CISA (Cybersecurity and Infrastructure Security Agency) Strategic Plan 2023 - 2025

CISA Strategic Plan 2023 – 2025 Purpose

https://www.cisa.gov/sites/default/files/2023-01/StrategicPlan_20220912-V2_508c.pdf

- Communicate the Cybersecurity and Infrastructure Security Agency's (CISA) mission and vision
- Promote unity of effort across the agency and our partners, and defines success for CISA as an agency
- Describe the stakeholder, policy, and operational context in which CISA must perform and present the strategic changes CISA will make to better execute our vital mission over the next three years
- Builds on and aligns with the *United States Department of Homeland Security Strategic Plan for Fiscal Years 2020 – 2024*

CISA Strategic Plan 2023 – 2025
CISA Core Values

- **Collaboration** - We will approach every engagement as an opportunity to build trust with our teammates, our partners, and our customers
- **Innovation** - We must move with creativity and agility at the speed of ideas to stay ahead of threats to our nation and our way of life, and we must be grounded in the strength of our resilience
- **Service** - Our commitment is a calling to protect and defend the infrastructure Americans rely on every hour of every day
- **Accountability** - We will model the behavior we want to see in others; we will hold ourselves and our teammates responsible for our actions; and we will empower our workforce through trust, transparency, and radical honesty

CISA Strategic Plan 2023 – 2025
CISA Core Principles

- People First
- Communicate Transparently And Effectively
- Foster Belonging, Diversity, Inclusion and Equality
- Do The Right Thing Always
- Build and Cultivate Your Network
- Play Chess
- Lead With Empathy
- Image, Anticipate, and Innovate To Win
- Stand In The Arena
- Seek And Provide Honest Feedback
- Make It Count
- Commit To A Lifetime of Learning

CISA Strategic Plan 2023 – 2025 Goals

- **Cyber Defense** - SPEARHEAD THE NATIONAL EFFORT TO ENSURE DEFENSE AND RESILIENCE OF CYBERSPACE
- **Risk Reduction and Resilience** - REDUCE RISKS TO, AND STRENGTHEN RESILIENCE OF, AMERICA'S CRITICAL INFRASTRUCTURE
- **Operational Collaboration** - STRENGTHEN WHOLE- OF-NATION OPERATIONAL COLL ABORATION AND INFORMATION SHARING
- **Agency Unification** - UNIFY AS ONE CISA THROUGH INTEGRATED FUNCTIONS, CAPABILITIES, AND WORKFORCE

CISA Strategic Plan 2023 – 2025
Goal 1 - Cyber Defense

Objective 1.1 ENHANCE THE ABILITY OF FEDERAL SYSTEMS TO WITHSTAND CYBERATTACKS AND INCIDENTS

- Driving and facilitating the adoption of modern, secure, and resilient technologies
- Improving incident response capabilities
- Limiting supply chain risk to the federal government
- Increasing visibility into cyber threats across federal networks
- Leverage our authorities to the maximum extent to drive and measure adoption of strong cybersecurity practices among federal civilian agencies
- Help agencies build effective security programs by providing scalable and innovative services and capabilities

MEASUREMENT APPROACH

- Will measure adherence to, and effectiveness of, CISA cyber defense guidance, standards, and directives for federal agencies to improve the nation’s cyber defense posture

CISA Strategic Plan 2023 – 2025
Goal 1 - Cyber Defense

Objective 1.2 INCREASE CISA'S ABILITY TO ACTIVELY DETECT CYBER THREATS TARGETING AMERICA'S CRITICAL INFRASTRUCTURE AND CRITICAL NETWORKS

- Will advance our capability to actively detect threats across federal and SLTT networks while working with industry partners to enhance our understanding of threats targeting private networks
- Will continuously innovate our threat hunting capabilities to rapidly orchestrate threat identification and mitigation at scale

MEASUREMENT APPROACH

- Will measure the effectiveness of key efforts in network monitoring, cyber threat analytics, and cyber threat hunting to reduce the time-to-detect and time-to-remediate intrusions

CISA Strategic Plan 2023 – 2025
Goal 1 - Cyber Defense

Objective 1.3 DRIVE THE DISCLOSURE AND MITIGATION OF CRITICAL CYBER VULNERABILITIES

- Will work closely with public and private entities and the cybersecurity research community to incentivize identification and reporting of previously unknown vulnerabilities, then leverage a broad array of capabilities to drive mitigation
- Along with our partners, will enable timely and coordinated vulnerability disclosure, provide recommendations, and amplify appropriate mitigation countermeasures using relevant channels and mechanisms
- Must also leverage our authorities and capabilities to identify unmitigated vulnerabilities, particularly affecting critical infrastructure, and drive urgent mitigation before exploitation occurs
- Will work with the cybersecurity community to leverage lessons learned and implement recommendations from the Cyber Safety Review Board and other advisory bodies to elevate our nation's cybersecurity

MEASUREMENT APPROACH

- Will measure the utilization and effectiveness of CISA's cyber vulnerability assessments and remediation services to increase identification and mitigation of vulnerabilities, reducing the window that adversaries have to exploit critical infrastructure

CISA Strategic Plan 2023 – 2025
Goal 1 - Cyber Defense

Objective 1.4 ADVANCE THE CYBERSPACE ECOSYSTEM TO DRIVE SECURITY-BY-DEFAULT

- Foster the development and adoption of state-of-the-art network defense and cyber operations tools, services, and capabilities to drive security-by-default in the technology ecosystem
- Support technology providers and network defenders as they work to ensure the security of software- and hardware-enabled products, services, networks, and systems
- Support national efforts to empower the national cyber workforce to fill shortages in critical skills through our cyber education resources
- We recognize that technology products must be designed and developed in a manner that prioritizes security, ensures strong controls by default, and reduces the prevalence of exploitable vulnerabilities

MEASUREMENT APPROACH

- Will measure the utilization and effectiveness of CISA's cyber vulnerability assessments and remediation services to increase identification and mitigation of vulnerabilities, reducing the window that adversaries have to exploit critical infrastructure

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.1 EXPAND VISIBILITY OF RISKS TO INFRASTRUCTURE, SYSTEMS, AND NETWORKS

- Need to deepen our insights into the nation's cyber and physical critical infrastructure assets and systems, as well as identifying the potential and future sources of risk that could impact that infrastructure
- Must reinvigorate our role as the national authority on, and central repository of, the nation's critical infrastructure data
- Will advance our tools, doctrine, and operational capacity for assessing infrastructure criticality, comprehensively identifying critical infrastructure, and understanding how infrastructure is vulnerable
- Will field innovative tools and advance partnerships to gain visibility into cyber and physical threats and vulnerabilities
- Will continually identify nascent or emerging risks before they pose threats to our infrastructure
- Improve the government's visibility into cyber incidents so that CISA and other agencies can work with stakeholders to take action to better protect themselves from similar incidents

MEASUREMENT APPROACH

- Will measure increases in visibility and critical infrastructure security

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.2 ADVANCE CISA'S RISK ANALYTIC CAPABILITIES AND METHODOLOGIES

- Must mature CISA's risk analysis capabilities and methodologies to promote in-depth understanding of the risks we face
- Will ensure that critical infrastructure information and identification efforts are incorporated into analytic methodologies to yield thorough, integrated analytic output that can guide agency decision making
- Where CISA divisions house unique technical expertise, particular programs may have tailored risk analytic capabilities that complement cross-agency strategic level risk priorities

MEASUREMENT APPROACH

- Will measure the maturity of NCF risk analytics and the cross-agency accessibility of risk data.
- Will also measure its support to SRMAs in assessing risk to their sectors

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.3 ENHANCE CISA'S SECURITY AND RISK MITIGATION GUIDANCE AND IMPACT

- Will deliver actionable expertise and mitigations for addressing infrastructure security threats and hardening emergency communications systems
- Will issue authoritative guidance to drive effective IT network risk management
- Will focus this guidance on risks that matter to our stakeholders and that CISA has identified as priority
- Where appropriate within CISA authorities, will set standards and recommendations to guide security decision
- Will ensure security at high-risk chemical facilities consistent with CFATS and other applicable statutes
- Where appropriate and warranted, will also provide targeted technical assistance or assessments that measurably advance security and resilience

MEASUREMENT APPROACH

- Will measure the effectiveness and adoption of CISA's physical, emergency communications, and cybersecurity guidance for stakeholders

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.4 BUILD GREATER STAKEHOLDER CAPACITY IN INFRASTRUCTURE AND NETWORK SECURITY AND RESILIENCE

- Must appropriately scale CISA's key programs and risk related offerings in cybersecurity, infrastructure security, and emergency communications to meet our ever-growing stakeholder demand
- Will deliver impactful capabilities and services to meet our stakeholders' most pressing and evolving physical security challenges, which include insider threats, active shooter preparedness, bombing prevention, and security in public gathering places
- Must be responsive to emergent needs to tailor our offerings to address new risks, such as providing new emergency communications offerings specifically aimed at the cybersecurity risks that those systems face
- May also require broadening our offerings to new stakeholders and expanding cybersecurity services within CISA authorities to non-federal stakeholders

MEASUREMENT APPROACH

- Will measure the increase in and impact of key products and services available to different stakeholder groups

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.5 INCREASE CISA'S ABILITY TO RESPOND TO THREATS AND INCIDENTS

- Must bolster and expand our headquarters and regional capacity to support our stakeholders and interagency partners following physical threats and incidents - This will include CISA's role as an SRMA for eight critical infrastructure sectors and our support for other Departments and Agencies in their SRMA roles
- Additionally, we will expand the reach of our vital emergency communications support services to ensure that first responder calls are connected and that public safety entities can rapidly communicate with each other during events

MEASUREMENT APPROACH

- Will measure the efficiency and usage of key emergency communications services and CISA's incident response capabilities

CISA Strategic Plan 2023 – 2025
Goal 2 - Risk Reduction and Resilience

Objective 2.6 SUPPORT RISK MANAGEMENT ACTIVITIES FOR ELECTION INFRASTRUCTURE

- Be the federal government's hub for understanding and characterizing risks to election infrastructure and ensuring election officials and their private sector partners have the information they need to manage risk to their systems
- Support state and local officials as they address mis- and disinformation in their communities

MEASUREMENT APPROACH

- Will measure the extent of its reach to SLTT and private sector election stakeholders with products and guidance appropriate for their risk profile and organizational capabilities

CISA Strategic Plan 2023 – 2025
Goal 3 - Operational Cooperation

Objective 3.1 OPTIMIZE COLLABORATIVE PLANNING AND IMPLEMENTATION OF STAKEHOLDER ENGAGEMENTS AND PARTNERSHIP ACTIVITIES

- Must plan, prioritize, and coordinate stakeholder engagements within our agency, SRMAs, and across the broader stakeholder community
- Will build our CISA brand among the stakeholders we serve, with the goal of fostering confidence in the value we bring
- Will use stakeholder data and insights, customer demand signals, operational requirements, and leadership priorities to guide the development of national and regional level outreach campaigns; prioritize targeted regional, topic-specific, and sector-based engagements; and tailor individual customer engagements
- Will fulfill legislative and policy mandates to lead sector-based engagement as an SRMA and as the national coordinator for critical infrastructure security and resilience
- Will engage and partner across the full breadth of CISA's stakeholders as defined earlier, which also include disadvantaged groups

MEASUREMENT APPROACH

- Will measure the effectiveness of strategic stakeholder engagements and partnership activities

CISA Strategic Plan 2023 – 2025
Goal 3 - Operational Cooperation

Objective 3.2 FULLY INTEGRATE REGIONAL OFFICES INTO CISA'S OPERATIONAL COORDINATION

- Will increase integration between headquarters (HQ) and the regional staff that provide nationwide CISA touchpoints
- Will establish processes for coordinating engagement activities between HQ divisions and regions and mutually support operational relationship management
- To optimize the delivery of CISA's programs, products, and services, we will strengthen links between our existing national level partnership management framework and regions, directly extending elements such as Sector and Government Coordinating Councils (SCC and GCC), into the regions as appropriate
- Will create the internal business management forums, mechanisms, and processes that make nationwide stakeholder engagement planning and coordination simple, efficient, and mutually beneficial

MEASUREMENT APPROACH

- Will measure the integration of regional and HQ coordination activities and the impact of regional stakeholder engagement

CISA Strategic Plan 2023 – 2025
Goal 3 - Operational Cooperation

Objective 3.3 STREAMLINE STAKEHOLDER ACCESS TO AND USE OF APPROPRIATE CISA PROGRAMS, PRODUCTS, AND SERVICES

- Will strive to provide CISA's programs, products, and services to our customers on their terms
- Wherever possible and suitable, will offer our customers tailored product information, access, and delivery, based on their specific needs and circumstances; to this end, our catalog of resources will be consistently available, accurate, tailorable, engaging, and easy to access
- Will market our programs, products, and services broadly and consistently across the agency to increase our reach among our core stakeholder groups

MEASUREMENT APPROACH

- Will measure the quality and accessibility of Division programs, products, and services

CISA Strategic Plan 2023 – 2025
Goal 3 - Operational Cooperation

Objective 3.4 ENHANCE INFORMATION SHARING WITH CISA'S PARTNERSHIP BASE

- Must enhance multidirectional communications with external partners, including timely incident reporting and the sharing of threats and vulnerabilities, intelligence and intelligence requirements, as well as other information and data
- Continue to build out new collaboration structures such as the Joint Cyber Defense Collaborative (JCDC) as well as maturing existing structures such as the Federal Senior Leadership Council (FSLC), Information Sharing and Analysis Centers (ISAC), SCCs, and GCCs

MEASUREMENT APPROACH

- Will measure the value of multidirectional information sharing with CISA partners

CISA Strategic Plan 2023 – 2025
Goal 3 - Operational Cooperation

Objective 3.5 INCREASE INTEGRATION OF STAKEHOLDER INSIGHTS TO INFORM CISA PRODUCT DEVELOPMENT AND MISSION DELIVERY

- Will actively seek feedback from our stakeholders to ensure that we continuously refine and improve our product offerings
- Will increase integration of stakeholder insights, information, and data to assist in decision making and the prioritization, development, modification, and tailoring of our products, services, and areas of focus

MEASUREMENT APPROACH

- Will measure stakeholder satisfaction and feedback to inform continuous improvements

CISA Strategic Plan 2023 – 2025
Goal 4 - Agency Unification

Objective 4.1 STRENGTHEN AND INTEGRATE CISA GOVERNANCE, MANAGEMENT, AND PRIORITIZATION

- Implement cross-Mission Enabling Office (MEO) meetings and exchange programs at all levels of CISA, and establish governance and management structures that provide the necessary data and processes to enable prioritized decisions
- Will work to delineate lines of effort and assign organizational and/or individual responsibility to drive collective decision making, and document and integrate processes to ensure standardization and utilization of best practices
- Better integrate the Planning, Programing, Budgeting, Execution, and Evaluation (PPBEE) process into CISA governance processes and decisions
- Will strategically provision additional MEO resources such that CISA expands capacity, as necessary

MEASUREMENT APPROACH

- Will measure effective and transparent oversight of funding and the degree to which programs and processes are standardized and integrated across the CISA enterprise

CISA Strategic Plan 2023 – 2025
Goal 4 - Agency Unification

Objective 4.2 OPTIMIZE CISA BUSINESS OPERATIONS TO BE MUTUALLY SUPPORTIVE ACROSS ALL DIVISIONS

- Will streamline existing operations and adopt agile, new technologies that will enable customer service and improved timely, modern, and secure services
- Will advance and increase the utilization of products, services, and resources that prove to be effective — including secure, innovative, and interoperable technology solutions — to enable operational success
- Will focus on integrating our systems and data to improve situational awareness, provide actionable information to support leadership decisions, improve processes and collaboration, and mature information sharing and data management across CISA

MEASUREMENT APPROACH

- Will measure how effectively internal systems, processes, and architecture are enhancing multidirectional support across the entire organization

CISA Strategic Plan 2023 – 2025
Goal 4 - Agency Unification

Objective 4.3 CULTIVATE AND GROW CISA'S HIGH-PERFORMING WORKFORCE

- Will implement a world-class talent ecosystem that spans recruiting, hiring, training, recognition, advancement, retention, and succession planning
- Will proactively seek, identify, and foster prospective talent from non-traditional places
- Will prioritize and leverage the DHS Cyber Talent Management System to modernize our recruiting and hiring efforts
- Must ensure equal access to professional development and educational opportunities for employees and leaders at all levels
- Will deepen our mentoring and coaching programs across the organization, while rewarding exceptional CISA performers
- Will create an environment where high-performing teams can thrive by increasing transparency and operational effectiveness
- Will create equitable outcomes for our workforce by creating more robust career paths and developing greater cross-component work opportunities for career advancement

MEASUREMENT APPROACH

- Will measure the hiring and retention of the CISA workforce, and the utilization and impact of employee opportunities for training and growth

CISA Strategic Plan 2023 – 2025
Goal 4 - Agency Unification

Objective 4.4 ADVANCE CISA'S CULTURE OF EXCELLENCE

- Will continue building our culture through promulgation of our core values and core principles
- Our culture will be incorporated in our day-to-day tasks, mission-enabling functions, service to our partners and stakeholders, and in our everyday behaviors
- Will prioritize an environment of psychological safety where people can be their authentic selves; where they feel cared for, supported, empowered, and always treated with dignity and respect; where they feel a sense of ownership for mission; and where accountability and responsibility are welcome
- Will prioritize wellness and resilience across our agency by systematically mitigating burnout and providing access to mental health resources
- Leaders at CISA will promote transparency and equity around rewards, decision outcomes, communications, and employee treatment
- Will cultivate an environment where feedback, learning, growth, and innovative perspectives are welcomed and cherished

MEASUREMENT APPROACH

- Will measure improved psychological safety, diversity, and reduced burnout of the CISA workforce, which is imperative to enabling an innovative and motivated culture