



# STRATEGIC PLAN

## 2020-2025

SCIENCE AND TECHNOLOGY DIRECTORATE



**Homeland  
Security**

Science and Technology

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Since arriving at the Department of Homeland Security (DHS) Science and Technology Directorate (S&T), I have made it a priority to engage with the Directorate's workforce, stakeholders, customers, and partners about the future of S&T. Feedback from these engagements demonstrated that S&T's business model must evolve to better fulfill our mission.

As a result, we launched an ongoing, employee-designed effort to revitalize our operating model, business processes, and organization. More than 100 employees from across the Directorate contributed to the teams and activities that formed the goals and objectives in our strategy. The result is a set of goals and objectives that outline how, over the next five years, we will build on our record of accomplishment to fulfill the vision of S&T as a trusted partner, helping our customers achieve their missions. This focus on creating an operational impact on customer missions will improve our responsiveness to Departmental priorities as they evolve.

This strategy demonstrates our renewed commitment to serve our customers across DHS and the Homeland Security Enterprise and build lasting, public-private partnerships with industry, academia, other federal and international partners. These partnerships are critical to bringing innovative and entrepreneurial thinking from the leading edge of technology development to provide operationally impactful solutions and capabilities to our customers.

Following the release of this strategy, we will define initiatives and performance metrics that will move us toward accomplishing these goals and objectives. Together we will bring to life our commitment to improve S&T's relevance, performance, and impact.

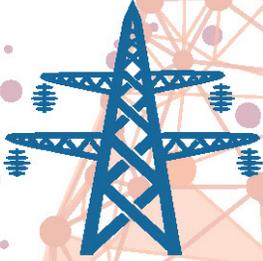
Sincerely,

A handwritten signature in black ink, appearing to read "William N. Bryan". The signature is fluid and cursive, with the last name "Bryan" being particularly prominent.

William N. Bryan

Senior Official Performing the Duties of the  
Under Secretary for Science and Technology

# THE SCOPE OF T

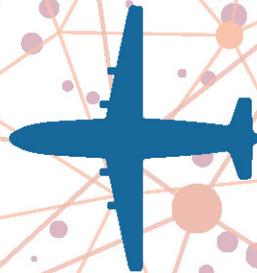


**16**

CRITICAL  
INFRASTRUCTURE  
SECTORS



MORE  
THAN



**1.9 MIL**  
AIRLINE PASSENGERS

**7,000**  
MILES OF LAND  
BORDER



**10K**  
FEDERAL FACILITIES  
ACROSS THE

# THE DHS MISSION

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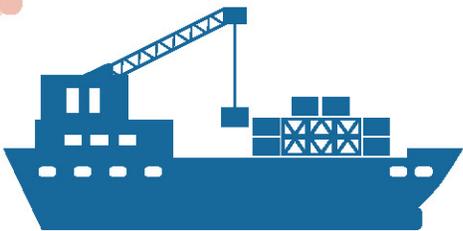
RE  
AN  
 **220K**  
EMPLOYEES

**1**  
MILLION  
INCIDENTS A DAY

**100K**   
MILES OF U.S. COASTLINE  
& INLAND WATERWAYS

    
**3.3 MILLION**  
FIRST RESPONDERS

  
**100K**  
FACILITIES  
ACROSS THE COUNTRY

  
**328** PORTS  
OF ENTRY

# MISSION

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*Enable effective, efficient, and secure operations across all homeland security missions by applying scientific, engineering, analytic, and innovative approaches to deliver timely solutions and support Departmental acquisitions.*

# VISION

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*To be a trusted partner enabling homeland security missions.*



To execute our mission and realize our vision, we must make a positive operational impact for our customers. It is our pursuit of this outcome that inspires and shapes this strategy. As we seek to have operational impact on customer missions, it is important to acknowledge key challenges of our complex operational environment, and how we will respond.

ENVIRONMENTAL CHALLENGES	S&T RESPONSE
We serve a wide array of customers with diverse missions and operational needs.	We will deepen our engagement with our customers so that we continuously understand their diverse and evolving needs and can collaborate with them throughout solution delivery.
Our customers require timely scientific and technological solutions and expertise to achieve operational success in a dynamic mission environment.	We will invest in a set of core capabilities that allow S&T to provide the solutions and expertise our customers require and to be responsive to the changing mission environments they face.
We are part of a broader Homeland Security Enterprise that is investing in science and technology.	We will strengthen our ability to leverage external partners so that we can access and shape others' innovation on behalf of our customers, expanding the universe of available solutions.
The challenges we tackle are complex and interdisciplinary.	We will create a more unified structure and culture at S&T so that we can collaborate and solve complex problems for our customers more efficiently and effectively.

This strategy sets forth goals and supporting objectives in each of these areas. It describes how we will engage with our customers, focus on core capabilities that support them, work with partners to supplement these capabilities, and work together as one S&T to maximize the operational impact we have on our customers.



**BORDER**

**PATROL**

**F150**



**K35003**

**IMB**



# GOALS

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- 1** *Build trusted relationships with customers that support the delivery and adoption of mission-critical solutions*
- 2** *Excel at a set of core offerings and capabilities that are aligned to customer mission needs*
- 3** *Strengthen external partnerships to advance homeland security mission priorities*
- 4** *Create a unified and dynamic organizational infrastructure and culture*





## GOAL

# 1 *Build trusted relationships with customers that support the delivery and adoption of mission-critical solutions*

*S&T commits to investing in strong, collaborative relationships with our customers. Through regular, strategic engagement, we will clearly understand their missions, operations, priorities, and capability gaps. Consistent and open dialogue will promote the development, transition, and use of S&T technology and expertise that enhance their operations.*



## **OBJECTIVES & COMMITMENTS**

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### **1.1 Maintain consistent and coordinated engagement with customers to understand both leadership priorities and capability gaps.**

*We will expand our engagement with customers both vertically and horizontally across components to ensure our work is addressing high-priority needs and providing the right capabilities.*

### **1.2 Build expert understanding of customer missions, domains, and cultures to better address current and future capability gaps.**

*We will focus on not only what our customers need but also why they need it, how they will use it, and what they will need next.*

### **1.3 Integrate customers more thoroughly into the solution delivery lifecycle to improve the likelihood of adoption and impact.**

*We will include customers in our efforts to find or develop viable solution paths, construct program strategies, assess and transition those solutions, and track their impact.*

### **1.4 Establish a customer-service mindset throughout the entire organization to improve the customer experience.**

*We will execute our work with a customer-focused mentality to ensure our decisions and actions support and improve customer operations.*



## GOAL

# 2 *Excel at a set of core offerings and capabilities that are aligned to customer mission needs*

*S&T commits to sharpening a set of internal capabilities essential to meeting customer mission needs, including test and evaluation, systems engineering, and modeling and simulation. We will invest in core offerings relied upon across the Homeland Security Enterprise, adjusting them as needed to address our evolving customer missions.*



## **OBJECTIVES & COMMITMENTS**

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### **2.1 Establish and clearly communicate a balanced portfolio of core offerings to deliver solutions.**

*We will align and adjust our core offerings to support customer operational needs and ensure internal and external awareness of capabilities.*

### **2.2 Align organizational resources, processes, and activities to core offerings to optimize mission execution.**

*We will structure our investments, work, staff, and approach to directly support and enable our core offerings.*

### **2.3 Invest in organizational competencies and workforce skillsets needed to excel at delivering core offerings.**

*We will give our people the resources, training, and infrastructure needed to provide our core offerings.*

### **2.4 Develop a systematic process for evaluating and evolving the portfolio of core offerings and capabilities based on customer mission needs.**

*We will review our performance and assess our alignment to improve the value we provide to customers and evolve our core offerings to meet customer needs.*



## GOAL

# 3 *Strengthen external partnerships to advance homeland security mission priorities*

*S&T commits to deepening our institutional partnerships with industry, government, academia, and national laboratories—both domestic and international—to access capabilities that complement our core offerings and create greater value for our customers. Through deliberate and sustained engagement, we will convey customer needs to our partners and be a conduit to bring partner capabilities and solutions to our customers.*

A network diagram background consisting of a complex web of interconnected nodes and lines, with some nodes highlighted in light blue. The diagram is positioned in the upper left and center of the page.

## **OBJECTIVES & COMMITMENTS**

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### **3.1 Develop and maintain institutionalized relationships with science and technology partners to maximize their impact on customer missions.**

*We will build and strengthen cooperation with the science and technology community to increase customer awareness and access.*

### **3.2 Enable partners to develop solutions by communicating customer R&D requirements.**

*We will regularly educate the science and technology community on homeland security needs to inform their investments in areas that support the Department's priorities.*

### **3.3 Use expert understanding of partner capabilities to identify solutions for customer R&D requirements.**

*We will invest in robust technology scouting and horizon scanning functions to enhance our capacity to efficiently find available solutions and promising technologies.*

### **3.4 Support a diverse homeland security ecosystem that can organize around national challenges and needs.**

*We will strengthen the ties of the scientific and technology community through regular engagement and the use of our convening authority, enabling collaboration to overcome national challenges.*



## GOAL

# 4

## *Create a unified and dynamic organizational infrastructure and culture*

*S&T commits to building a matrixed infrastructure and collaborative culture. Our matrixed approach will enable us to bring the right resources, expertise, and solutions from across the Directorate to give our customers the best solutions with increased efficiency and effectiveness.*



## **OBJECTIVES & COMMITMENTS**

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### **4.1 Use a matrixed approach to drive collaboration across the organization.**

*We will leverage the best of our in-house capabilities and external partnerships to address customer requirements and increase our operational impact.*

### **4.2 Develop improved business processes to promote organizational agility, innovation, and appropriate risk-taking.**

*We will develop and implement rigorous, repeatable processes that allow flexibility and adaptability in our pursuit of the best possible solutions for our customers.*

### **4.3 Foster a culture of trust, shared accountability, and service to enhance organizational performance.**

*Our leaders will model and reward open communication, transparency, collaboration, and servant leadership to increase cooperation and effectiveness across the organization.*

### **4.4 Use clear, consistent communication to unify the organization around our strategic direction and priorities.**

*We will share organizational decisions and developments—and their rationale—with the workforce.*



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[dhsscitech](#)



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