE), sponsored by the DCSA Component Acquisition Executive (CAE), focused on driving, enabling, and accelerating Scaled Agile (SAFe) transformation across DCSA will support the delivery of technology solutions that align to and advance enterprise strategy.

Outcomes

- Improve inventory and timeliness of Personnel Vetting products.
- Conduct secure and transparent Industrial Security facility security reviews consistent with the principles of risk management and defer or accelerate based on risk management principles to meet DoDM 5220.32 Vol1 requirements.
- Identify and balance quality and risk within each mission area.
- Conduct future forecasting to define and align agency resources.
- Determine information appropriate for decision making for all levels in the chain of command.
- Drive continuous process improvement to optimize operations.
- Communicate a clear understanding of DCSA metrics and targets.
- Deliver mission systems within defined timelines.

Objective 1.2: Foster an Elite Workforce

Foster and employ an elite workforce that is trained, equipped, and staffed to promote integrated mission delivery and employee development and mobility.

Objective Description

DCSA will invest in recruitment and employee and leadership development while creating a modernized environment that best supports the workforce. DCSA will provide access to best-in-class tools, training, and facilities, modernizing to meet a "whole person" culture, maintain competitiveness, and enable an engaged workforce.

Outcomes

- Develop and implement a Strategic Workforce Plan to include assessments of annual training needs of the current workforce and the external environment, and align recruiting, retaining, and retraining initiatives to ensure operational flexibility and mobility.
- Transform and fortify the DCSA Security Academy to support professionalization of the Gatekeeper workforce.
- Fill critical positions quickly and offer a strong, positive applicant experience to attract talent who will grow and enhance the DCSA team.
- Through integration, instantiate an employee experience that promotes mission information-sharing and the well-being of the workforce.
- Arm workforce with technologies, tools, and workspaces needed to do their jobs successfully.

DCSA's Priorities for the Future

Objective 1.3: Formalize Integration

Formalize integration across and external to agency missions and components to drive actions in mitigating risk to national security.

Objective Description

DCSA will codify the processes, systems, and tools to reinforce integration within DCSA and define how DCSA integrates with the broader intelligence, acquisitions, and security communities. DCSA will easily share information and authorities between the agency's missions and functions with the goal of achieving greater mission outcomes.

Outcomes

- Codify the systems and processes to support integration within DCSA and formalize integration processes through cross-directorate mission headquarters planning to operationalize integration across DCSA.
- Define how DCSA integrates with the broader intelligence, acquisitions, and security community.

Objective 1.4: Improve Agency Decision Making

Improve agency decision making and organizational agility through innovative, streamlined processes.

Objective Description

DCSA will enhance decision-making and policy processes within the agency. The agency will ensure timely and appropriate decisions by empowering the workforce to understand and implement them effectively. Additionally, DCSA will improve the agency's policy framework by developing and issuing clear policies, enhancing transparency, delegating authority appropriately, and defining roles and responsibilities through consistent processes.

Outcomes

- Make decisions in a timely manner at the right level by the right people, empowering DCSA's workforce to understand and apply the right decisions at the right time.
- Improve DCSA's policy posture to support the needs of today and the future, developing and issuing governing policies, providing transparency, delegation of authorities, and clearly defining roles and responsibilities using a timely, standard, and consistent process.

Objective 1.5: Develop an Annual Mission and Enabler Planning Framework

Develop a strategic, mission-focused planning framework with both short-term and long-term goals to improve annual planning.

Objective Description

DCSA will streamline and integrate the agency's operational plans to enhance strategic alignment, readiness, and collaboration. By ensuring that mission and support activities are synchronized with strategic objectives and financial goals, the agency will improve its operational resilience and continuity. DCSA will also foster stronger collaboration between support and field operations, with clear roles and responsibilities to promote effective teamwork.

Outcomes

- Integrate annual plans and resourcing of missions and enablers, informed by agency needs, and further tie plans to strategy.
- Develop a process for internal and external readiness reporting and continuity of operations planning.
- Develop a plan to ensure Mission Support is working alongside Field Operations and identify roles and responsibilities for both.

Anticipate and prepare DCSA for the future by equipping the agency to confront an evolving threat landscape in 2040

Anticipate and prepare DCSA for the future by equipping the agency to confront an evolving threat landscape in 2040

Overview

This priority future-proofs DCSA by capitalizing on agency strengths, while managing the risks and opportunities of a future threat landscape. DCSA will leverage and improve its data integration, training capabilities, and service offerings to further position itself as an asset to national security across the Federal Government. DCSA will instill innovation and risk management practices into its operations and planning activities to anticipate and mitigate threats alongside our customers and partners.

Why This Matters

As the world grows more complex and advanced, DCSA must adapt. DCSA safeguards our national security through vetting of government personnel and industry partners, ensuring that the cleared workforce and our industrial base are comprised of individuals and organizations that act with the integrity expected to access and protect our secured information, assets, and workspaces. DCSA will continue advancing its abilities to carry out security functions in the face of evolving threats and technology, remaining ready to serve and support our customers against shifting threats. Preparations to evolve and handle the threat landscape of tomorrow must be made today.

> *I have challenged the staff on how we future-proof the agency, on how we achieve a fully integrated workforce that is poised to meet the needs of our security, acquisition and intelligence communities.*
>
> *— DCSA Director David M. Cattler*

Objective 2.1: Understand and Manage Risk

Implement an Enterprise Risk Management and Risk Management and Internal Controls Program.

Objective Description

Ensure risk-informed decisions are made in alignment with DCSA strategic priorities and inform decision making at all levels of the agency. Adhere to the integrated Enterprise Risk Management (ERM) and Risk Management and Internal Control (RMIC) framework as outlined in DoDI 5010.40. Cultivate an organizational culture that proactively identifies, assesses, and manages risks across all operations. Leverage the ERM and RMIC framework to improve decision making, resource allocation, and mission performance.

Outcomes

- Implement an integrated agency-wide ERM and RMIC program such that DCSA can comprehensively identify, assess, and manage various risks across the agency, allowing for better decision making, improved operational efficiency, and enhance stakeholder and customer confidence.
- Manage risks and opportunities as an integrated portfolio to address the agency's full spectrum of enterprise risks.
- Foster a risk-aware DCSA culture that continuously monitors and quickly mitigates external and internal risks, while understanding and addressing criticalities in mission execution.
- Identify agency essential functions and services and control mission and operational risks.
- Assess the global trends and threats to anticipate a different future.

Objective 2.2: Integrate Data

Establish a secure, accessible, and integrated data environment throughout the agency.

Objective Description

Establishment of an integrated DCSA data environment will result in the agency's data embodying VAULTIS principles (visible, accessible, understandable, linked, trusted, interoperable, and secure). This integrated environment will result in predictive and actionable applications of data to inform operational, investment, and resourcing decisions. Data within the environment will be supported by both a virtual data layer to control information flows, and physical data centers to enable multi-cloud storage capabilities. In addition, DCSA will account for security of its data internally and understand the implications on agency oversight and control of data if it passes beyond agency systems.

Outcomes

- Ensure data is VAULTIS (visible, accessible, understandable, linked, trusted, interoperable, and secure) across the lifecycle of data and data products by standardizing data categories, applying data visualization tools, and implementing enterprise data standards.
- Establish an enterprise data and technology ecosystem that makes data accessible and connects data sources for mission and enterprise analysis.
- Derive insights from all necessary sources, whether DCSA-owned or external.
- Apply predictive analytics, in coordination with DCSA's partners, to achieve actionable insights and manage residual risk.
- Clearly define the architecture required to enable all data-related outcomes.

DCSA'S PRIORITIES FOR THE FUTURE

OBJECTIVE 2.3: INSTITUTIONALIZE INNOVATION

Develop mechanisms to institutionalize innovation across DCSA's people, processes, and technologies.

OBJECTIVE DESCRIPTION

DCSA will enable the agility to transform, resilience to modernize, and flexibility to deliver the right products or services through institutionalizing innovation across DCSA's people, processes, and technologies. Internal innovation requires a grounding in a defined capability base and identifying areas within DCSA to focus on innovative activities. Innovation will also require the integration of data, analytics, Artificial Intelligence (AI), and other technologies across agency workflows to improve efficiency and effectiveness. Innovating for speed, scale, and insight is critical to agency success and enables future readiness.

OUTCOMES

- Integrate innovative processes and technologies into DCSA operations and provide the workforce opportunities to foster innovation in their day-to-day mission.
- Understand the data and technology ecosphere and emerging technologies such as AI and Machine Learning (ML), leveraging use of partnerships (i.e., academia, industry, post-graduates, military academies) for special projects.
- Establish and institutionalize a planning process to evaluate returns on investments for long-term innovation supported by resources and tools and create an innovation plan to address the key needs of each mission.

OBJECTIVE 2.4: OPTIMIZE A BUY/BUILD/BROKER MODEL

Optimize mission delivery through effectively buying, building, or brokering capabilities.

OBJECTIVE DESCRIPTION

An effective buy/build/broker model will assess the viability for either in-house development, procurement from external sources, or external collaborations to develop capabilities to effectively deliver on DCSA's mission. This model allows the agency to optimize mission delivery through evaluating internal and external equities. Understanding these equities allows DCSA to effectively share ideas and threats, enhance decision-making processes related to risk, and make smart decisions around what it builds itself versus when and how it collaborates externally. This understanding facilitates the identification and mitigation of risk through operating model optimization and enables the agency to achieve the vision as the premier provider of integrated security services.

OUTCOMES

- Determine which security services and functions DCSA should centralize, delegate, or share with partners and/or industry.
- Ensure the services DCSA delegates or shares with customers includes the necessary training for them to proceed effectively.
- Adopt shared responsibility in risks, approaches, and technology, opting for cost-effective methods to achieve outcomes and efficiently carry out missions while maintaining compliance and mitigating risk.

Objective 2.5: Prepare for the Security Environment of the Future

Enhance Security Training products to build a premier DCSA and DoD security workforce.

Objective Description

Enhancing Security Training products enables DCSA to build a premier DoD security workforce. This requires the allocation of adequate staffing and resources to prioritize DoD training, creating an elite workforce equipped with future-proofed skills. Additionally, it requires the establishment of standardized and recognizable security training and education credentials that reflect the evolving knowledge and skills required for specific security roles and best practices in the security field. This approach creates an adaptable workforce that is future-proofed to address emerging challenges.

Outcomes

- Utilize learning systems that facilitate needed delivery and access to training content to continuously deliver current, accurate, and relevant security learning content.
- Enhance learning and development programs that demonstrate skill achievement through expanded learning credentials and offerings. Articulate the future security environment to guide future-proofing strategies, focusing on identifying future audiences, their training needs, and the subjects to be taught.
- Establish a common understanding of DoD and DCSA training needs aligned to resourcing.

Raise the level of understanding and recognition of DCSA as the premier provider of integrated security services for the Federal Government with external stakeholders

DCSA's Priorities for the Future

Raise the level of understanding and recognition of DCSA as the premier provider of integrated security services for the Federal Government with external stakeholders

OVERVIEW

DCSA must raise the level of understanding and recognition of its role in and impact to national security across the Federal government and external stakeholders. DCSA cannot succeed alone, and for that reason this is a fundamental priority of the agency. DCSA will more effectively execute the mission by strengthening partnerships and gaining advocates who recognize the imperative of DCSA's mission in national security. Security is a "team sport" and DCSA must work with partners against the varied threats we commonly face. DCSA is initiating a targeted engagement strategy that focuses on expanding DCSA's inclusion in key security discussions, increasing its presence at industry conferences and panels, and maintaining a cohesive brand that bolsters recognition. Through these efforts, DCSA will become more influential in shaping necessary security policies and strategies, helping to lead to a more secure environment. As the agency optimizes performance and plans for the future, DCSA must make sure it does so with a key focus on the customers, partners, and broader communities it serves to protect.

WHY THIS MATTERS

When DCSA's capabilities and contributions are valued, it can lead to increased support and opportunities for collaboration with stakeholders who are central to advancing security priorities, including policymakers, industry leaders, and the American public. DCSA's expertise in the security arena should be integrated into broader security initiatives. This will enable DCSA to advocate for the necessary resources and support to fulfill its mission of protecting national security. Improving DCSA's visibility and enhancing our partnerships not only enables the agency to more effectively fulfill its crucial role in national security, but it can also attract top talent to the agency and improve employee experience.

> " *Trust is at the heart of DCSA's mission. We can't achieve our national security objectives without it.* "
>
> — *DCSA Director David M. Cattler*

Objective 3.1: Build Reputation and Partnerships with Stakeholders

Improve external partnerships and internal workforce sentiment to solidify DCSA's reputation as the premier provider of integrated security services and the thought leader in the security enterprise.

Objective Description

DCSA will focus on enhancing its reputation and building relationships with key stakeholders to establish itself as the premier provider of integrated security services. This includes increasing the understanding and recognition of DCSA's role through thought products, promoting the agency's value proposition and accomplishments, and highlighting the importance of engagement across the government and industry. Additionally, DCSA will develop a comprehensive communications strategy targeting key stakeholders, including the DoD, to ensure consistent and effective messaging. By engaging with stakeholders and raising awareness about the factors impacting DCSA's services, the agency aims to foster a collaborative environment and solidify its standing as a leading authority in security.

Outcomes

- Increase DCSA's inclusion and recognition in relevant security policies, strategies, working groups, think tanks, conferences, and panels.
- Increase visibility and engagement with Congress through an uptick in meeting requests and named advocates of DCSA who agree to champion DCSA and its mission in external forums.
- Expand partnerships with Federal, State, Local, and Tribal stakeholders to enhance awareness of DCSA and its role supporting national security, law enforcement, and first responders.
- Boost invitations and coordinated event presence with partners and expand products and services internationally and in the private sector through a targeted engagement and partnership strategy.
- Increase the number of Gatekeepers informed and educated on DCSA's critical national security mission by equipping Gatekeepers with the necessary materials to drive consistent messaging.

Objective 3.2: Drive a Cohesive Brand

Create a cohesive agency brand to provide a consistent presence and unified message to internal and external audiences.

Objective Description

A cohesive brand ensures that all DCSA materials feature consistent branding and communicate the agency's achievements and activities uniformly. Implementing internal and external brand guidelines, supported by the development and distribution of standardized agency templates, will enforce brand consistency. Additionally, to develop a more informed and engaged workforce, they require the necessary brand and messaging information to be good DCSA representatives. This reinforces DCSA's identity and message consistency across all platforms and interactions, which is critical to helping the agency's stakeholders understand and more effectively partner with DCSA.

Outcomes

- Ensure compliance with internal branding guidelines and requirements and develop a standardized look and feel across all DCSA products and vehicles.
- Implement an integrated and holistic communications strategy that drives cohesive messaging, with a focus on external stakeholders.
- Reach 100% conformance with the DCSA Form 234 "Request for Clearance for Public Release" process and branding standards related to key engagements.

DCSA's Priorities for the Future

Objective 3.3: Increase Broader Public Awareness of DCSA

Increase broader public awareness and recognition of DCSA with the American public.

Objective Description

Enhancing public awareness and recognition of DCSA involves several targeted initiatives aimed at informing the American public about DCSA's critical mission and contributions. Efforts will focus on increasing awareness among the customer base and securing broader recognition and credibility for DCSA's role in delivering essential security services. To achieve these goals, the agency will explore various communication methods to engage the public effectively. This includes establishing an agile leadership team capable of adjusting communication strategies to meet the agency's evolving needs.

Outcomes

- Increase the circulation of news stories about DCSA and produce a shifted, more positive public sentiment in social media engagement and in the news.
- Using the DCSA Recruitment Strategy, raise public awareness for recruitment of personnel for critical missions across DCSA.

Objective 3.4: Facilitate Customer Experience (CX) and User-Friendly Engagement

Deliver innovative and effective customer-focused experiences to support user-friendly engagements.

Objective Description

This objective centers on creating a unified, user-friendly gateway that incorporates DCSA's visual branding. By implementing CX best practices, the agency aims to improve how customers interact with and understand DCSA's platform and services. Continuous improvement in all customer-focused experiences will be supported by an ongoing feedback loop, enabling DCSA to adapt to and enhance customer interactions based on real-time information and experiences shared by agency customers. This approach helps ensure that customer satisfaction and trust in DCSA's services are consistently upheld.

Outcomes

- Increase sentiment scores for DCSA as the Department's first High Impact Service Provider (HISP) program.
- Improve customer satisfaction in the areas of trust, effectiveness, ease, and efficiency on the organization's processes, products, access points, and systems of record.

III. CONCLUSION

CONCLUSION

The U.S. faces an increasingly complex and volatile threat environment that demands a shift in the way we operate as a nation. We must adopt a whole-of-government approach to prepare for emerging threats, counter adversarial opportunism, and maintain security superiority in this new era. DCSA is no stranger to change. As the threat environment continues to evolve, so will DCSA. The agency will take every opportunity to change to better protect our nation's people, critical assets, and technologies, while never faltering on our commitment to provide the highest standards of quality that security demands.

To advance DCSA's strategic priorities, DCSA will develop and implement transformative projects that contribute to achievement of the strategic objectives and outcomes. Security professionals across the enterprise will be involved in helping to create, drive, and monitor these projects to accomplish the agency's strategic aims. Successful implementation of this plan will allow DCSA to expand its capabilities when called upon to do so and anticipate the threats and requirements of the future. As the agency makes progress against this strategy, DCSA will report to the Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)) as requested.

Office of Communications and Congressional Affairs (OCCA)
Russell-Knox Building
27130 Telegraph Rd.
Quantico, VA 22134

Email
dcsa.quantico.dcsa-hq.mbx.pa@mail.mil