

ONE CISA: COLLABORATION, INNOVATION, SERVICE, ACCOUNTABILITY



# CISA

## STAKEHOLDER ENGAGEMENT

STRATEGIC PLAN  
**FY2023–2025**



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# MESSAGE FROM THE ASSISTANT DIRECTOR FOR STAKEHOLDER ENGAGEMENT

Congress established the Cybersecurity and Infrastructure Security Agency (CISA) in 2018 as the country's operational entity for managing and mitigating risk from such threats to our digital and physical critical infrastructure and ensuring secure, interoperable emergency communications. These efforts rely on the dynamic relationships we maintain with our diverse stakeholders and are further supported by our unique capability to facilitate interaction and collaboration between government and private industry.

This inaugural Stakeholder Engagement Strategic Plan fully aligns with and nests under the CISA Strategic Plan 2023–2025. It aims to unify the agency's stakeholder engagement approach as One CISA through integrated functions and capabilities. The plan elaborates on areas of focus for the next three years that will optimize coordinated stakeholder engagement and partnership activities, including the full integration of CISA's regional offices. As part of this, we will streamline use of stakeholder insights to inform CISA offerings and mission delivery. We will also make it easier for stakeholders to quickly find and access applicable CISA products and services, including timely, relevant, and accurate decision support information.

CISA is building a culture of excellence that prizes the values of teamwork and collaboration; innovation and inclusion; ownership and empowerment; transparency and trust. I look forward to executing this Stakeholder Engagement Strategic Plan with you as we work to achieve our shared vision of a secure and resilient critical infrastructure for the American people.



Alaina Clark

Assistant Director  
for Stakeholder Engagement

# Our Mission

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Lead the national effort to understand, manage, and reduce risk to our cyber and physical infrastructure.

# Our Vision

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Secure and resilient infrastructure for the American people.

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*“Our mission is a team sport: our success will be rooted in the rich and robust personal relationships and collaborative partnerships we build across our Agency and our Department, across the federal government, and with our teammates at the state, local, tribal, and territorial level, and of course, with our private sector colleagues.”*

Director Easterly  
*Message to the CISA Workforce*



# CISA

## Core Values

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CISA was designed to be something special and different. Not another bureaucracy, but something much more akin to a public-private collaborative. Our core values reflect this design and underpin everything we do at CISA:

### COLLABORATION

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Strong and vibrant partnerships are critical to everything we do; we will approach every engagement as an opportunity to build trust with our teammates, our partners, and our customers.

### INNOVATION

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We face threats at machine speed and adversaries unbounded by bureaucracy; 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

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We are defined by our dedication to selflessly serving the American people; more than a mission, our commitment is a calling to protect and defend the infrastructure Americans rely on every hour of every day.

### ACCOUNTABILITY

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We will only succeed if every one of us takes active ownership of our mission, our words, and our actions. 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.



# Executive Summary

CISA engages stakeholders and fosters public-private partnerships to enhance the nation's critical infrastructure security and resilience.

The goals outlined in this strategic plan unify CISA's efforts to effectively engage and collaborate with stakeholders and partners, developing and strengthening the trusted relationships that underpin whole-of-nation operational collaboration and information sharing.

The first goal focuses on optimizing organizational processes and translating program excellence into agency excellence. CISA headquarters and regional offices<sup>1</sup> will share a common operating picture to proactively collaborate on stakeholder engagements and partnerships, moving the agency in a unified direction.

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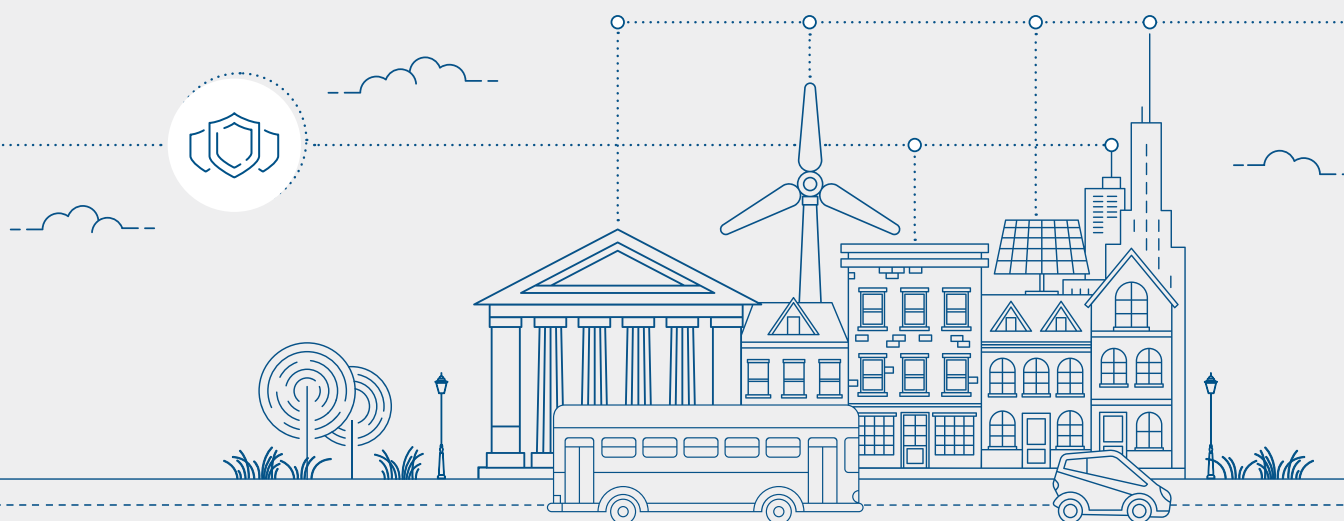
<sup>1</sup> CISA regional offices are comprised of personnel assigned to one of CISA's 10 regions. They manage partnerships and engagements and coordinate product and service delivery in their region's critical infrastructure community. CISA headquarters is comprised of personnel who focus on national, international, and program-specific critical infrastructure stakeholder engagement and partnership management.



Clarifying stakeholder management roles and responsibilities between headquarters and the regions is central to this strategic plan and involves articulating the best ways to share stewardship of CISA's stakeholder relationships. It also drives efforts to define standard approaches for using technology to enable CISA's mission. This includes CISA's use of the Stakeholder Relationship Management (SRM) platform to manage agency-wide stakeholder contact and engagement information and the agency's use of stakeholder maps to visualize stakeholder relationships to CISA and to each other so CISA can better understand and support them. Processes and insights from these tools will be shared across the agency, providing transparency and fostering the teamwork necessary to build and enhance our partnerships and reduce risk to critical infrastructure.

The second goal recognizes that understanding stakeholder community needs is foundational to building the public-private partnerships that enable mission fulfillment. It outlines multiple objectives to collect input directly from stakeholders and other insightful sources that help CISA better understand the context of its diverse stakeholder communities and how they use agency products and services to reduce risk. This goal positions CISA to translate insights and feedback into improved products and services.

The third and final goal aims to make it easier for stakeholders to get the products, services, and information that best enables them and their communities to build and enhance their own security and resilience, thereby strengthening national resilience. The objectives supporting this goal are designed to equip CISA employees with the readily available information needed to help stakeholders access the resources they need. They also improve self-service capabilities so stakeholders can quickly find relevant and actionable information on CISA.gov, in CISA publications and communications, and in the *CISA Services Catalog*.







## VISION

Secure and resilient  
infrastructure for the American people

## MISSION

Lead the national effort to understand, manage, and reduce risk to our cyber and physical infrastructure



### GOAL 1

CISA collaboratively plans and implements stakeholder engagements and partnership activities to advance a unified mission delivery

#### OBJECTIVE 1.1

CISA establishes an internal coordinating function to support sustained trust-based relationships with State, Local, Tribal, and Territorial (SLTT) government, private sector, federal government, and international stakeholders to collaboratively advance mission objectives

#### OBJECTIVE 1.2

CISA headquarters and regional offices collaborate to establish shared annual plans for national, regional, and international stakeholder outreach and engagement

#### OBJECTIVE 1.3

CISA headquarters and regional offices plan and implement stakeholder engagements to ensure CISA programs connect with the right person at the right level to advance mission objectives

#### OBJECTIVE 1.4

CISA engages new and established partners to develop and champion innovative risk reduction solutions, as appropriate, that help stakeholders collaborate with CISA to reduce risk to critical infrastructure through the lens of national critical functions



### GOAL 2

Stakeholder insights and feedback inform CISA product development and mission delivery

#### OBJECTIVE 2.1

CISA uses public sector best practices to garner feedback from stakeholders to improve product development and service delivery

#### OBJECTIVE 2.2

CISA uses public sector best practices to garner insight into stakeholder communities and their context to improve requirements definition, product development, and service delivery

#### OBJECTIVE 2.3

CISA uses stakeholder data and insights that reflect how stakeholders use CISA resources, products, and services to reduce risk from identified threats and vulnerabilities



### GOAL 3

Stakeholders have easy access to CISA programs, products, services, and information

#### OBJECTIVE 3.1

All CISA employees are a gateway to the full suite of CISA programs, products, services, and information

#### OBJECTIVE 3.2

Stakeholders access programs, products, services, and information through self-service offerings designed to augment engagement with CISA staff

#### OBJECTIVE 3.3

CISA enhances information sharing with CISA's partnership base

## CISA CORE PRINCIPLES

- People First • Do The Right Thing. Always. • Lead With Empathy • Seek And Provide Honest Feedback •
- Communicate Transparently And Effectively • Imagine, Anticipate, And Innovate To Win • Make It Count •
- Build And Cultivate Your Network • Play Chess • Stand In The Arena • Commit To A Lifetime Of Learning

## CISA CORE VALUES

COLLABORATION || INNOVATION || SERVICE || ACCOUNTABILITY

FIGURE 1. Strategic Plan Overview



# Goal 1

CISA COLLABORATIVELY PLANS AND IMPLEMENTS STAKEHOLDER ENGAGEMENTS AND PARTNERSHIP ACTIVITIES TO ADVANCE A UNIFIED MISSION DELIVERY





## OBJECTIVE 1.1

### **CISA establishes an internal coordinating function to support sustained trust-based relationships with State, Local, Tribal, and Territorial (SLTT) government, private sector, federal government, and international stakeholders to collaboratively advance mission objectives.**

#### **1.1.1**

CISA identifies and attains the structure, people, budget, and authorities (if any) needed for building the cross-cutting organizational capacity to support SLTT government, private sector, federal government, and international stakeholders.

#### **1.1.2**

CISA builds its cross-cutting intergovernmental agency partnership management capacity to proactively identify, target, and build trust-based governmental partnerships that reflect a whole-of-government approach to understanding and managing cyber, physical, and emergency communications risk to our critical infrastructure.

#### **1.1.3**

CISA builds its cross-cutting stakeholder engagement private sector coordinating function to proactively identify, target, and build trust-based partnerships with non-governmental organizations, academia, and private sector entities.

#### **1.1.4**

CISA builds its capacity to execute the CISA Global Strategy, unifying efforts with international partners to reinforce and amplify the mission objectives.

#### **1.1.5**

CISA establishes its coordinated engagement approach for executive partners at all SLTT levels,

along with the national associations that represent them.

#### **1.1.6**

CISA establishes its private sector coordination function to enable CISA leadership to aggregate information and provide the CISA Director with advice, recommendations, guidance, and insights on the impact of the agency's strategic initiatives, partnerships, and actions.

#### **REPRESENTATIVE OUTCOMES**

**1 |** CISA engagements, partnerships, and coordination (in its national coordinator for critical infrastructure security and resilience role) are targeted, purposeful, and prioritized.

**2 |** CISA has new and strengthened stakeholder relationships.

#### **MEASUREMENT APPROACH**

CISA will measure the effectiveness of strategic stakeholder engagements and partnership activities.



## OBJECTIVE 1.2

### **CISA headquarters and regional offices collaborate to establish shared annual plans for national, regional, and international stakeholder outreach and engagement.**

#### **1.2.1**

CISA headquarters and regional offices leverage the matrixed nature of our organizational structure to establish protocols for shared stewardship of stakeholder relationships with standard business processes and lexicon for coordinating stakeholder engagement activities.

#### **1.2.2**

CISA headquarters and regional offices use data and the analytical capabilities provided within the SRM, stakeholder maps, sector profiles, and risk analysis products to identify and close relationship gaps within organizations that impact mission delivery.

#### **1.2.3**

CISA headquarters and regional offices leverage sector profiles, risk analysis products, and SRM data to inform, as appropriate and consistent with relevant authorities and legal frameworks, the composition of collaboration structures established at the national and regional levels (to include sector-specific councils, cross-sector councils, and regional forums).

#### **REPRESENTATIVE OUTCOMES**

**1** | CISA HQ and Regional Operations share a common operating picture.

**2** | The issues and concerns of local and regional stakeholders are appropriately raised within CISA and coordinating organizations.

#### **MEASUREMENT APPROACH**

CISA will measure the integration of regional and HQ coordination activities and the impact of regional stakeholder engagement.





## OBJECTIVE 1.3

# CISA headquarters and regional offices plan and implement stakeholder engagements to ensure CISA programs connect with the right person at the right level to advance mission objectives.

### 1.3.1

CISA headquarters and regional offices leverage the matrixed nature of our organizational structure to establish protocols for shared stewardship of stakeholder relationships with standard business processes and lexicon for coordinating stakeholder engagement activities.

### 1.3.2

CISA headquarters and regional offices use data and the analytical capabilities provided within the SRM, stakeholder maps, sector profiles, and risk analysis products to identify and close relationship gaps within organizations that impact mission delivery.

### 1.3.3

CISA headquarters and regional offices leverage sector profiles, risk analysis products, and SRM data to inform, as appropriate and consistent with relevant authorities and legal frameworks, the composition of collaboration structures established at the national and regional levels (to include sector-specific councils, cross-sector councils, and regional forums).



### REPRESENTATIVE OUTCOMES

- 1 |** CISA HQ and Regional Operations share a common operating picture.
- 2 |** The issues and concerns of local and regional stakeholders are appropriately raised within CISA and coordinating organizations.

### MEASUREMENT APPROACH

CISA will measure the integration of regional and HQ coordination activities and the impact of regional stakeholder engagement.



## OBJECTIVE 1.4

**CISA engages new and established partners to develop and champion innovative risk reduction solutions, as appropriate, that help stakeholders collaborate with CISA to reduce risk to critical infrastructure through the lens of national critical functions.**

### **1.4.1**

CISA identifies new individuals and organizations with which it can collaborate and develop innovative risk mitigation solutions for critical infrastructure.

### **1.4.2**

CISA establishes and maintains effective mechanisms for expanding and deepening partnerships focused on forging collective risk reduction solutions in collaboration with CISA.

### **1.4.3**

CISA champions innovative risk mitigation solutions and advocates their use by stakeholders in collaboration with CISA, as appropriate, to reduce risk to critical infrastructure through the lens of national critical functions

### **REPRESENTATIVE OUTCOMES**

**1 |** CISA engagements, partnerships, and coordination (in its national coordinator for critical infrastructure security and resilience role) are targeted, purposeful, and prioritized.

**2 |** CISA has new and strengthened stakeholder relationships.

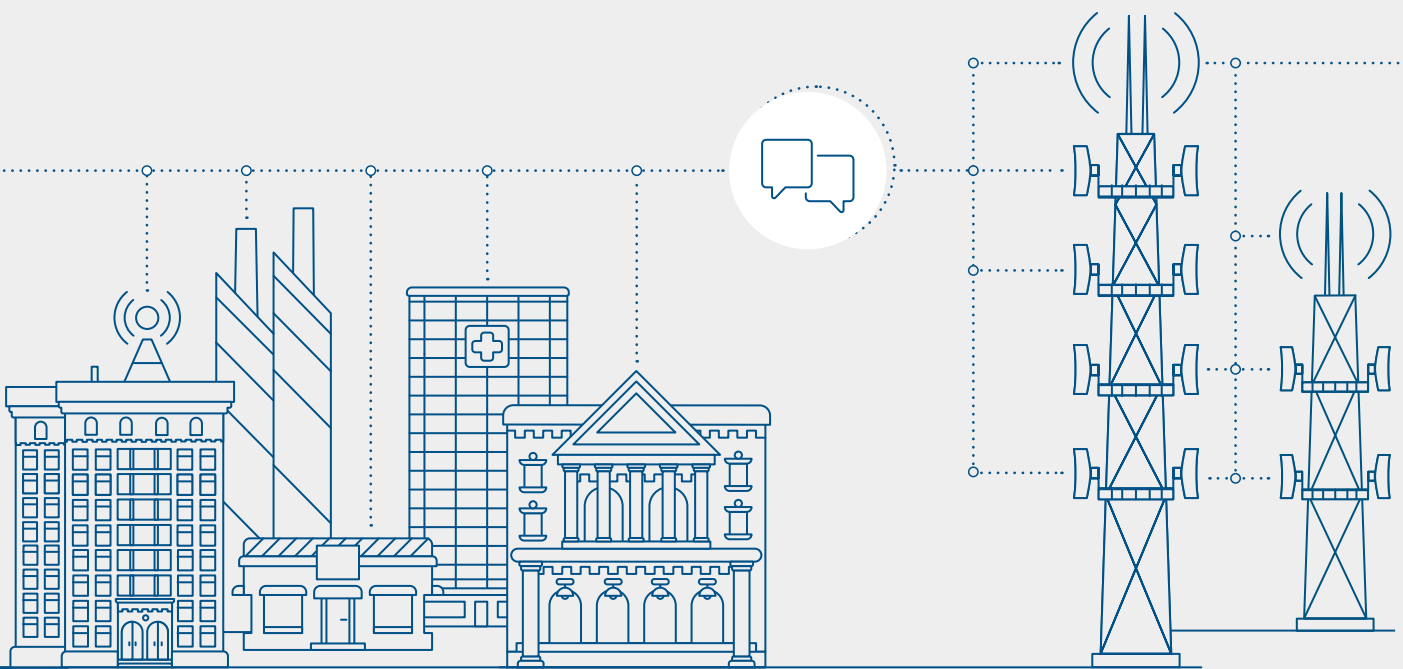
### **MEASUREMENT APPROACH**

CISA will measure the effectiveness of strategic stakeholder engagements and partnership activities.



## Goal 2

STAKEHOLDER INSIGHTS AND FEEDBACK  
INFORM CISA PRODUCT DEVELOPMENT  
AND MISSION DELIVERY





## OBJECTIVE 2.1

### **CISA uses public sector best practices to garner feedback from stakeholders to improve product development and service delivery.**

#### **2.1.1**

CISA supports and utilizes Paperwork Reduction Act (PRA) flexibilities<sup>2</sup> (while respecting stakeholder confidentiality and privacy) and established information protection programs, as appropriate, to facilitate CISA's access to stakeholder feedback.

#### **2.1.2**

CISA programs establish and share best practices for surveys, interviews, and focus and discussion groups that assess stakeholder satisfaction and risk mitigation practices.

#### **2.1.3**

CISA programs use stakeholder mapping to help define specific target groups for stakeholder feedback.

#### **2.1.4**

CISA fully leverages national councils, committees, working groups, sector and cross-sector forums, advisory panels, and other relationships to garner feedback on CISA initiatives and to increase understanding of stakeholders' needs.

CISA programs use transparent processes to translate stakeholder feedback into validated stakeholder needs, then into fully traced requirements with defined evaluation criteria.

#### **REPRESENTATIVE OUTCOMES**

**1 |** Stakeholders have opportunities to provide feedback reflecting needs, interests, and priorities.

**2 |** CISA appropriately incorporates stakeholder feedback to improve product and service development and delivery.

#### **MEASUREMENT APPROACH**

CISA will measure stakeholder satisfaction and feedback to inform continuous improvements.

<sup>2</sup> U.S. Executive Office of the President, Office of Management and Budget, Federal Collection of Information (Washington, DC) <https://www.whitehouse.gov/omb/information-regulatory-affairs/federal-collection-information/>





## OBJECTIVE 2.2

### **CISA uses public sector best practices to garner insight into stakeholder communities and their context to improve requirements definition, product development, and service delivery.**

#### **2.2.1**

CISA establishes and uses repeatable methodologies for conducting and sharing open-source stakeholder research to capture insight into stakeholder community requirements.

#### **2.2.2**

CISA programs share risk information and other CISA insights agency-wide to conduct needs assessments in consideration of the larger stakeholder community context.

#### **2.2.3**

CISA uses SRM and other internal data to determine the level to which CISA products, services, and resources have been received and used within different stakeholder groups.

#### **REPRESENTATIVE OUTCOMES**

**1 |** Stakeholders have opportunities to provide feedback reflecting needs, interests, and priorities.

**2 |** CISA appropriately incorporates stakeholder feedback to improve product and service development and delivery.

#### **MEASUREMENT APPROACH**

CISA will measure stakeholder satisfaction and feedback to inform continuous improvements.





## OBJECTIVE 2.3

**CISA uses stakeholder data and insights that reflect how stakeholders use CISA resources, products, and services to reduce risk from identified threats and vulnerabilities.**



### 2.3.1

CISA uses unique stakeholder data and strategic insights to inform risk modeling and other assessments.

### 2.3.2

CISA identifies how specific sectors and stakeholder communities use CISA resources, products, and services for their own capacity building activities to advance those offerings that are most successful in reducing risk.

### REPRESENTATIVE OUTCOMES

**1 |** Stakeholders have opportunities to provide feedback reflecting needs, interests, and priorities.

**2 |** CISA appropriately incorporates stakeholder feedback to improve product and service development and delivery.

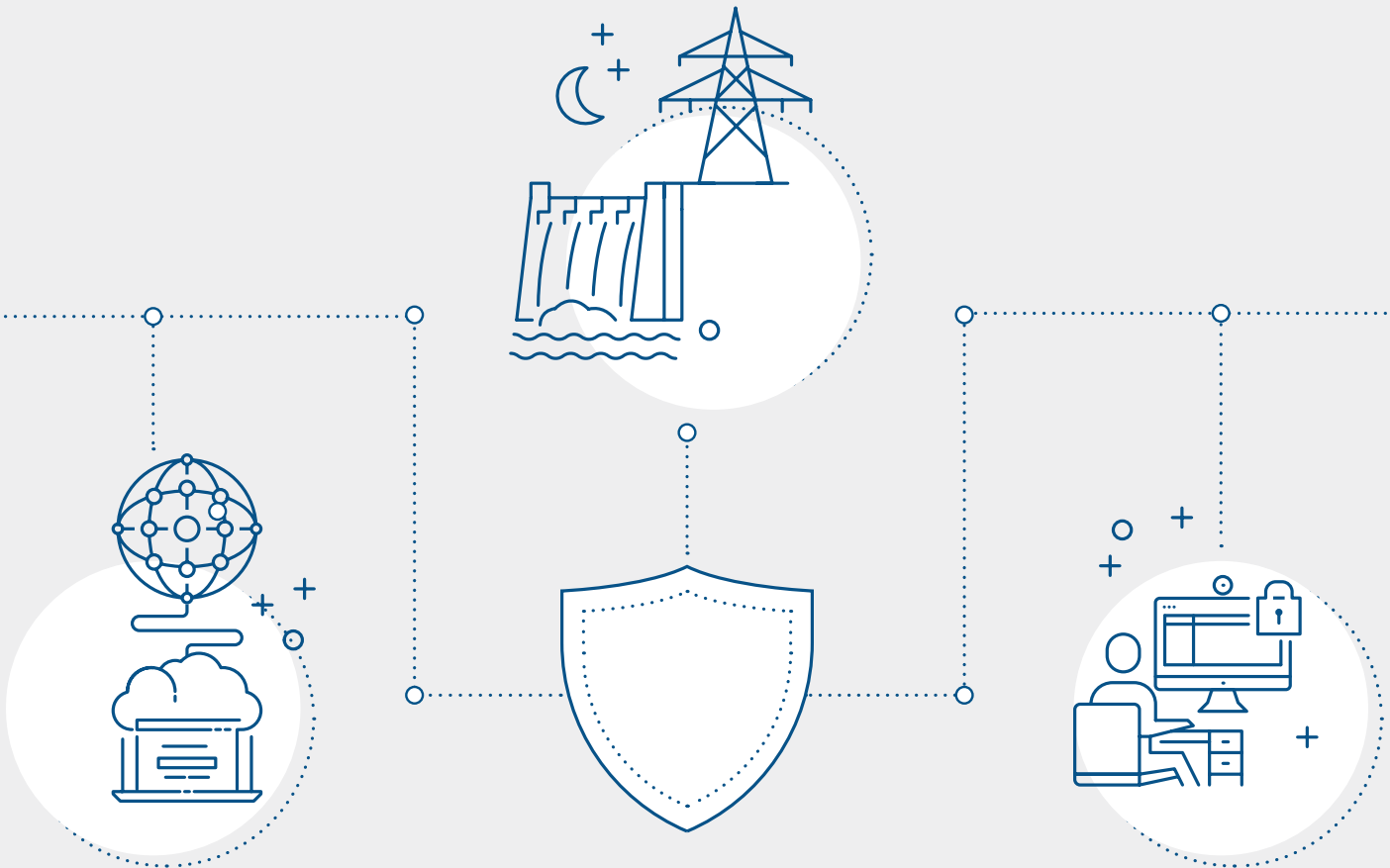
### MEASUREMENT APPROACH

CISA will measure stakeholder satisfaction and feedback to inform continuous improvements.



# Goal 3

STAKEHOLDERS HAVE EASY ACCESS TO CISA PROGRAMS, PRODUCTS, SERVICES, AND INFORMATION





## OBJECTIVE 3.1

# All CISA employees are a gateway to the full suite of CISA programs, products, services, and information.

### 3.1.1

Relationship management becomes a core competency for every CISA employee.

### 3.1.2

CISA staff use SRM tools and capabilities to connect with stakeholders and systematically advance relationships over time.

### 3.1.3

CISA staff use standard product management and rollout procedures along with the next generation CISA Services Catalog to access the information they need to match stakeholders with the CISA programs, products, services, and information most appropriate and relevant to stakeholders' needs.

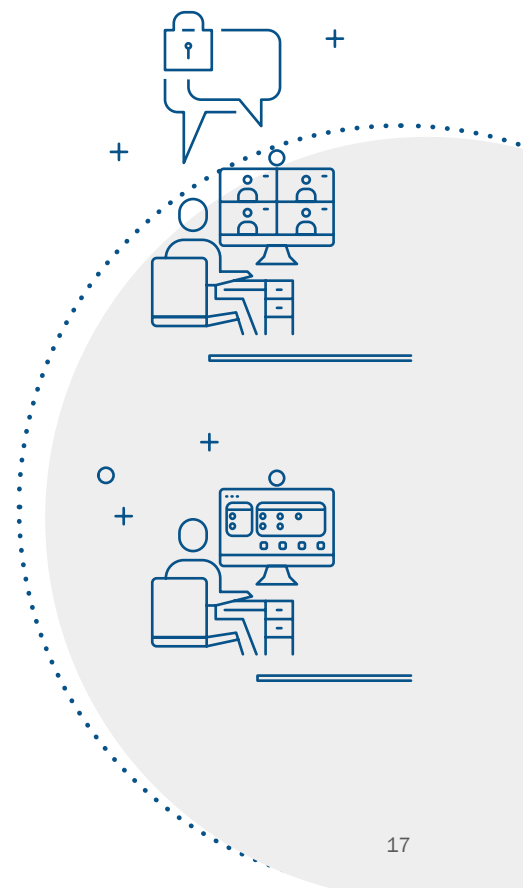
### REPRESENTATIVE OUTCOMES

**1** | Stakeholders can quickly find and access relevant and appropriate CISA products and services.

**2** | CISA proactively informs stakeholders of relevant and appropriate products and services.

### MEASUREMENT APPROACH

CISA will measure the quality and accessibility of Division programs, products, and services.





## OBJECTIVE 3.2

### Stakeholders access programs, products, services, and information through self-service offerings designed to augment engagement with CISA staff.

#### 3.2.1

CISA establishes an agency-wide approach to facilitating a positive stakeholder experience that is informed by information captured through existing and newly established stakeholder feedback mechanisms.

#### 3.2.2

CISA designs its next generation *CISA Services Catalog* or other digital outlets to make it easy for stakeholders to find products and services best suited to their needs, and to develop custom stakeholder roadmaps that show how they can logically sequence their use of CISA products and services to increase their resilience and reduce risk.

#### 3.2.3

CISA uses stakeholder feedback to enhance its self-service offerings to improve stakeholders' ability to find or request what they need.



#### REPRESENTATIVE OUTCOMES

- 1 | Stakeholders can quickly find and access relevant and appropriate CISA products and services.
- 2 | CISA proactively informs stakeholders of relevant and appropriate products and services.

#### MEASUREMENT APPROACH

CISA will measure the quality and accessibility of Division programs, products, and services.



## OBJECTIVE 3.3

### CISA enhances information sharing with CISA's partnership base.

#### 3.3.1

CISA matures existing information sharing through structures such as the Critical Infrastructure Partnership Advisory Council (CIPAC), Information Sharing and Analysis Centers (ISACs), Sector Coordinating Councils (SCCs), and Government Coordinating Councils (GCCs) to better position stakeholders for timely response to heightened threats and incidents.

#### 3.3.2

Using improved processes with existing structures, CISA coordinates with relevant partners to regularly develop and distribute regionally specific threat information to each of CISA's 10 regions.

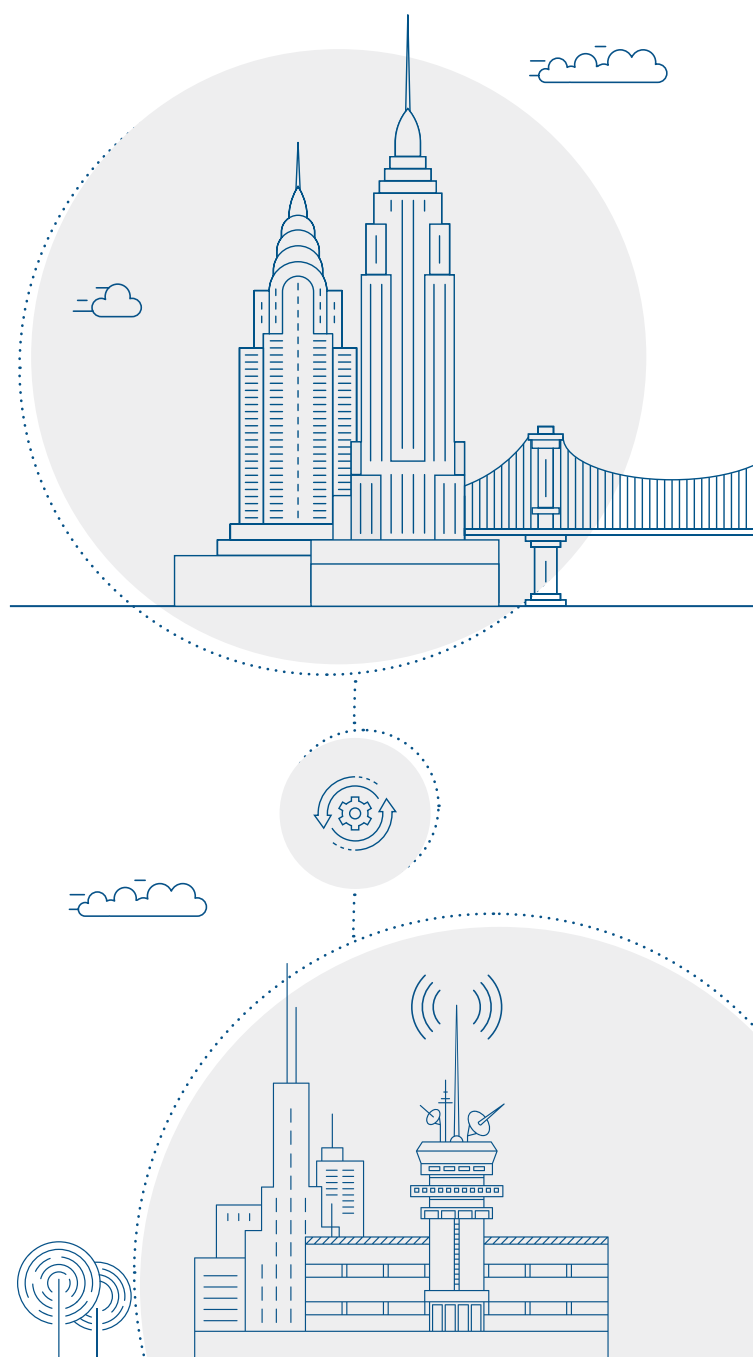
#### REPRESENTATIVE OUTCOMES

**1 |** Stakeholders have access to timely, relevant, and accurate information to inform decision making.

**2 |** CISA's data handling and information sharing protects privacy, civil rights, and civil liberties.

#### MEASUREMENT APPROACH

CISA will measure the value of multidirectional information sharing with CISA partners.





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# Conclusion

Recognizing the ever-increasing range of threats facing our nation, Congress established CISA in 2018 to assume a leadership role in managing risks to cyber and physical infrastructure, while ensuring the security and interoperability of the nation's emergency communications. CISA plays a vital role collaborating with stakeholders to counter some of the nation's most pressing threats, ranging from cyberattacks, to natural disasters, terrorism, disinformation, and infectious diseases.

CISA actively engages diverse stakeholder communities at the national, regional, international, and program levels to learn from them and to understand their needs, support their security efforts with timely information and services, and collaborate with partners to solve problems and manage risks to the infrastructure and operations that are so vital to the nation's security and way of life.

The goals and objectives outlined in this strategic plan directly support CISA's mission priorities for stakeholder engagement. Collaborating efforts across divisions, gaining a deeper understanding of stakeholders' security risks and needs, and providing greater access to CISA's products, services, and resources are foundational to improved mission delivery.

This inaugural CISA stakeholder engagement strategic plan will result in a collaborative, transparent approach to planning, and close alignment with the nation's security priorities. It will lead to stronger relationships with individuals and organizations across a broad spectrum of stakeholders, including owners and operators of critical infrastructure, technology innovators and security experts, and leaders from industry, all levels of government, and the academic and nonprofit communities.

In addition, this strategic plan serves to harmonize planning efforts and strengthen the agency's unity of purpose and effort. It helps the agency move in a unified direction, even when individual teams are focused on different efforts. Fostering coordination and collaboration across the agency—and with the agency's myriad stakeholders—is fundamental to this strategic plan and the agency's mission moving forward.

**CISA**  
**STAKEHOLDER  
ENGAGEMENT** | **STRATEGIC PLAN  
FY2023–2025**



ONE CISA: COLLABORATION, INNOVATION, SERVICE, ACCOUNTABILITY