

# TSA Strategy

2018-2026



Transportation  
Security  
Administration



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# Table of Contents

Administrator’s Message ..... 1

TSA’s Mission and Vision ..... 2

Core Values ..... 3

Key Trends Impacting TSA ..... 4

TSA at 25 ..... 6

Improve Security and Safeguard  
the Transportation System ..... 8

Accelerate Action ..... 9

Commit to Our People ..... 10

Looking Forward ..... 12



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# Administrator's Message

TSA was created in the wake of the September 11th attacks and charged with the singular mission of preventing another large scale act of terrorism on the American transportation system. Many things have changed since that fateful day, but our fundamental mission has not. Every day our nation relies on the professionals at TSA and across the transportation community to protect passengers and commerce traveling to and within the United States, across all modes of transportation.

Since my swearing-in, I have made it a priority to meet with the TSA workforce, industry, and stakeholders. These discussions reinforced that our transportation systems are a fundamental underpinning of our economy; that the threat to these systems is real and persistent; and that technology is changing the way the world and our adversaries operate. Securing this environment requires a proactive and agile agency embodied by a professional workforce that coordinates closely with key partners in government and industry.

To that end, I am pleased to introduce the 2018-2026 TSA Strategy that will guide the workforce through TSA's 25th anniversary. This document identifies three strategic priorities: Improve Security and Safeguard the Transportation System, Accelerate Action, and Commit to Our People.

The 2018-2026 TSA Strategy directly aligns with the National Security Strategy, the Quadrennial Homeland Security Review, the Biennial National Strategy for Transportation Security, Transportation Systems Sector-Specific Plan, and the National Strategy for Aviation Security. Following this document, I will issue my Administrator's Intent establishing short and medium term objectives for the next three years that are aligned to TSA's strategic priorities and goals. We will also develop implementation plans to outline the initiatives,

owners, milestones and performance metrics necessary to accomplish each objective.

Securing our nation's transportation system is a complex task and we cannot do it alone. With this strategy, we focus on safeguarding all modes of transportation while continuing to support the dedicated men and women of TSA. We also look to our greatest assets – our partners, stakeholders, and the American public – to help us in this shared security mission. Since our inception, TSA has lived by the creed **Not on My Watch!** This has served as a powerful call to action for the TSA workforce. It is my hope that this new strategy will encourage an even stronger relationship between TSA and those we serve, and that together we will adopt and embrace a new creed: **Not on Our Watch!**



# Mission

Protect the nation's transportation systems to ensure freedom of movement for people and commerce.

# Vision

An agile security agency, embodied by a professional workforce, that engages its partners and the American people to outmatch a dynamic threat.

# Core Values

The following values form the foundation of our organizational culture. They serve to guide our actions at every level and hold us to high standards of personal conduct and professional performance. Living these values helps us to earn the respect and trust of the public we are called to serve.

## Integrity

We maintain the highest standards of conduct. We are dedicated professionals, acting with conviction and honesty. As individuals and as teams, we hold ourselves accountable for results.

## Respect

We respect the Constitution, the law, and the traveling public. We value our colleagues, partners, and stakeholders. We demonstrate compassion and strive for excellence in all our actions.

## Commitment

We are committed to the security of the public as we vigilantly carry out the mission entrusted to us. We are motivated to continuously improve the way we support our organization.

# Key Trends Impacting TSA



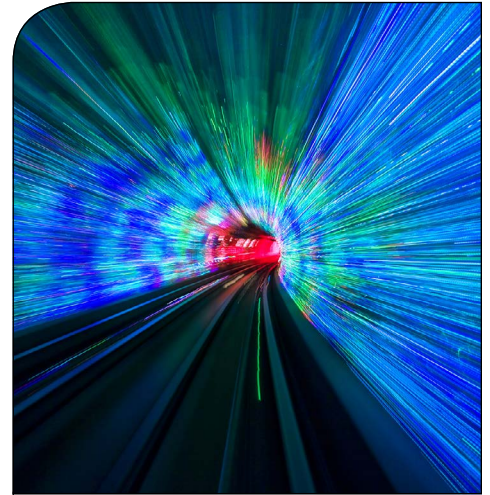
## Continuous Threat:

Adversaries remain committed to causing physical and economic harm to transportation networks with low cost and sophisticated tactics.



## Emerging Technologies:

Interconnected technologies enable an agile security model and effective operations.



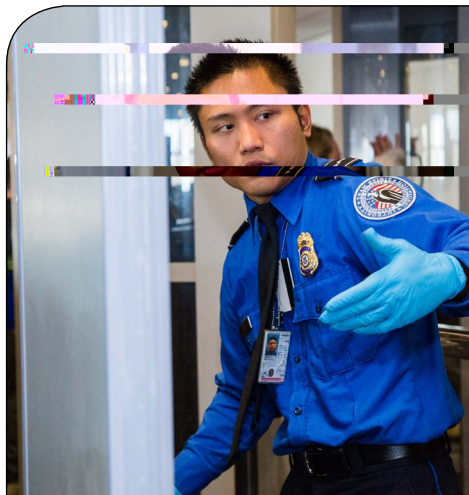
## Cyber-Physical Interdependency:

Risk of intrusion or disruption from state and non-state actors to critical transportation infrastructure.



## Passenger Experience:

Passengers are demanding customized and seamless travel experiences with on-demand and convenient services.



## Changing Workforce:

The ability to recruit and retain talent with advanced technical skills, critical thinking and adaptability is increasingly difficult in a competitive labor market.



## Transportation System and Economy:

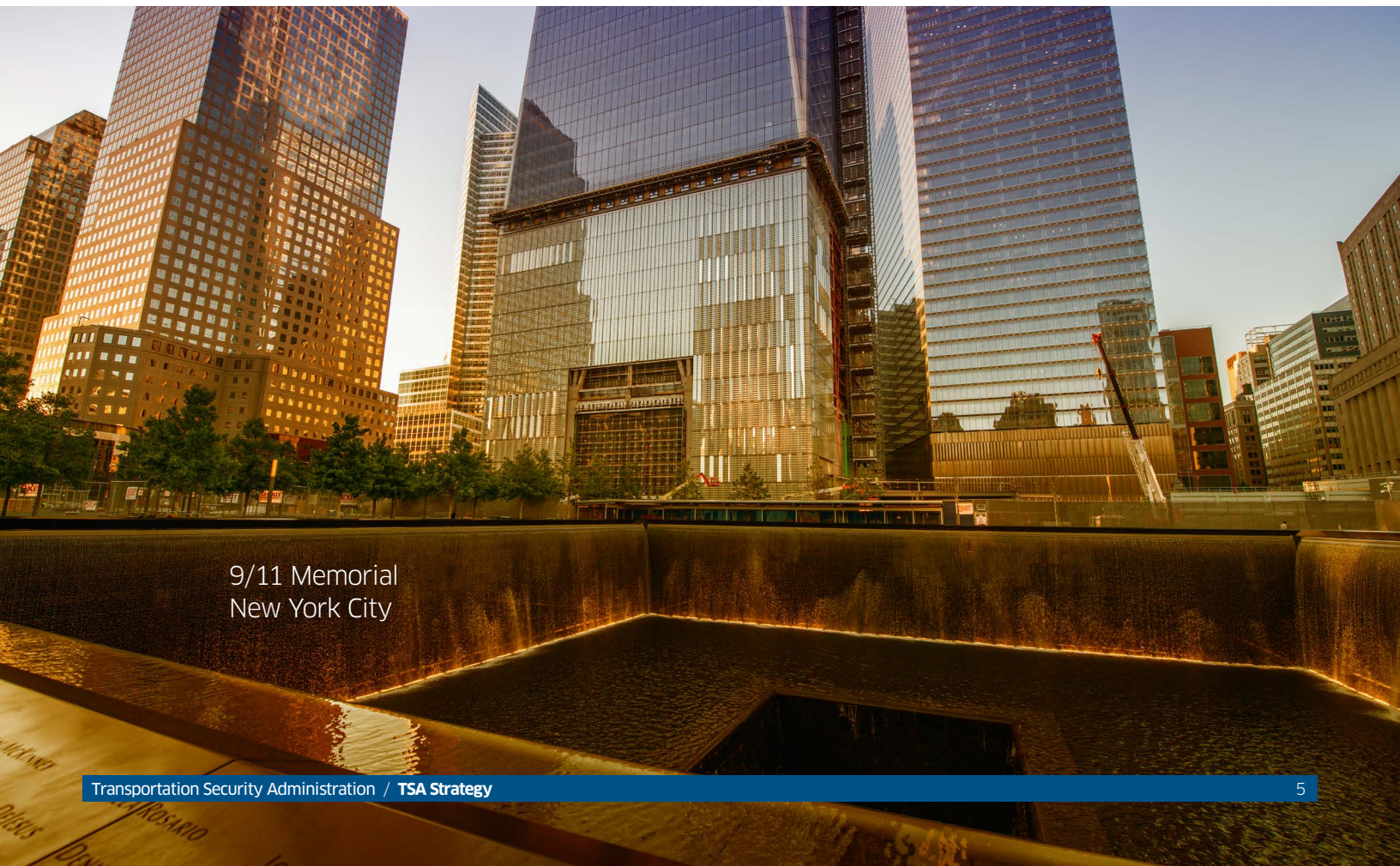
Passenger and cargo volumes are increasing with demand for new travel departure points and destinations in growing global regions.



Pentagon Memorial  
Arlington, Virginia



Flight 93 National Memorial  
Shanksville, Pennsylvania



9/11 Memorial  
New York City

# TSA at 25

Twenty-five years after its founding, TSA will remain the recognized global leader of transportation security, enabled by our focus on capability innovation and threat-informed, information-driven operations. Over the next seven years, TSA will make strides to outpace and outmatch the threat. We will be agile in addressing the dynamic threats posed to the transportation system. By working to incorporate and complement industry advances, TSA will enhance security and create a seamless experience for passengers of all modes of transportation.



## In 2026...

TSA's innovative approach to security outmatches the threat. Next generation technology, enterprise risk management, intelligence, and vetting capabilities allow TSA to respond real time to the threat. TSA's proactive and well-informed communication channels with partners across the global transportation network continue to enhance transportation security. Advancements in highly effective security keep pace with complementary industry services across the transportation network, proving that our collaborative nature, innovative approach to threat detection, and dedicated team are unparalleled.



TSA's collaborative style drives seamless operations and sound, timely decisions. Effective integration, communication, and knowledge management has changed the way the agency thinks and responds. Rapid, data-informed decisions and organizational alignment enable TSA and its partners to effectively allocate resources and field innovative solutions faster. Decision making is aligned to the correct position in the organization, providing operators the training to make real-time decisions and leaders the discretion to make strategic choices.

TSA's investment in its people establishes it as an employer of choice. TSA's exceptional professionals proudly own TSA's mission and feel empowered by their leadership. TSA supports its employees at all levels by proactively investing in their future and enabling them to make sound, level-appropriate decisions. TSA achieves high levels of job satisfaction through transparent communication and responsive leadership.

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# Strategic Priorities

## 1. Improve Security and Safeguard the Transportation System

As a leader in the transportation security network, TSA will work to raise the global baseline of aviation security. We will lead by example by strengthening operations through powerful and adaptable detection capabilities, intelligence-driven operations, and enhanced vetting. Strong partnerships across governments and industry will be integral to success in this shared transportation security mission.

- 1.1** Strengthen the effectiveness of TSA's core capabilities in aviation security.
- 1.2** Improve intelligence-driven operations with increased information sharing.
- 1.3** Modernize transportation vetting.
- 1.4** Advance global transportation security standards.
- 1.5** Promote security partnerships across surface transportation systems.



# Strategic Priorities

## 2. Accelerate Action

TSA will build a culture of innovation that anticipates and rapidly counters the changing threats across the transportation system. We will mature our ability to make timely, data-driven decisions and rapidly field innovative solutions. We will simplify access for our partners and stakeholders to encourage robust collaboration. By driving integration across the organization, TSA will more effectively manage risk, identify requirements, deploy resources, and assess operational outcomes.

- 2.1** Improve the speed to decision.
- 2.2** Reduce the time to field solutions.
- 2.3** Define clear pathways to enable partnership and collaboration.
- 2.4** Align TSA's organizational structure to manage risk and optimize resource allocation.



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# Strategic Priorities

## 3. Commit to Our People

TSA's most important assets are the dedicated professionals securing our Nation's transportation system. We will foster a diverse, inclusive, and transparent work environment, establishing TSA as a federal employer of choice. TSA will utilize available tools and authorities to cultivate a skilled workforce prepared and equipped to meet the challenges of tomorrow. We will transform our organizational culture to promote an entrepreneurial spirit and operational excellence.

- 3.1** Recruit and hire a capable and diverse team of exceptional individuals.
- 3.2** Establish effective communication channels and promote responsiveness, inclusion, and collaboration.
- 3.3** Foster an environment of continual learning and growth that instills shared organizational values and advances technical, critical thinking, and leadership skills.
- 3.4** Retain, reward, and promote high performers, and define career paths for advancement.
- 3.5** Develop and sustain the systems and infrastructure necessary to support our workforce.



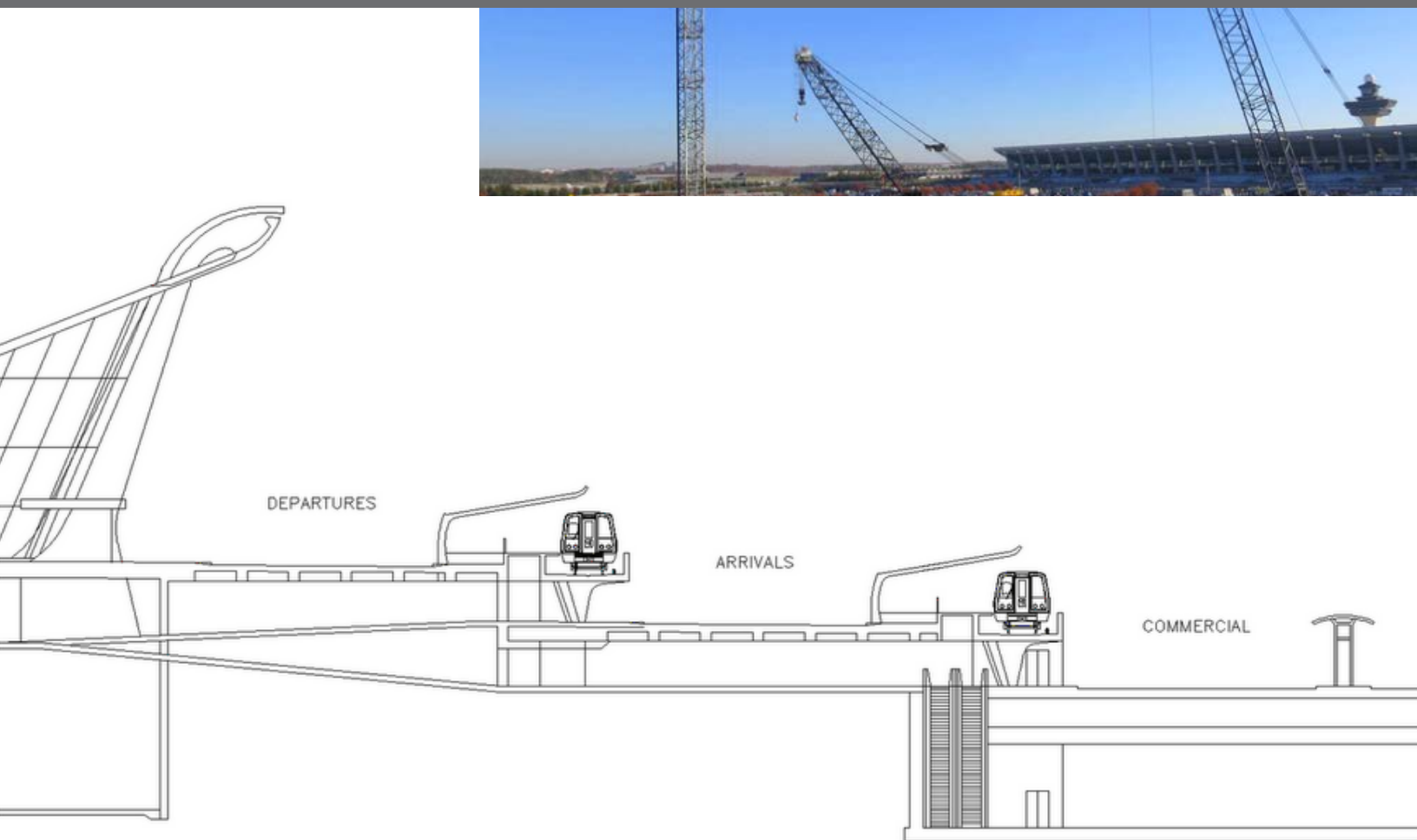


# Looking Forward

The nation's transportation system is a fundamental underpinning of the U.S. economy and the American spirit. Protecting the freedom of movement for people and commerce through this system is TSA's core mission. While we continue to operate in a fast-pace and dynamic environment, this strategy best positions TSA to meet our mission and lead the global community in transportation security. By focusing on a culture of innovation and action, while placing a premium on partnerships, we will drive continuous improvement. In committing to the development of our people, we ensure each TSA professional is prepared and equipped to contribute fully to our mission.

This strategy will be accompanied by the Administrator's Intent, an internal shorter term document that provides to the workforce the specific objectives and detailed guidance necessary to accomplish the strategic priorities. We will regularly assess progress on these objectives.

The future we aspire to is ambitious. It requires accountable leadership. It requires the unique contributions of all members of our dedicated TSA workforce. It requires close collaboration with our partners to transform transportation security together on the behalf of the American people. We are prepared to rise to that challenge and look forward to the journey.









# Transportation Security Administration



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Forged on an anvil of cruel necessity  
and blood shed innocently,  
TSA was built urgently  
in a time of war, to preserve peace.  
From all walks of life, we came forward to serve  
at an agency built of innovation,  
patriotism and steady virtue.  
We are firm in our resolve to not yield to terror.  
Driven by a noble and critical mission  
I proudly serve with integrity and professionalism  
to protect my family, community and fellow citizens.  
Today, I recommit myself  
to my role in safeguarding my country  
and reaffirm my promise to the American people:

# Not On Our Watch.

These words are inspired by the Cornerstone, a gift from the Secretary of Transportation Norman Mineta commemorating TSA's creation and the transition in 2003 to the newly formed Department of Homeland Security.

