



September 17, 2018

A Message from the Chief Privacy Officer and Chief FOIA Officer:

I am pleased to present the DHS Privacy Office Strategic Plan for Fiscal Years 2019 - 2022. The work of our office supports all five core DHS missions articulated in the 2014 [*Quadrennial Homeland Security Review*](#): (1) prevent terrorism and enhance security; (2) secure our borders; (3) enforce our immigration laws; (4) safeguard cyberspace; and (5) strengthen national preparedness, as well as the important cross-cutting goal to *mature and strengthen homeland security by integrating information sharing and preserving privacy, oversight, and transparency in the execution of all departmental activities*. In addition, through training, outreach, and participation in departmental program development, the Privacy Office advances the guiding principles and core values outlined in the [*DHS Strategic Plan for Fiscal Years 2014-2018*](#).

Built around six strategic goals, the Privacy Office Strategic Plan will drive the operations of the Privacy Office, and help shape privacy and Freedom of Information Act (FOIA) improvements at the Department for the next four years.

Goal 1: Develop and enforce sound privacy and disclosure policies that safeguard personal information, promote information risk management and mitigation, and provide transparency into the Department's activities.

Goal 2: Ensure the Department preserves and implements privacy protections; complies with privacy and disclosure laws, policies, and regulations; and performs thorough oversight and governance evaluations.

Goal 3: Integrate privacy best practices into Department operations and processes.

Goal 4: Provide timely disclosures pursuant to the FOIA, improve responsiveness, and reduce the number and age of pending open FOIA requests.

Goal 5: Engage with internal and external stakeholders through training, education, and outreach to strengthen privacy and disclosure activities.

Goal 6: Efficiently manage business operations, office workflow, human capital, technology, procurement, financial actions, and resilience to ensure the office is fully supported in carrying out its mission.

The Privacy Office's mission is to protect individual's personal data by embedding and enforcing privacy protections and transparency in all DHS activities. With this revised strategic plan as our guiding document, the Privacy Office will continue to lead the Department's privacy and FOIA communities and ensure that our values are safeguarded as we secure the homeland.

A handwritten signature in black ink, appearing to read "Sam Kaplan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Sam Kaplan
Chief Privacy Officer and Chief FOIA officer
U.S. Department of Homeland Security

**DEPARTMENT OF HOMELAND SECURITY PRIVACY OFFICE
FY2019-2022 STRATEGIC PLAN**

Mission

Enable the Department to accomplish its mission while protecting individuals' privacy and facilitating public disclosure.

Vision

The DHS Privacy Office enables the Department of Homeland Security to better manage risk by protecting personal privacy and promoting accountability and public understanding of the Department's activities through strategic advice, oversight, and disclosure.

Leadership Commitment to Staff

Privacy Office Leadership is committed to developing and maintaining an effective, mission-focused, diverse, and knowledgeable staff of privacy, disclosure, and administrative professionals. Privacy Office leadership will continually pursue professional growth and development of all its staff while strategically prioritizing objectives, work efforts, and resources to carry out the office mission.

Goals and Objectives

Goal 1: Develop and enforce sound privacy and disclosure policies that safeguard personal information, promote information risk management and mitigation, and provide transparency into the Department's activities.

Objective 1.1: Create a unified set of disclosure policies to ensure consistent application of the Freedom of Information Act (FOIA) that will contribute to a more effective enterprise and mitigate risks.

Objective 1.2: Assure consistent application of privacy and disclosure laws, regulations, and policies to preserve privacy protections, ensure accountability for those protections, and, as appropriate, increase transparency across the Department and with any interagency initiatives.

Objective 1.3: Facilitate and promote Department privacy practices that advance and continue to implement the DHS Fair Information Practice Principles (FIPPs).

Objective 1.4: Ensure that privacy incidents at DHS are reported, processed efficiently, and mitigated appropriately in accordance with applicable federal laws, regulations, and DHS privacy policies and procedures.

Goal 2: Ensure the Department preserves and implements privacy protections; complies with privacy and disclosure laws, policies, and regulations; and performs thorough oversight and governance evaluations.

Objective 2.1: Evaluate DHS Components, directorates, offices, programs, activities, and technologies for compliance with privacy and disclosure policies and laws through measurable means.

Objective 2.2: Promote and facilitate Department-wide engagement to identify best practices and guidance to ensure a consistent and efficient approach for complying with federal privacy and disclosure laws and policies.

Objective 2.3: Assure that privacy complaints and incidents are coordinated properly, reported systematically, processed and mitigated efficiently, and communicated appropriately in accordance with federal and DHS privacy and disclosure laws, regulations, policies, and procedures.

Objective 2.4: Improve systems for tracking and assessing oversight and compliance work-streams across the Department.

Goal 3: Integrate privacy best practices into Department operations and processes.

Objective 3.1: Improve collaboration with key stakeholders to align privacy processes with operational needs.

Objective 3.2: Increase compliance by developing trust and building partnerships with operators and program offices to integrate privacy into program and technology planning, design, and deployment.

Objectives 3.3: Develop and implement compliance, governance, and oversight models for Department pilots, programs, and information sharing initiatives.

Goal 4: Provide timely disclosures pursuant to the FOIA, improve responsiveness, and reduce the number and age of pending open FOIA requests.

Objective 4.1: Ensure compliance with statutory provisions, regulatory provisions, and Departmental policies and procedures for the timely completion and response to FOIA requests.

Objective 4.2: Maximize the use of technology to streamline processes and increase efficiencies.

Goal 5: Engage with internal and external stakeholders through training, education, and outreach to strengthen privacy and disclosure activities.

Objective 5.1: Produce timely information on DHS programs, operations, systems, and policies in a manner that is easily accessible to Congress, the public, and oversight bodies.

Objective 5.2: Train DHS personnel to comply with privacy and disclosure law and policy as well as follow privacy and disclosure best practices.

Objective 5.3: Educate external stakeholders about DHS policies and procedures in

protecting privacy and promoting transparency.

Goal 6: Efficiently manage business operations, office workflow, human capital, technology, procurement, financial actions, and resilience to ensure the office is fully supported in carrying out its mission.

Objective 6.1: Facilitate procurement and human capital actions to meet the DHS Privacy Office's operational requirements consistent with available resources.

Objective 6.2: Coordinate the timely review of agency correspondence, policy, program proposals, regulations, and legislation by appropriate office staff.

Objective 6.3: Coordinate privacy and disclosure-related engagements with government oversight and liaison organizations, providing timely and substantive updates about office programs and corrective actions and ensuring transparency with the Departmental Audit Liaison, Chief Financial Officer, and the Office of Legislative Affairs staff, as appropriate.

Objective 6.4: Develop and implement standard operating procedures to provide timely, consistent logistical and administrative services to senior leadership and staff.

Objective 6.5: Facilitate and promote knowledge management and integration across all DHS Privacy Office Teams.