Performance and Accountability Report

Fiscal Year 2005

Performance Information

Part II

Homeland Security

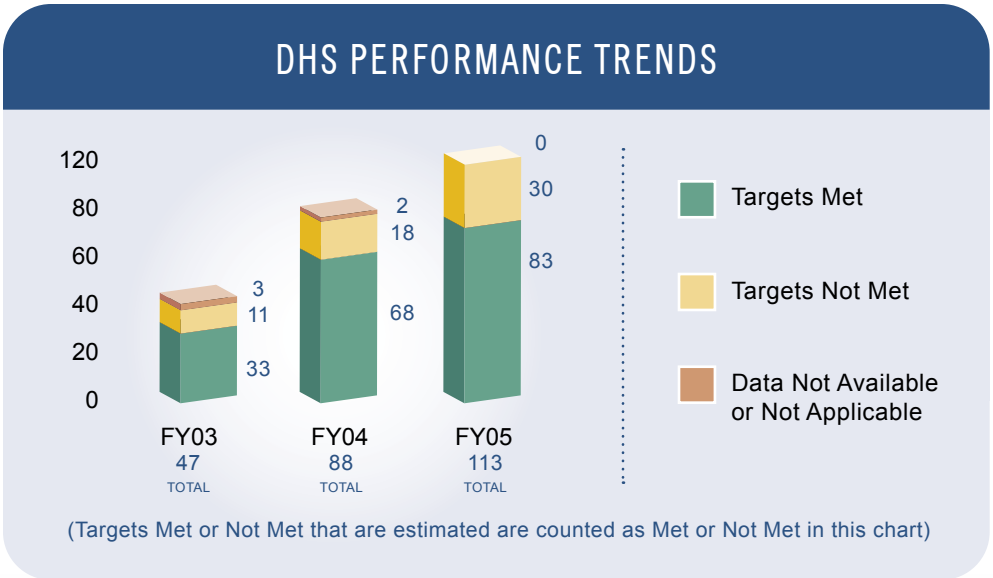
Introduction

The mission of the Department of Homeland Security is to lead the unified national effort to secure America while working to prevent and deter terrorist attacks, and protect against and respond to threats and hazards to the nation. In addition, the Department ensures safe and secure borders, welcome lawful immigrants and visitors, and promote the free flow of legitimate passengers and commerce. Our seven strategic goals — Awareness, Prevention, Protection, Response, Recovery, Service and Organizational Excellence — guide the Department in fulfilling its mission.

This section provides detailed descriptions of how the Department performed in support of its seven strategic goals during fiscal year 2005. The Department developed 113 specific program performance measures to assess results of our activities in achieving the goals in fiscal year 2005. While the information provided in this report provides insight into the Department's performance, it cannot within a single report present a complete view of the results achieved.

During fiscal year 2005, we also continued to evaluate program performance goals and performance measures for improvement. Based on these evaluations, we adjusted some of the program performance goals. In these cases we report both the old performance goal as was presented in our performance plan for the year, and the new revised goals. We believe these new goals are a positive outcome of consistent self appraisals and reflect our commitment to progress in measuring our performance. Likewise, we found some measures herein could be, and will be improved in the fiscal year 2006 performance plan to better reflect achieving results.

During fiscal year 2005, we met or exceeded 83, or 73%, of our performance targets. Of these, 7 were estimated to be met. Of the targets reported, 97 were specified targets and 16 were successful in establishing a fiscal year 2005 baseline for performance. We did not meet 30, or 27%, of the performance targets that were significant to program accomplishment. Where performance measures were not met, a detailed description and actions to resolve are provided in the tables that follow.



Program performance goals and measures are reported under the departmental strategic goal with which they most strongly support. As programs may support multiple Department strategic goals and objectives, all objectives a program supports are reported.

Performance information tables summarize the Department's performance against our annual performance plan for fiscal year 2005. There is one table for each program. Each table presents the program performance goal, performance measure, targets and actual performance, a description of the performance measure, an explanation of fiscal year 2005 results, recommended actions if appropriate, associated Department strategic plan objectives supported, and the program name and responsible organizational component.

This section also addresses the completeness and reliability of performance measures data and summarizes key program evaluations conducted during fiscal year 2005. For performance measures where data are determined to be inadequate, we provided explanatory information and actions the Department will take to correct deficiencies. We also report in this section on performance measures results that are estimated when actual results are not yet available. Estimated results are also identified in the program performance tables.

Additionally, this section presents two types of program evaluations: 1. Program Assessment Rating Tool (PART) evaluations conducted by the Office of Management and Budget (OMB) and; 2. Evaluations conducted by the Department's Office of Inspector General (OIG) and the Government Accountability Office (GAO), or independent evaluators. During the fiscal year 2005, OMB completed 17 PART reviews. No Department program was found to be ineffective. 4 programs were rated effective, 1 was rated moderately effective, and 5 programs were deemed adequate in achieving results. 7 had not yet completed the ability to quantitatively report upon results. Each PART concludes with recommendation to strengthen programs. In this section we report upon those and other evaluation recommendations and progress in implementing them. The OIG summarized the major management challenges the Department faces in the Inspector General's Report included in Part I – Management Discussion and Analysis.

The results explained in this report began with planning conducted in the Department's Planning, Programming, Budgeting and Execution System (PPBES) that serves as the basis for developing the Department's Future Years Homeland Security Program (FYHSP). In accordance with the provisions of the Homeland Security Act of 2002, the Department will submit the FYHSP to Congress annually. The PPBES is a cyclic process that ensures requirements are properly identified, programs are aligned with the Department's mission and goals, and outcome-based performance measures are established to include factors that are key to the success of the Department. The Department's Strategic Plan; FYHSP; and the PPBES together create a recurring cycle of program planning, budgeting, executing, measuring and reporting. This continuous cycle, along with our program assessment and evaluation process ensures the Department performs at the level necessary to defend the Homeland and protect the American people while providing proper stewardship of taxpayer dollars.

Completeness and Reliability

The Department continues to recognize the importance of collecting complete and accurate performance data, as this helps us determine progress toward achieving our goals. To make well-informed decisions, we have established performance measures and reporting processes to report performance with data collected that are reliable, accurate and consistent.

The Department headquarters has reviewed this document for conformance to the standard of completeness and reliability as specified for federal agencies in OMB Circular No. A-11, Preparation, Submission and Execution of the Budget, Section 230.2 (f). In the following tables, we identify:

COMPLETENESS

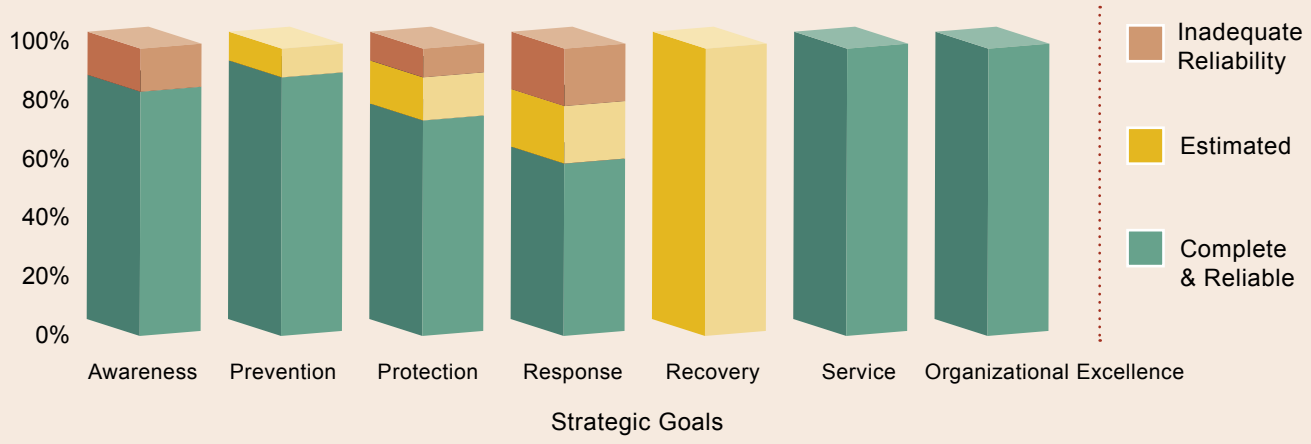
Actual performance for every performance goal and measure in the fiscal year 2006 Performance Budget (performance plan), which included the final performance plan for fiscal year 2005, including preliminary data if that is the only data available, except as noted in this section on Completeness and Reliability. Where estimates have been provided, actual performance data will be provided in the fiscal year 2006 Performance and Accountability Report.

RELIABILITY

Department Program Managers are responsible for the reliability of performance measurement information for programs under their cognizance. Program Managers classify performance information as either: Reliable, Inadequate or To Be Determined. The following tables provide a summary of the performance data we classify as other than reliable, that is, Inadequate or To Be Determined. FY 2005 performance data that are estimates as final information could not be collected in time for this report are also identified.

With the exception of the performance data identified in the following tables, information contained within this report is reliable and complete in accordance with OMB standards.

COMPLETENESS AND RELIABILITY SUMMARY BY GOAL



(Note: The Recovery Strategic Goal has only one Measure)

STRATEGIC GOAL 1 – AWARENESS

Program	**Biosurveillance (BIO)** Information Analysis and Infrastructure Protection Directorate
Performance Measure	Percentage of recommended National Biosurveillance Integration System (NBIS) process improvement actions that are actually accepted and implemented into the NBIS operating procedures.
Explanation and Corrective Action	INADEQUATE RELIABILITY: A computer-based tracking log, maintained by Protective Security Division (PSD), on an on-going basis, will be used to track the status of each process improvement idea submitted. Performance measure data will be available for reporting within 3 months of the National Biosurveillance Integration System (NBIS) achieving Initial Operating Capability, estimated to be later in fiscal year 2006.

STRATEGIC GOAL 2 – PREVENTION

Program	**Drug Interdiction** United States Coast Guard
Performance Measure	Removal rate for cocaine that is shipped via non-commercial maritime means.
Explanation and Corrective Action	ESTIMATED DATA: Removal rate includes cocaine seized as well as that confirmed as jettisoned, sunk or otherwise destroyed. Jettison, sunk and otherwise destroyed cocaine data is verified through the consolidated counter-drug data base run by the United States Interdiction Coordinator. USCG Seizure data continues to be tracked and verified by Federal Drug Identification Numbers. The non-commercial maritime flow data continues to be provided by the annual Interagency Assessment of Cocaine Movement report. Therefore, we are confident that the measure is accurate, materially adequate and the data sources are reliable.

STRATEGIC GOAL 2 - PREVENTION

Program	**Marine Safety** United States Coast Guard
Performance Measure	Maritime Injury and Fatality Index.
Explanation and Corrective Action	ESTIMATED DATA: As this measure combines a five-year average of deaths and injuries onboard commercial vessels with an annual count of recreational boating fatalities, a sudden spike in annual recreational fatalities due to a unique event may unduly influence the reliability of the larger index. Further, deaths or disappearances from government vessels, foreign flag vessels outside of U.S. waters, and fixed offshore platforms and facilities are excluded due to lack of USCG jurisdiction. Deaths determined to be from diving, natural causes, or the result of an intentional act - such as suicide, heart attack, altercation, or the like - are also excluded as they do not reflect upon vessel material safety issues.
Program	**Detention and Removal** United States Immigration and Customs Enforcement
Performance Measure	Number of aliens with a final order removed in a quarter/Number of final orders that become executable in the same quarter (demonstrated as a percent).
Explanation and Corrective Action	ESTIMATED DATA: The data integrity of the Deportable Alien Control System (DACS) falls within the acceptable limits of any IT system. The Detention and Removal Office (DRO) drops data outside the norms or that is known to be faulty. This creates data that DRO considers highly reliable. This type of "normalization or cleaning" is done every day with every type of data. DRO has enough confidence in the data to use it for executive decision-making and for Congressional reporting. Furthermore, due to recent data clean-up efforts for the move to the ENFORCE Removals Module (EREM), DRO has more confidence now in the data than any other time since DACS was deployed. As part of the migration to EREM, many known data errors in DACS will be corrected before implementation. This effort will significantly improve the overall data integrity of DACS and EREM. New policies and procedures will be implemented to require greater supervisory oversight of data within the system. Supervisors will be required to review more cases within the system for accuracy and completeness. Actual data will be reported in the fiscal year 2006 Performance and Accountability Report.

STRATEGIC GOAL 3 – PROTECTION

Program	**Evaluation and National Assessment Program** State and Local Government Coordination and Preparedness
Performance Measure	Percent of recommendations made by reviewing authorities (i.e., IG, OMB, GAO) that are implemented within 1 year.
Explanation and Corrective Action	ESTIMATED DATA: SLGCP continuously reviews recommendations made in independent evaluations for inclusion in this measure. SLGCP coordinates with its program offices to assess whether recommendations have been implemented, and whenever possible, SLGCP collects evidence (e.g. Inspector General review closeout letters) to confirm implementation of recommendations.
Program	**Fire Act Program** State and Local Government Coordination and Preparedness
Performance Measure	Number of Firefighter injuries
Explanation and Corrective Action	INADEQUATE RELIABILITY / DATA ESTIMATE: Data reliability for this measure is inadequate because U.S. Fire Administration (USFA) data on firefighter injuries is not published until years after injury incidence. The Fire Grants Program is developing additional measures that capture program outcomes and are supported by data that is available in a more regular and timely fashion. The program has already developed an additional outcome measure to address performance measurement.
Program	**Fire Act Program** State and Local Government Coordination and Preparedness
Performance Measure	Number of civilian deaths from fire
Explanation and Corrective Action	INADEQUATE RELIABILITY / DATA ESTIMATE: Data reliability for this measure is inadequate because National Fire Protection Association (NFPA) data on fire-related civilian deaths is published on a lagged schedule. The Fire Grants Program is developing additional measures that capture program outcomes and are supported by data that is available in a more regular and timely fashion. The program has already developed an additional outcome measure to address performance measurement..
Program	**Protection of Federal Assets-Federal Protective Service** United States Immigration and Customs Enforcement
Performance Measure	Percent annual increase in the Facility Security Index
Explanation and Corrective Action	ESTIMATED DATA: Verification/validation of countermeasures implementation will be done against implementation records. The countermeasures effectiveness will be verified against surveys and quality assurance audits to ensure that the procedures and scoring criteria are accurately applied.

STRATEGIC GOAL 4 – RESPONSE

Program	**Response** Emergency Preparedness and Response
Performance Measure	(A) Cumulative percentage of emergency teams and operations evaluated through at least one readiness evaluation or exercise (in a four-year cycle); (B) Average percentage of evaluated teams and operations achieving "fully operational" or better status; (C) Average percentage of evaluated teams rising one operational level in a year (considering four operational levels); and (D) Average maximum response time in hours for emergency response teams to arrive on scene.
Explanation and Corrective Action	ESTIMATED DATA: Because of the extraordinary commitment of time and personnel required in response to Hurricanes Katrina, Rita and Wilma, which struck at the end of fiscal year 2005, all performance figures for FEMA's Response Program are reported as of the end of the third quarter of fiscal year (June 30, 2005). At that time, FEMA's Response Program was on track for three of its four performance elements. Final end-of-year results will be reported in the fiscal year 2006 Performance and Accountability Report.
Program	**Interoperability & Compatibility** Science and Technology Directorate
Performance Measure	Improve emergency response interoperability and compatibility to strengthen public safety preparedness and response.
Explanation and Corrective Action	INADEQUATE RELIABILITY: The first step in developing interoperable technologies is to create criteria by which a particular technology must be compatible. Originally the Office for Interoperability and Compatibility projected the development of such criteria to be completed in fiscal year 2005, but later decided that a different measure would be more telling of performance. In July/August 2004, S&T chose this measure because it was thought to be a good indicator of performance and would be measurable. It was discovered in fiscal year 2005 that it was not measurable with reasonable cost and a new measure will be used in the future. Note: Data reported against target does not meet all OMB standards of reliability. See section on Completeness and Reliability.

STRATEGIC GOAL 5 – RECOVERY

Program	**Recovery** Emergency Preparedness and Response
Performance Measure	Percent of customers satisfied with (A) Individual Recovery Assistance and (B) Public Recovery Assistance; percentage reduction in program delivery cost for (C) Individual Recovery Assistance and (D) Public Recovery Assistance; and (E) reduction in Individual Recovery Assistance processing cycle time; (F) percentage completion of catastrophic disaster recovery plan.
Explanation and Corrective Action	ESTIMATED DATA: Survey data are collected, analyzed and reported by outside contractors using methods that guarantee both validity and reliability. Cycle time data are reliable as verified by several years experience in use and can be checked manually at various points in the application processing cycle. Improvements to the National Emergency Management Information System (NEMIS) and Integrated Financial Management Information System (IFMIS) systems should increase reliability of financial data by 2006.

STRATEGIC GOAL 6 – SERVICE

Reported results are complete and reliable

STRATEGIC GOAL 7 – ORGANIZATIONAL EXCELLENCE

Reported results are complete and reliable

Strategic Goal 1 - Awareness

The focus of this strategic goal is to identify and understand threats, assess vulnerabilities, determine potential impacts and disseminate timely information to our homeland security partners and the American public. The objectives established by the Department to achieve this goal are provided below.

Objective 1.1 - Gather, fuse, and analyze all terrorism and threat related intelligence.

Objective 1.2 - Identify and assess the vulnerability of critical infrastructure and key assets.

Objective 1.3 - Provide timely, actionable, accurate, and relevant information based on intelligence analysis and vulnerability assessments to homeland security partners, including the public.

Objective 1.4 - Develop a Common Operating Picture for domestic situational awareness, including air, land, and sea.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 1 - AWARENESS

Performance Goal:
Improve ability to provide focused information on threats to the U.S. homeland that allows Federal, state, local, tribal and private sector officials to take meaningful protective action.

Performance Measure:	Number of information analysis products that address or directly support requirements of the Department.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	217	1796	Met
Description:	This figure includes the full range of analytic products, from daily intelligence summaries to strategic assessments to red-cell products, all of which support requirements of the Department.				
Explanation of FY 2005 Results:	While we successfully accomplished our target, we recognize this measure is more output based than performance outcome based. We intend to discontinue the measure and replace it with an outcome-based performance measure more closely tied to the program's objectives and the Department's and the Office of the Director of National Intelligence's strategic plan.				
Objective(s) Supported:	1.3				
Program:	Infrastructure Vulnerability & Risk Assessment - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:
***As stated in the fiscal year 2005 Annual Performance Plan*: Improve DHS contribution to national level and interagency decision-making through leveraging Department-wide information analysis capabilities and actively participating in the National and Homeland Security Communities.**

***As enhanced to better reflect near term program performance*: Provide National operational communications and information sharing during domestic incidents; collect and fuse information to deter, detect, and prevent terrorist incidents and maintain and share domestic situational awareness.**

Performance Measure:	Number of information analysis community member organizations with which the Information Analysis and Infrastructure Protection (IAIP) Directorate is integrated.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3	4	Met
Description:	This measure is an indicator of our integration with the Intelligence Community, an important objective of the Intelligence Reform and Terrorism Prevention Act. IAIP was integrated with 3 organizations for the first three quarters of the year and 4 organizations during the fourth quarter.				
Explanation of FY 2005 Results:	While we successfully accomplished our target, we recognize this measure is more output based than performance based. We intend to discontinue the measure and replace it with an outcome-based performance measure more closely tied to the program's objectives and the Department's and the Office of the Director of National Intelligence's strategic plan.				
Objective(s) Supported:	1.1, 1.2				
Program:	Evaluations and Studies - Information Analysis and Infrastructure Protection Directorate				

Performance Measure:	Percentage of federal, state and local agencies that maintain connectivity with the Homeland Security Operations Center (HSOC) via the Homeland Security Information Network (HSIN), and participate in information sharing and collaboration concerning infrastructure status, potential threat, and incident management information.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	33% (Baseline Estimate)	7%	Not Met
Description:	The information created by HSOC is only useful if it reaches its targeted audience. HSOC will measure the number of Federal, state, tribal, and private sector partners it establishes and maintains as members of its user community. Performance will be measured as a percentage of the total target audience.				
Explanation of FY 2005 Results:	The 7 percent represents only the percentage of state and local connections of the targeted users. The optimal number of targeted Federal users is being explored. Connecting and training federal partners is ahead of schedule and Federal membership in FY 2005 has increased by 6000 users.				
Recommended Action:	The optimal number of targeted Federal users will be established in FY 2006.				
Objective(s) Supported:	1.3, 1.4				
Program:	Homeland Security Operations Center (HSOC) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:
Support DHS operations and planning functions with timely and actionable intelligence that meets customer requirements.

Performance Measure:	Number of information assessments that will help designers of exercises and crisis simulations create realistic scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	15	56	Met
Description:	Includes a wide range of products, from assessments to table-top exercises, that help designers of exercises and simulations create realistic scenarios.				
Explanation of FY 2005 Results:	While we accomplished our target, we recognize this measure is more output based than performance outcome based. We intend to discontinue the measure and replace it with an outcome-based performance measure more closely tied to the program's objectives and the Department's and the Office of the Director of National Intelligence's strategic plan.				
Objective(s) Supported:	1.3, 1.4				
Program:	Threat Determination and Assessment - Information Analysis and Infrastructure Protection Directorate				

Performance Goal:
Function as the lead agency in the development and operation of the National Bio-surveillance Integration System (NBIS) to detect biological and chemical attacks, and coordinate the real-time integration of bio-surveillance data with threat information and recommended responses.

Performance Measure:	Percentage of recommended National Bio-surveillance Integration System (NBIS) process improvement actions that are actually accepted and implemented into the NBIS operating procedures.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	40% (Baseline Estimate)	50%	Met
Description:	Bio-surveillance improves the Federal Government's capability to rapidly identify and characterize a potential bioterrorist attack. Continual monitoring of program performance and incorporation of lessons learned and best practices is part of the overall NBIS program model.				
Explanation of FY 2005 Results:	The NBIS program has been slowed by procurement issues related to the acquisition of large quantities of information technology (IT) in support of information fusion, and the availability of appropriate space to conduct interagency operations. In response to these delays, the Department is developing NBIS Lite. NBIS Lite is a bridging solution that will accelerate NBIS capability so that it is available prior to the acquisition of the full NBIS IT system. In conjunction with the NBIS Lite effort, process improvement suggestions are being submitted by the program team and other stakeholders. Those received are promptly reviewed and assessed by program management. In fiscal year 2005, 50 percent of these submitted suggestions have been accepted and subsequently incorporated into the NBIS Lite workflow processes, leading to improvements in both the effectiveness and efficiency of the system. Successful NBIS Lite process improvements will be carried forward and lessons-learned incorporated into the design of the full NBIS IT system. Note: Data reported against target does not meet all OMB standards of reliability. See section on Completeness and Reliability.				
Objective(s) Supported:	1.1				
Program:	Bio-Surveillance (BIO) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:
Identify Critical Infrastructure and Key Resources (CI/KR), and characterize and prioritize these assets based upon the application of appropriate assessment processes and methodologies, using need-specific assessment criteria, sector/segment-specific characterizations, and relevant potential threat information.

Performance Measure:	Percentage of candidate Critical Infrastructure/Key Resource (CI/KR) data call responses (on an asset basis, new, and updates) that are reviewed, researched, and cataloged into the National Asset Data Base (NADB) within 120 days of receipt.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	70%	100%	Met
Description:	The Department carries out vulnerability assessments of critical infrastructure and key assets of the United States, and communicates standards to infrastructure owners and key stakeholders. The nation's asset data submitted to the Protective Security Division (PSD) in response to a fiscal year 2005 data call is catalogued into the NADB promptly so that the information can be available to authorized NADB users. Once assets are identified and their asset-specific information is incorporated into the NADB, this information becomes available for use by PSD and other authorized NADB users for developing various criteria-specific asset lists. Typically, these specialized asset lists enable more effective risk-based CI/KR identification, prioritization, and protective-action/resource-allocation decisions.				
Explanation of FY 2005 Results:	Asset information was submitted to PSD by states and territories throughout fiscal year 2005, in response to a fiscal year 2005 data call issued in July 2004. For fiscal year 2005, data was submitted for over 48,000 assets. This submitted asset information was then reviewed and catalogued into the NADB within 120 days of receipt by PSD. For fiscal year 2005, PSD was able to meet and exceed the target performance level for prompt cataloguing of the submitted asset information into the NADB. This was accomplished by building and maintaining a surge capacity of trained human resources and applying them to NADB tasks on an as-needed/when-needed basis. As a result, the decision-support products developed by PSD throughout the year using the NADB were based on more detailed asset information than would have been available if the performance goal was not met.				
Objective(s) Supported:	1.2				
Program:	Critical Infrastructure Identification and Evaluation (CIIE) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Meet requirements set forth by DHS component agencies and DHS responsibilities in the National Critical Infrastructure Protection Research and Development Plan.**

As enhanced to better reflect near term program performance: **Produce actionable information and recommend reliable technologies to help protect U.S. critical infrastructure.**

Performance Measure:	Percent of critical infrastructure prioritized for threat vulnerability.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	20% (Baseline Estimate)	Percentage not determined.	Not Met
Description:	The National Infrastructure Protection Plan defines the nation's critical infrastructure as consisting of 17 sectors and resources including, but not limited to, Agriculture and Food; Drinking Water and Wastewater Treatment Systems; Energy; Banking and Finance; Telecommunications; Chemical; Transportation Systems; Dams; and Nuclear Reactors, Materials, Waste, etc. The prioritization of critical infrastructure for threat vulnerability is important to help reconcile the use of funds and resources toward protection and mitigation efforts. This prioritization provides decision makers with the information necessary to make determinations on technology development and deployment.				
Explanation of FY 2005 Results:	In July-August 2004, the Science and Technology Directorate established this measure because it was thought to be a good indicator of the Department's performance in protecting the nation's critical infrastructure, and was one that could be measured. It was discovered in fiscal year 2005 that the measure was not a good indicator of the work being performed by the Department's Critical Infrastructure Protection program.				
Recommended Action:	Additional measures have been created that more accurately reflect the program.				
Objective(s) Supported:	1.2, 2.3, 2.4				
Program:	Critical Infrastructure Protection - Science and Technology Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:
Develop an effective suite of countermeasures against radiological and nuclear threats with capabilities in detection and intelligence analysis.

Performance Measure:	Number of Federal, state and local sites that are integrated into an operational secondary reach-back architecture to resolve radiological and nuclear alarms.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	5	60	Met
Description:	The program will be measured by the number of sites integrated into a national secondary reach-back system. This reach-back system provides technical assessment and evaluation to operational field users in interpreting data derived from radiation detection equipment. This function is part of the Domestic Nuclear Detection Office (DNDO) mission to provide technical support to the Department's operational elements as part of an overall domestic nuclear detection system.				
Explanation of FY 2005 Results:	Radiation portal monitors have been deployed to approximately 60 Customs and Border Patrol (CBP) Ports of Entry (POEs), all of which are directly integrated into the secondary reach-back architecture. Additionally, personal radiation detectors (PRDs) are deployed to all ~310 CBP POEs, each of which is also nominally integrated into the reach-back system.				
Objective(s) Supported:	1.1, 1.3, 1.4, 2.3, 2.4, 3.1				
Program:	Domestic Nuclear Detection - Science and Technology Directorate				

STRATEGIC GOAL 1 – AWARENESS

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Develop effective capabilities to characterize, assess, and counter new and emerging threats, and to exploit technology developments as they arise.**

As enhanced to better reflect near term program performance: **Prevent terrorist attacks by developing effective capabilities to characterize, assess, and counter new and emerging threats.**

Performance Measure:	Percent of responding recipients indicating the Annual Emerging Threat Assessment Report is valuable.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Annual report plus a two-year assessment of effectiveness	Assessment of report effectiveness initiated.	Met
Description:	An emerging threats report will be developed over a two year period and then distributed to the appropriate parties/customers. A survey will follow the report that will inquire about the usefulness of the emerging threats report.				
Explanation of FY 2005 Results:	Annual report of findings briefed to the Science and Technology Directorate management and customer survey initiated. However, in consultation with the Office of Management and Budget, it was decided it would be better to use metrics that better measure the performance of the Emerging Threats program such as percentage of customer satisfaction, number of capabilities developed and number of assessments initiated and completed.				
Objective(s) Supported:	1.1				
Program:	Emerging Threats - Science and Technology Directorate				

Performance Goal:

Develop an effective suite of countermeasures against radiological and nuclear threats with capabilities in response, and preparedness.

Performance Measure:	Progression on planned capability development for Nuclear Incident Management and Recovery.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Demonstrate two advanced-detection technologies.	Demonstrated two advanced-detection technologies.	Met
Description:	This measure indicates the number of radioactive and nuclear detection technologies that are available for development for incident management and recovery. Technologies that are demonstrated to Department of Homeland Security management are included in the measure.				
Explanation of FY 2005 Results:	A distributed radioactive/nuclear sensor developed by the Environmental Measurements Lab (EML) was demonstrated in New York City. Additionally, Lawrence Livermore National Lab (LLNL) developed and demonstrated an integrated cell phone/radiation detector for use by first-responders for post-event personal safety.				
Objective(s) Supported:	1.1, 1.3, 1.4, 2.3, 2.4, 3.1				
Program:	Radiological & Nuclear Countermeasures - Science and Technology Directorate				

STRATEGIC GOAL 1 - AWARENESS

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Provide measurable advances in information assurance, threat detection and discovery, linkages of threats and vulnerabilities, and capability assessments and information analysis required by Departmental missions to anticipate, detect, deter, avoid, mitigate, and respond to threats to US homeland security.**

As enhanced to better reflect near term program performance: **Provide measurable advances in threat discovery and awareness, information management and sharing, linkage of threats with vulnerabilities, and capability and motivation assessments for terrorist organizations required to support Departmental missions to anticipate, detect, deter, and mitigate threats to the United States homeland security.**

Performance Measure:	Improvement in the national capability to assess threats and vulnerabilities to terrorist attacks: 10 categories to be assessed.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	7	7	Met
Description:	To assess improvement in areas of mission and user relevance, technical competency, management effectiveness, and collaborative efforts with special focus on integration and consolidation, program areas are reviewed in a week-long Threat Awareness Portfolio (TAP) review conducted in April of every year The review consists of over 60 presentations of current-sponsored research efforts from the national laboratories, private industry, and universities. Generally attending these reviews are the Assistant Secretary for the Office of Plans, Programs and Budget; Science and Technology (S&T) Directorate; customer representatives from Information Analysis and Infrastructure Protection (IAIP) Directorate and Border and Transportation Security Directorate; the S&T Program Analysis and Evaluation staff; Technology Support Working Group representatives; and Program Managers from S&T Directorate Offices.				
Explanation of FY 2005 Results:	Major improvements were demonstrated in collaborative efforts as shown by the vast and varied participation at the TAP review. Improved collaboration among the national laboratories and the commercial and academic institutions working on TAP programs has been accomplished. In addition, operational data sharing among Federal, state and local law enforcement agencies through the all-Weapons of Mass Effect assessment, BorderSafe, Enhanced International Travel Security (EITS - International community) and Inter-agency Center for Applied Homeland Security Technology (ICAHST - Interagency collaborations) activities has been demonstrated. Installation of pilot TAP technologies at IAIP, Customs and Border Protection, and U.S. Immigration and Customs Enforcement is continuing to provide support to their operations. Future funding will encourage the continued focus on integration and consolidation of the academic, Industry and national laboratory performers' research efforts in the seven program areas.				
Objective(s) Supported:	1.1, 1.3, 2.1, 2.3				
Program:	Threat and Vulnerability, Testing Assessments - Science and Technology Directorate				

Strategic Goal 2 - Prevention

The focus of this strategic goal is to detect, deter and mitigate threats to our homeland. The objectives established by the Department to achieve this goal are provided below.

Objective 2.1 - Secure our borders against terrorists, means of terrorism, illegal drugs and violations of trade and immigration laws.

Objective 2.2 - Enforce trade and immigration laws.

Objective 2.3 - Provide operational end users with the technology and capabilities to detect and prevent terrorist attacks, means of terrorism and other illegal activities.

Objective 2.4 - Coordinate national and international policy, law enforcement, and other actions to prevent terrorism.

Objective 2.5 - Strengthen the security of the nation's transportation systems.

Objective 2.6 - Ensure the security and integrity of the immigration system.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
To maintain the security of our air, land, and sea borders and transportation systems by providing oversight and coordination of Customs and Border Protection, Immigration and Customs Enforcement, the Transportation Security Administration, the Federal Law Enforcement Training Center, the Office of International Enforcement, and the Screening Coordination and Operations Office.

Performance Measure:	Percentage of Border and Transportation Security (BTS) activities attaining performance targets.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	> 80% (estimate)	66%	Not Met
Description:	The Office of the Under Secretary, Border and Transportation Security (BTS) is responsible for securing our nation's borders and transportation systems. This measure is an overall indicator of the success of the components under the Office to achieve their targets for fiscal year 2005. The measure is a composite of all targets met in 2005 for every BTS organizational unit; Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), Transportation Security Administration (TSA), Federal Law Enforcement Training Center (FLETC), and the Office of Screening Coordination/US-VISIT.				
Explanation of FY 2005 Results:	In fiscal year 2005, 25of of 38 performance goal targets were met, or estimated met, by components of BTS, for a success rate of 66 percent. This evidenced good progress in achieving goals, despite not being at the target level. For fiscal year 2005, CBP met 12 of 20 targets, ICE estimated meeting 2 of 3 targets, TSA met 6 of its targets and did not meet 2 of its targets, FLETC met 5 of its 6 target, and the Office of Screening Coordination/US-VISIT met its target.				
Recommended Action:	Actions to achieve performance goal targets that were not met are reported under the respective performance goals of CBP, ICE, TSA, FLETC, and the Office of Screening Coordination/US-VISIT.				
Objective(s) Supported:	2.1, 2.4, 2.5, 2.6, 6.4, 7.2, 7.3				
Program:	Office of the Under Secretary, Border and Transportation Security - Border and Transportation Security Directorate				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Improve the threat and enforcement information available to decision makers from legacy and newly developed systems for the enforcement of trade rules and regulations and facilitation of U.S. trade.**

As enhanced to better reflect near term program performance: **Improve the ability of threat, enforcement, travel, and trade information to end users to help ensure lawful, secure, and efficient travel and trade into and out of the US.**

Performance Measure:	Percent of Trade accounts with access to ACE functionality to manage trade information				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	1%	1%	Met
Description:	This measure indicates the percentage of established Trade accounts that have access to Automated Commercial Environment (ACE) information systems functionality. The number of Trade accounts established, as compared to the target number of accounts, over time demonstrates that the Trade community (shippers, carriers, brokers, etc.) is gaining the benefit of electronic forms and easier access to more complete information regarding shipments.				
Explanation of FY 2005 Results:	Through September 2005, there were 810 ACE Accounts. Growth in the number of ACE accounts is primarily attributable to the successful deployment of ACE cargo processing capabilities at land border ports.				
Objective(s) Supported:	2.3				
Program:	Automation Modernization – Customs and Border Protection				

Performance Measure:	Percent of internal population using ACE functionality to manage trade information				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	8%	8%	Met
Description:	The number of CBP people using ACE, compared to the targeted adoption rate, shows that internal personnel have easier, timelier, access to more complete and sophisticated information than in the past.				
Explanation of FY 2005 Results:	Through September 2005, there are 2,939 unique CBP users, at 24 land border ports, are authorized to access ACE's cargo processing capabilities.				
Objective(s) Supported:	2.3				
Program:	Automation Modernization – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Total number of linked electronic sources from CBP and other government agencies for targeting information.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	0	0	Met
Description:	The ability to accurately and efficiently identify a potential risk to border security in any conveyance entering the U.S. is improved by linking data sources from CBP automated systems and other government agencies, through ACE, as a single source for border decision makers.				
Explanation of FY 2005 Results:	Linked electronic sources via ACE targeting platform is not planned to begin until fiscal year 2006.				
Objective(s) Supported:	2.3				
Program:	Automation Modernization – Customs and Border Protection				

Performance Measure:	Percent (%) of time the Treasury Enforcement Communication System (TECS) is available to end users.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	90%	96.15%	Met
Description:	TECS is a CBP mission-critical law enforcement application system designed to identify individuals and businesses suspected of or involved in violation of federal law. TECS is also a communications system permitting message transmittal between the Department's law enforcement offices and other national, state, and local law enforcement agencies. TECS provides access to the Federal Bureau of Investigation's National Crime Information Center (NCIC) and the National Law Enforcement Telecommunication Systems (NLETS) with the capability of communicating directly with state and local enforcement agencies. NLETS provides direct access to state motor vehicle departments. As such, this performance measure quantifies, as a percentage in relation to an established service-level objective, the end-user experience in terms of TECS service availability.				
Explanation of FY 2005 Results:	Regularly scheduled maintenance ensures that the operating system and application software is current, and all known problems to date have been patched, directly impacting availability as well as performance by eliminating potential errors.				
Objective(s) Supported:	2.3				
Program:	Automation Modernization - Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:

Deny the use of air, land and coastal waters for conducting acts of terrorism and other illegal activities against, the United States.

Performance Measure:	Percentage of no-launches to prevent acts of terrorism and other illegal activities arising from unlawful movement of people and goods across the borders of the United States.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Baseline (estimate)	4.41%	Met
Description:	A portion of CBP's aviation fleet remains on ready-alert status to respond quickly to unauthorized air-based border intrusions. No-launches refer to an inability to respond to these intrusions. The lower the percentage of no-launches, the more successful the program is as more interdictions were able to be launched.				
Explanation of FY 2005 Results:	Air and Marine Operations (AMO) has established a no-launch rate of 23 percent as a baseline. AMO records all requests for law enforcement aviation support and success depends on the aircraft becoming airborne. "No launch" activity occurs when the AMO location has been requested to launch and the aircraft is unable to become airborne due to a controllable factor such as inappropriate operational aircrew or aircraft. During FY2005, the actual no launch rate is 4.41 percent, which is well within AMO's target rate of 23 percent. Having appropriate aircraft resources available deters and reduces possible acts of terrorism as well as disrupts the supply and reduces the quantity of drugs entering the U.S.				
Objective(s) Supported:	2.1				
Program:	Air & Marine Operations – Customs and Border Protection				

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Prevent potential terrorists from crossing into the U.S., and reduce other unlawful activities along U.S. land borders, by improving our security and control between Ports of Entry.**

As enhanced to better reflect near term program performance: **Prevent potential terrorists, means of terrorism, or other unlawful activities from entering the US by securing and maintaining control of our borders between the ports of entry.**

Performance Measure:	Border miles under Operational Control				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	150 miles	288	Met
Description:	Operational Control, as defined in the National Strategic Plan, is the ability to detect, respond to, and interdict border penetrations in areas deemed as high priority for threat potential or other national security objectives. Operational Control will be achieved in a tactical zone when the level of border security (controlled, managed, monitored) in that specific zone matches the level of threat/risk (High, Medium, or Low).				
Explanation of FY 2005 Results:	The Department exceeded its 150 mile target because prior to formal implementation of the Operational Requirements-Based Budgeting Program (ORBBP), it was already working toward achieving Operational Control of targeted areas of the border. The majority of those targeted areas were urban areas such as San Diego and El Paso. Assessments, in accordance with the definitions of increasing levels of border security, validated that discernable mileage in these areas was already under Operational Control at the creation of ORBBP.				
Objective(s) Supported:	2.1, 2.2, 2.3				
Program:	Border Security and Control between POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
Improve the targeting, screening, and apprehension of high-risk international cargo and travelers to prevent terrorist attacks, while providing processes to facilitate the flow of safe and legitimate trade and travel.

Performance Measure:	Average CBP exam reduction ratio for Customs-Trade Partnership Against Terrorism (C-TPAT) member importers compared to Non-C-TPAT importers.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3.5 times less	4.1 times less	Met
Description:	By enrolling in C-TPAT, members follow security procedures to secure the supply chain. This results in reduced exams, thereby helping facilitate the flow of trade. This performance measures indicates the impact of C-TPAT exam reduction benefits on C-TPAT importer exams. The ratio measures the exam reduction ratio of C-TPAT member importers compared to Non-C-TPAT importers.				
Explanation of FY 2005 Results:	In the first full fiscal year for this measure the Department exceeded expectations. The target rate was based on the actual fourth quarter data from fiscal year 2004. C-TPAT is based on the CBP's need to utilize risk management principles to drive key mission functions such as import cargo targeting and examinations. The goal of this measure is to ensure that certified C-TPAT importers are receiving a decreased rate of import cargo examinations compared to Non-C-TPAT companies.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

Performance Measure:	Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	98%	97.0%	Not Met
Description:	Indicates the percentage of C-TPAT member whose security procedures have been validated by CBP and found to be acceptable and meet the C-TPAT security guidelines.				
Explanation of FY 2005 Results:	This was the first full fiscal year for this measure. The target was based on the actual fourth quarter data from fiscal year 2004. The target was not met due to an unexpected number of companies who were not in compliance with their submitted security commitment. The implementation of new-importer security criteria also affected the overall validation compliance rate.				
Recommended Action:	The Department will adjust the target to reflect the actual fiscal year 2005 results. Further evaluation of the target will be required as new C-TPAT security criteria are implemented for more C-TPAT enrollment sectors. C-TPAT will significantly increase the number of validations to be completed in fiscal year 2006 and implement a new system for measuring C-TPAT security validation performance.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Number of foreign mitigated examinations by category				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	2416	10,000	25,222	Met
Description:	This proxy measure gauges the outcome of increased information sharing and collaboration by collocating Container Security Initiative (CSI) customs personnel at foreign ports. The measure is the number of examinations waived that are mitigated by foreign customs sources using their own knowledge of shippers, information from their sources/databases, and intelligence sources to make a decision that an examination is not necessary.				
Explanation of FY 2005 Results:	The increased collaboration of foreign and collocated CSI customs personnel at foreign ports reflected by this proxy measure improves on the goal of targeting, screening, and apprehending high-risk international cargo and travelers to prevent terrorist attacks, while providing processes to facilitate the flow of safe and legitimate trade and travel.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

Performance Measure:	Percent of worldwide U.S. destined containers processed through Container Security Initiative (CSI) ports				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	48%	68%	73%	Met
Description:	This measure is the percent of worldwide containers destined for the United States (and their respective bills of lading) processed through CSI ports as a deterrence action to detect and prevent weapons of mass effect and other potentially harmful materials from leaving foreign ports headed to U.S. ports. The goal by 2010 is to process 80 percent of all containers destined for the United States prior to lading at overseas ports. Note: Processed may include any of the following: 1) U.S. destined cargo manifest/bills of lading data reviewed using the Automated Targeting System (ATS), 2) further research conducted, 3) collaboration with host country and intelligence representatives, and/or 4) exam of container.				
Explanation of FY 2005 Results:	Results were achieved due to the opening of Shanghai, Shenzen and Kaohsiung (three high-volume ports) which added 8.61 percent, 6.68 percent, and 8.76 percent, respectively to the cumulative total.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Advanced Passenger Information System (APIS) data sufficiency rate (percent).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	98%	99.1%	98.6%	Not Met
Description:	Accurate transmittal of advance passenger information data for law enforcement queries facilitates decision making and targeting capabilities to identify high risk passengers prior to arrival.				
Explanation of FY 2005 Results:	Carrier compliance rates were 0.40 percent below the target. Results were not met due to an increase in requirements for the number of reportable data elements that placed a greater responsibility for accuracy at the embarkation point.				
Recommended Action:	CBP Advance Passenger Information System (APIS) Account Managers will continue to work with carriers to raise the level of compliance. CBP policy requires that each commercial carrier achieve an APIS accuracy rate of 97 percent for arriving or departing carriers. Nationally, fiscal year 2005 measurements found the carrier industry average exceeding the established CBP standard by 1.61 percent. To help achieve targets, CBP will better align the Department's performance standards with CBP's policy-driven performance standard.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Border vehicle passengers in compliance with agricultural quarantine regulations (percent compliant).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	96.4%	93.68%	Not Met
Description:	The percentage of passengers in the vehicle environment who are in compliance with the Agricultural Quarantine Regulations. The compliance rates are based on statistical sampling.				
Explanation of FY 2005 Results:	The goal for compliance of border vehicle passengers (96.4 percent) for fiscal year 2005 was not met. Fully staffing high-risk ports with trained CBP Agriculture Specialists will increase the Quarantine Material Interceptions (QMIs), which will improve compliance. QMIs are counted as compliant because corrective action is taken at the time of an interception. Analysis indicates that higher rates of interceptions occurred during shifts when Agriculture Specialists were available.				
Recommended Action:	CBP has taken action designed to improve levels of compliance. The increased CBP Agriculture Specialist's staffing and the fiscal year 2005 graduation of 330 CBP Agriculture Specialists (CBPAS) from the 43-day CBPAS Training Academy will provide resources necessary to reach actual performance goals. Additional training for CBPAS continues in port after placement. Cross training curriculums are now in place for CBP Officers to support the Agriculture Specialist at the ports. Targeting strategies and a methodology have been developed at the National Targeting Center to enhance our counter agro-terrorism capabilities. Agriculture Specialists have received Automated Targeting System training and risk management skills to focus on high-risk cargo, including the development of specific selectivity criteria.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Compliance rate in the air passenger environment (percent of travelers compliant).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	99.2%	99.3%	99.01%	Not Met
Description:	The compliance rate in the air passenger environment (percent of travelers compliant), otherwise referred to as COMPEX rate, is a statistical sampling technique that is outcome/result driven. It is an outcome measure because it estimates the threat approaching the port of entry and the effectiveness of officers targeting that threat. COMPEX also measures apprehension rate. The measure is valid because it encompasses enforcement actions taken at a port of entry, and a sampling of passengers who are considered low risk and would not otherwise be examined. These data are used to determine the percentage of travelers who are compliant with the laws, rules, regulations, and agreements enforced by Customs and Border Protection. The data are pulled from the Treasury Enforcement Communication System.				
Explanation of FY 2005 Results:	COMPEX is a random sampling process that measures the actual "real-world" occurrence rate of activity against which CBP can assess the effectiveness of its targeting and enforcement activities. In a random sampling program such as COMPEX, the FY "targets" are not expressed as goals to be achieved. They are instead a statistically generated projection of the "expected" level of compliance likely to be found based upon observed results over the previous three years.				
Recommended Action:	When the level of voluntary compliance changes in a significantly negative way, CBP can utilize targeting/ enforcement, training, and public outreach programs to influence public awareness and increase voluntary compliance. The fiscal year 2005 air passenger compliance rate, while .29% lower than statistically expected, is still very high by historical standards. CBP should maintain its current mix of enforcement programs and continue its emphasis on additional training.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Compliance rate in the vehicle passenger environments (percent of travelers compliant).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	99.9%	99.9%	99.9%	Met
Description:	The percentage of compliant passenger data is a statistically valid estimate of the percentage of vehicles approaching the port of entry that are not in violation of any laws, rules, regulations or agreements enforced by CBP. The rate of compliance is determined by estimating the total number of violations present in the population of vehicles approaching the port of entry and dividing it by the total number of vehicles subject to random sampling at the port of entry. Improvements are based largely on the initiative requests.				
Explanation of FY 2005 Results:	COMPEX is a random sampling process that measures the actual "real-world" occurrence rate of activity against which CBP can assess the effectiveness of its targeting and enforcement activities. In a random sampling program such as COMPEX, the fiscal year "targets" are not expressed as goals to be achieved. They are instead a statistically generated projection of the "expected" level of compliance likely to be found based upon observed results over the previous three years.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

Performance Measure:	Compliance rate in the vehicle passenger environments (percent of travelers compliant).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	99.9%	99.9%	99.9%	Met
Description:	The percentage of compliant passenger data is a statistically valid estimate of the percentage of vehicles approaching the port of entry that are not in violation of any laws, rules, regulations or agreements enforced by CBP. The rate of compliance is determined by estimating the total number of violations present in the population of vehicles approaching the port of entry and dividing it by the total number of vehicles subject to random sampling at the port of entry. Improvements are based largely on the initiative requests.				
Explanation of FY 2005 Results:	COMPEX is a random sampling process that measures the actual "real-world" occurrence rate of activity against which CBP can assess the effectiveness of its targeting and enforcement activities. In a random sampling program such as COMPEX, the fiscal year "targets" are not expressed as goals to be achieved. They are instead a statistically generated projection of the "expected" level of compliance likely to be found based upon observed results over the previous three years.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	International air passengers in compliance with agricultural quarantine regulations (percent compliant).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	97%	97%	95.8%	Not Met
Description:	The measure shows CBP's success at maintaining a high level of security in the international air environment by measuring the degree of compliance rate with agricultural quarantine regulations and other mandatory agricultural product restrictions.				
Explanation of FY 2005 Results:	The goal for compliance of air passengers (97 percent) for fiscal year 2005 was not met. Fully staffing high-risk ports with trained CBP Agriculture Specialists will increase the Quarantine Material Interceptions (QMIs), which will improve compliance. QMIs are counted as compliant because corrective action is taken at the time of an interception. Analysis indicates that higher rates of interceptions occurred during shifts when Agriculture Specialists were available. Note: The goal was originally set at 95 percent compliance by the United States Department of Agriculture but raised to the current level of 97 percent. The goal has been set at a level that is high by historical standards and will be a challenge to CBP to continue to meet.				
Recommended Action:	CBP has already taken action that will most likely improve levels of compliance. The increased CBP Agriculture Specialist's staffing and the fiscal year 2005 graduation of 330 CBP Agriculture Specialists (CBPAS) from the 43-day CBPAS Training Academy will provide resources necessary to reach actual performance goals. Additional training for CBPAS continues in port after placement. Cross training curriculums are now in place for CBP Officers to support the Agriculture Specialist at the ports. Targeting strategies and a methodology have been developed at the National Targeting Center to enhance our counter agro-terrorism capabilities. Agriculture Specialists have received Automated Targeting System training and risk management skills to focus on high-risk cargo, including the development of specific selectivity criteria.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Number of pounds of cocaine seized (thousands of pounds at the ports of entry)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	44.6	43.1	42.8	Not Met
Description:	This measure includes the amount of cocaine seized at the ports of entry by or with the participation of CBP Officers from passengers, vehicles, commercial and private aircraft, vessels, trucks, cargo and railcars entering the United States.				
Explanation of FY 2005 Results:	The cocaine seizure targets are provided as forecasts of what is likely to be achieved based on statistical analysis (regression analysis) of previous year's data. We do not control what we seize and seizures have always been very irregular over the short term. When the trend is downward, as the trend in total weight of cocaine seized at the POEs has been since fiscal year 2001, the forecast will be downward. This also coincides with the movement from cocaine to heroin production by major drug cartels. The rate of decrease viewed over the last several years indicates that cocaine seizures may be stabilizing, with the total number of cocaine seizures more closely in line with the target than in previous years. The number of narcotics seizures found from our random sampling of incoming vehicles have also been going down for the last few years, indicating that, overall, fewer drugs are actually entering via vehicles.				
Recommended Action:	Over the past four years, our enforcement posture has increased substantially. The number of overall vehicle and cargo exams has increased dramatically. We have greatly increased the number and type of Non Intrusive Inspection (NII) equipment for cargo and mail enforcement, all of which are very effective at detecting cocaine. In addition, our canine teams dedicated to narcotics exams have increased by over 20 percent. CBP should continue maximizing resources for narcotics detection.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Number of pounds of heroin seized (thousands of pounds at the ports of entry)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	2.8	3.5	2.3	Not Met
Description:	This measure includes the amount of heroin seized at the ports of entry by or with the participation of CBP Officers from passengers, vehicles, commercial and private aircraft, vessels, trucks, cargo and railcars entering the United States.				
Explanation of FY 2005 Results:	The heroin seizure targets are provided as forecasts of what is likely to be achieved based on statistical analysis (regression analysis) of previous year's data. We do not control what we seize and seizures have always been very irregular over the short term. When the trend is downward, as the trend in total weight of heroin seized at the POEs has been for the last four years, the forecast will be downward. The number of narcotics seizures found from our random sampling of incoming vehicles have also been going down for the last few years, indicating that, overall, fewer drugs are actually entering via vehicles.				
Recommended Action:	Over the past four years, our enforcement posture has increased substantially. The number of overall vehicle and cargo exams has increased dramatically. We have greatly increased the number and type of NII equipment for cargo and mail enforcement, all of which are very effective at detecting heroin. In addition, our canine teams dedicated to narcotics exams have increased by over 20 percent. CBP should continue maximizing resources for narcotics detection.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Number of pounds of marijuana seized (thousands of pounds at the ports of entry)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	652.8	743	531.7	Not Met
Description:	This measure includes the amount of marijuana seized at the ports of entry by or with the participation of CBP Officers from passengers, vehicles, commercial and private aircraft, vessels, trucks, cargo and railcars entering the United States.				
Explanation of FY 2005 Results:	The marijuana seizure targets are provided as forecasts of what is likely to be achieved based on statistical analysis (regression analysis) of previous year's data. We do not control what we seize and seizures have always been very irregular over the short term. When the trend is downward, as the trend in total weight of marijuana seized at the POEs has been since FY 2001, the forecast will be downward. This may in part be due to more marijuana being grown in the U.S. as opposed to being imported, as increased U.S. seizures and local law enforcement data suggests. The number of narcotics seizures found from our random sampling of incoming vehicles have also been going down for the last few years, indicating that, overall, fewer drugs are actually entering via vehicles.				
Recommended Action:	Over the past four years, our enforcement posture has increased substantially. The number of overall vehicle and cargo exams has increased dramatically. We have greatly increased the number and type of NII equipment for cargo and mail enforcement, all of which are very effective at detecting marijuana. In addition, our canine teams dedicated to narcotics exams have increased by over 20 percent. CBP should continue maximizing resources for narcotics detection.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Percent of sea containers examined using Non-Intrusive Inspection (NII) technology.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	5.2%	5%	8.1%	Met
Description:	The measure shows the progress towards increasing security by measuring the percent of sea containers arriving at seaports examined using NII technology.				
Explanation of FY 2005 Results:	CBP currently has one database, called the Port Tracking System (PTS), that tracks cargo conveyance (sea, truck, and rail) examinations. This system, while comprehensive, is based on manual data collection and logging procedures that are not as accurate as the real-time data collected via the new daily NII utilization reporting system that was implemented in fiscal year 2004. This reporting system tracks examination results in real time and provides CBP with a more accurate and timely reporting mechanism. This reporting system is especially important because CBP examines the vast majority of containers with NII technology. The targets specified were based on PTS, but the fiscal year 2005 actual percentages were produced using the more accurate NII reporting system data. In the future, both the NII and the PTS system will be replaced with the Cargo Enforcement Reporting and Tracking System (CERTS). Until CERTS is implemented, we will continue to use the legacy PTS as our system of records.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Measure:	Percent of truck and rail containers examined using Non-Intrusive Inspection (NII) technology.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	26.2%	10%	28.9%	Met
Description:	The measure shows the progress towards increasing security by measuring the percent of truck and rail containers arriving at land border ports examined using NII technology.				
Explanation of FY 2005 Results:	CBP currently has one database, called the Port Tracking System (PTS), that tracks cargo conveyance (sea, truck, and rail) examinations. This system, while comprehensive, is based on manual data collection and logging procedures that are not as accurate as the real-time data collected via the new daily NII utilization reporting system that was implemented in fiscal year 2004. This reporting system tracks examination results in real time and provides CBP with a more accurate and timely reporting mechanism. This reporting system is especially important because CBP examines the vast majority of containers with NII technology. The targets specified were based on PTS, but the fiscal year 2005 actual percentages were produced using the more accurate NII reporting system data. In the future, both the NII and the PTS system will be replaced with the Cargo Enforcement Reporting and Tracking System (CERTS). Until CERTS is implemented, we will continue to use the legacy PTS as our system of records.				
Objective(s) Supported:	2.1, 2.2, 2.3, 6.4				
Program:	Border Security Inspections and Trade Facilitation at POE's – Customs and Border Protection				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
Provide the process based on established law enforcement standards by which law enforcement training programs and facilities are accredited and law enforcement instructors are certified.

Performance Measure:	Number of accreditation managers trained				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	32	73	30	0	Not Met
Description:	This workload measure identifies the number of accreditation managers trained during the fiscal year. The Accreditation Manager Training Program (AMTP) graduates prepare their organizations for the accreditation process. The delivery of the AMTP facilitates uniform interpretation of the Federal Law Enforcement Training Accreditation (FLETA) Standards and ensures consistent implementation of accreditation process requirements. The data source for this measure is the internal-generated class roster. The Office of Accreditation (OAC) personnel collects the data from the class roster of graduates attending the accreditation assessor training.				
Explanation of FY 2005 Results:	In fiscal year 2005, the FLETC Office of Accreditation did not meet its target for accreditation managers trained. The shortfall was driven by a reorganization and redesign of the accreditation process, revision of the FLETA standards and of the AMTP.				
Recommended Action:	A pilot class of the revised AMTP will be conducted in November 2005. For fiscal year 2006, this measure will support the new accreditation program outcome measure. FLETC will continue collect the data on this measure because the accreditation managers are the lynchpin to the implementation of the accreditation process.				
Objective(s) Supported:	2.4				
Program:	Accreditation - Federal Law Enforcement Training Center				

Performance Measure:	Total number of programs accredited and re-accredited through Federal Law Enforcement Training Accreditation (FLETA).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	2	2	Met
Description:	This is a new measure for fiscal year 2005. This measure identifies the number of programs accredited through FLETA. This program encompasses all federal law enforcement training agencies. Accreditation ensures a disciplined and systematic approach to training. The FLETA Board's responsibility is to approve standards for accreditation of federal law enforcement training and grant Accreditation Certificates to those programs and academies that have successfully completed the FLETA requirements.				
Explanation of FY 2005 Results:	The following programs were accredited by FLETA in fiscal year 2005: 1. the Diplomatic Security Training Center for the Department of State in Dunn Loring, VA-- an academy accreditation, and 2. the Basic Security Officer Training Program for the Department of Energy.				
Objective(s) Supported:	2.4				
Program:	Accreditation - Federal Law Enforcement Training Center				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide access to state-of the-art facilities necessary to deploy knowledgeable and skilled Federal law enforcement agents and officers to enforce laws and regulations, protect the Nation, and interact with the public with respect for individuals and civil liberty**

As enhanced to better reflect near term program performance: **Provide law enforcement agents and officers with the knowledge and skills to fulfill their responsibilities in a safe manner and at the highest level of proficiency.**

Performance Measure:	Percentage of requested training programs conducted (Capacity Measure).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	98.5	98%	98.55%	Met
Description:	This performance measure is an indicator of the percentage of training programs requested by Partner Organizations that are successfully scheduled by the Federal Law Enforcement Training Center (FLETC). This measure enables FLETC to determine if sufficient capacity is available to meet the present and projected future FLETC training requirements.				
Explanation of FY 2005 Results:	FLETC continually reviews and evaluates the facilities to ensure it is responsive and can meet the student capacity demand. FLETC received requests for 1670 classes, of which 24 (center advanced classes) could not be scheduled due to lack of facilities, instructors, or support resources. We have contingency plans that identify and reduce the limiting effects of training constraints--facilities, full-time employees , equipment, technology, etc.				
Objective(s) Supported:	2.4				
Program:	Construction and Improvement - Federal Law Enforcement Training Center				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide Federal law enforcement agents and officers, skilled in the latest techniques, to enforce laws and regulations, protect the Nation, and interact with the public with respect for individuals and civil liberty.**

As enhanced to better reflect near term program performance: **Provide law enforcement agents and officers with the knowledge and skills to fulfill their responsibilities in a safe manner and at the highest level of proficiency.**

Performance Measure:	Percentage of federal supervisors that rate their FLETC basic training graduate's preparedness as good or excellent				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	73.4	73%	90%	Met
Description:	This performance measure indicates the percentage of federal supervisors of FLETC basic training graduates who, after eight to twelve months of observation, indicate their law enforcement officers or agents are highly prepared to perform their entry-level duties and responsibilities. FLETC obtains performance data for this measure through formalized surveys of federal supervisors to evaluate each of their FLETC basic training graduate's preparedness to perform the duties and responsibilities as law enforcement officers or agents. Federal supervisors rate their students using a scale of Excellent, Good, Satisfactory, Marginal or Unsatisfactory. Determined through extensive testing and practical exercise examinations, FLETC ensures 100 percent of basic training graduates are adequately prepared to perform their new duties.				
Explanation of FY 2005 Results:	The supervisors' feedback provides the FLETC with a continuous assessment and validation of our training programs. This helps to ensure that law enforcement officers and agents receive the right training to keep pace with the changing criminal and law enforcement environment.				
Objective(s) Supported:	2.4				
Program:	Federal Law Enforcement Training - Federal Law Enforcement Training Center				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide international law enforcement agents and officers, skilled in the latest techniques to fulfill their law enforcement responsibility and to help foreign nations fight terrorism.**

As enhanced to better reflect near term program performance: **Provide law enforcement agents and officers with the knowledge and skills to fulfill their responsibilities in a safe manner and at the highest level of proficiency.**

Performance Measure:	Percentage of students that express excellent or outstanding on the Student Quality of Training Survey (SQTS)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	64.1	64%	64%	Met
Description:	This performance measure is an indicator of the degree of training quality received at the FLETC based on the students' feedback. This measure includes instructors, program materials, equipment, etc. FLETC biannually and annually summarizes the feedback from graduates of the Center's basic and advanced training programs. The SQTS is a formal means to identify opportunities for immediate improvements and updates to ensure that the student receive the right skills and knowledge, presented in the right way and right time.				
Explanation of FY 2005 Results:	The students in basic and advanced training programs complete surveys to obtain their views as to the overall quality of training received at the FLETC. The information obtained from these surveys assist the FLETC in the continuing review of program curricula to meet the Partner Organizations mission requirements.				
Objective(s) Supported:	2.4				
Program:	International Law Enforcement Training - Federal Law Enforcement Training Center				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide state and local law enforcement agents and officers, skilled in the latest techniques, to enforce laws and regulations, protect the Nation, and interact with the public with respect for individuals and civil liberty.**

As enhanced to better reflect near term program performance: **Provide law enforcement agents and officers with the knowledge and skills to fulfill their responsibilities in a safe manner and at the highest level of proficiency.**

Performance Measure:	Percentage of students that express excellent or outstanding on the Student Quality of Training Survey (SQTS)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	64.1	64%	64%	Met
Description:	This performance measure is an indicator of the degree of training quality received at the Federal Law Enforcement Training Center (FLETC) based on the student's feedback. This measure includes instructors, program materials, equipment, etc. The biannually and annually summarizes the feedback from graduates of the Center basic training programs. The Student Quality Training Survey is a formal means to identify opportunities for immediate improvements and updates to ensure that the student receive the right skills and knowledge, presented in the right way and right time.				
Explanation of FY 2005 Results:	The students in basic and advanced training programs complete surveys to obtain their views as to the overall quality of training received at the FLETC. The information obtained from these surveys assist the FLETC in the continuing review of program curricula to meet the Partner Organizations mission requirements.				
Objective(s) Supported:	2.4				
Program:	State and Local Law Enforcement Training - Federal Law Enforcement Training Center				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
Enable the creation of and migration to a more secure critical information infrastructure.

Performance Measure:	Development of research infrastructure to provide broad-based support to government/university/private sector research communities, through development and support of a cyber security test bed and cyber security data sets collection and dissemination program.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Prepare demonstration of operational use of cyber security test bed	Multiple demonstrations	Met
Description:	The Department is responsible for holding workshops to demonstrate the cyber security test bed to the government, university, and private sector research communities. These workshops provide a forum for community building, demonstrations, requirements determination, and planning.				
Explanation of FY 2005 Results:	Several workshops were held to demonstrate the cyber security test bed to government, university, and private sector communities. The workshops provided an introduction to the test bed and its associated tools and test methodologies. They showcased the use of the Cyber Defense Technology Experimental Research (DETER) test bed to conduct cyber experiments including Distributed Denial of Service (DDOS), Worm and Border Gateway Protocol (BGP) routing experiments.				
Objective(s) Supported:	2.3, 3.1, 3.2				
Program:	Cyber Security - Science and Technology Directorate				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Improve explosives detection equipment and procedures for multiple forms of transportation as well as fixed facilities.**

As enhanced to better reflect near term program performance: **Improve explosives countermeasures technologies and procedures to prevent attacks on critical infrastructure, key assets, and the public.**

Performance Measure:	Number of pilot tests of standoff detection technologies				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	One rail environment to detect suicide bombs	One rail environment	Met
Description:	The Department uses pilot tests to evaluate explosives countermeasures technologies in operational environments. Results are also used to develop concepts of operations; protocols and procedures; technology training; and lessons learned, to include technical requirements and operational costs. Standoff explosive detection is dependent on location, technology, and environment.				
Explanation of FY 2005 Results:	A pilot program to screen people for improvised explosive devices (IEDs) in a rail station was initiated in fiscal year 2005.				
Objective(s) Supported:	2.1, 2.3, 2.5, 3.2, 3.4				
Program:	Explosives Countermeasures - Science and Technology Directorate				

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Support the development of innovative solutions to enhance homeland security and work with Federal, State, and Local governments and the private sector to implement these solutions. Operate an effective and efficient clearinghouse that will develop, prototype, and commercialize innovative technologies to support the homeland security mission.**

As enhanced to better reflect near term program performance: **Identify and rapidly develop, prototype, and commercialize innovative technologies to thwart terrorist attacks.**

Performance Measure:	Percent of technologies prototyped or commercialized.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3%	11%	Met
Description:	The percentage of technologies prototypes or commercialized is derived by the number of prototypes funded through the Rapid Prototyping program and the number that are accepted by operational end users each year. In fiscal year 2005, a baseline percentage of three percent was established.				
Explanation of FY 2005 Results:	A total of 11 prototypes out of approximately 120 projects funded by the Rapid Prototyping budget have produced prototypes.				
Objective(s) Supported:	2.3				
Program:	Rapid Prototyping - Science and Technology Directorate				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Establish an integrated infrastructure for determining and developing standards, and test and evaluation protocols for technology used for detecting, mitigating, and recovering from terrorist attacks and also to support other Departmental components' technologies. Provide consistent and verifiable measures of effectiveness of homeland security-related technologies, operators, and systems in terms of basic functionality, interoperability, efficiency, and sustainability. Facilitate the development of guidelines in conjunction with both users and developers.**

As enhanced to better reflect near term program performance: **Develop well-designed standards and test and evaluation protocols for products, services, and systems used by the Department of Homeland Security and its partners to ensure consistent and verifiable effectiveness. Improve the standardization of products and services designed to prevent and respond to terrorist attacks or natural disasters.**

Performance Measure:	1) Establish technical standards and test/evaluation protocols for weapons of mass destruction decontamination technologies and analysis tools. 2) Establish and accredit a network of private/public labs to perform testing, evaluation, and certification of weapons of mass destruction emergency response technologies to allow effective procurement and deployment of technologies that will substantially reduce risk and enhance resiliency of the federal, state, and local response capability.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Develop technical standards and test/evaluation protocols for WMD decontamination technologies. Develop a network of private/public labs to perform testing, evaluation and certification of WMD emergency response technologies.	Technical standards and test/evaluation protocols were developed. A network of private/public labs to perform testing, evaluation and certification of WMD emergency response technologies was developed.	Met
Description:	This measure describes the intent of Science and Technology Directorate's Standards Portfolio to validate the performance of critical decontamination technologies and to build confidence in the methods used by the network of all hazard response laboratories.				
Explanation of FY 2005 Results:	The original performance measures identified by the Standards Portfolio have both become national interagency priorities. The efforts to establish decontamination standards and guidelines, as well as certify and accredit laboratory response networks, are not complete. But, significant accomplishments have been made by the large interagency groups striving to achieve these goals. The Standards Portfolio has been active in supporting these efforts.				
Objective(s) Supported:	2.1, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.3, 3.7				
Program:	Standards - Science and Technology Directorate				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Increase the capabilities of mission-focused operational components (BTS, EPR, US Coast Guard, and US Secret Service) to secure the homeland and enhance their ability to conduct their missions.**

As enhanced to better reflect near term program performance: **Develop effective technologies and tools to increase the capabilities of the Department of Homeland Security operational components to execute their mission to secure the homeland.**

Performance Measure:	Improved capability of DHS components to secure the homeland as measured by assessment of customer organizations in accomplishing agreed-upon areas of assistance via the S&T Requirements Council (SRC).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Design & test customer survey	Tested customer survey for requirements.	Met
Description:	The Science and Technology Requirements Council (SRC) was established to provide the operational components of the Department with a mechanism to bring their operational mission needs to the Science and Technology Directorate. From these needs a set of technology requirements is developed to provide guidance and direction to the various research and development programs operated by Science and Technology Directorate.				
Explanation of FY 2005 Results:	The SRC process has resulted in a revised mission need collection and assessment process which will be implemented in fiscal year 2006. The customer survey has been developed and is partially populated with input from previous meetings.				
Objective(s) Supported:	1.4, 2.1, 2.3, 3.3, 3.4, 3.7, 4.1				
Program:	Support to Department of Homeland Security Components - Science and Technology Directorate				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Diminish the air cargo terrorist and other criminal activity risk through 100% air cargo screening/inspection of high risk items.**

As enhanced to better reflect near term program performance: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved passenger and baggage screening processes.**

Performance Measure:	Percent of known shipper cargo inspected on passenger aircraft.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	SSI	SSI	Met
Description:	Known shipper cargo is cargo that is tendered to air carriers who in turn certify that the cargo is from shippers known to them and can be confidently transported on passenger aircraft. The Known Shipper Database (KSD) is the only government repository of data regarding Known Shippers and is a key element of TSA's overall Air Cargo Security strategy. The Known Shipper Program contributes towards achieving the objective to identify elevated risk cargo through prescreening a congressionally mandated percentage of air cargo. The percentage is Sensitive Secure Information (SSI).				
Explanation of FY 2005 Results:	The percent of known shipper cargo inspected on passenger aircraft has remained consistently above the required percentage mandated by congress. This has been achieved through continued monitoring procedures and penalties ranging from verbal reprimands to civil penalties in instances of non-compliance.				
Objective(s) Supported:	2.3, 2.5, 3.1				
Program:	Air Cargo - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by reducing exposure to terrorist or other criminal acts through regulatory compliance activities.**

As enhanced to better reflect near term program performance: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved passenger and baggage screening processes.**

Performance Measure:	Percent of system-wide airport compliance with security regulations.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	96%	96.34%	Met
Description:	To evaluate the transition to a new regulatory inspection strategy, this measure evaluates whether the risk-managed, locally developed aviation security inspection planning process positively impacts the incidence of non-compliance with security regulations. Data is examined to ascertain trends in civil enforcement and non-compliance by regulated entities. The effectiveness of the program is evaluated by viewing its outcomes and outputs through a statistical index of regulatory compliance. This information is beneficial in examining what percentage of airports have system-wide compliance and which airports do not. Those airports that do not have system-wide compliance are examined for possible recommendations or sanctions. This is done in an effort to increase the level of compliance and thereby reduce the probability of a successful terrorist or criminal attack.				
Explanation of FY 2005 Results:	TSA uses a risk-based inspection protocol to ensure that airports remain consistently compliant with all applicable laws and regulations. This inspection methodology ensures that a high level (96.3 percent) of all airports nationwide comply with applicable security regulations. By identifying locations that need additional help, TSA provides needed recommendations or sanctions so that all federalized airports are properly motivated to reach 100 percent compliance.				
Objective(s) Supported:	2.3, 2.5, 3.1				
Program:	Compliance and Enforcement - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved screening of passengers and baggage with effective technology.**

As enhanced to better reflect near term program performance: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved passenger and baggage screening processes.**

Performance Measure:	Baggage Screening Program Index that measures overall program performance through a weighted composite of indicators encompassing effectiveness, cost management, and customer satisfaction. Note: The 2005 baseline data is for a small sample, and are subject to further development, after which better targets can be set for future years based with more comprehensive data.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3.3	3.2	Not Met
Description:	The Baggage Screening Program Index is a number between one and five, one being the lowest and worst possible score and five being the highest and best possible score. This Index incorporates effectiveness, efficiency and customer satisfaction. It consists of the Probability of Detection weighted at 50 percent, the results of the Customer Satisfaction Index for Aviation (CSI-A), weighted at 25 percent, and the Cost per Person screened weighted at 25 percent. These three components are reported without being aggregated into a single figure. This improves the sensitivity and transparency of the measures that comprises the index while still giving a broad picture of TSA's passenger screening program.				
Explanation of FY 2005 Results:	Although this measure cannot be considered 'Met', it is only slightly lower than the fiscal year 2005 target. There may be a number of factors contributing to why the Index does not indicate any significant changes in performance for the baggage screening program, including machine or screener performance. One factor is the lack of sensitivity in the calculation of the Index. Significant changes in the measure's component need to be realized in order for the Index to indicate improvements. A second factor is that some of the components were already extremely high, leaving little room for upward movement. For example, though the specific probability of detection is classified information, the exacting standards EDS and other screening equipment must meet before being deployed in an airport virtually ensures a very high result for machine performance.				
Objective(s) Supported:	2.3, 2.5, 3.1				
Program:	Screening Technology - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved screening of passengers and baggage with an effective workforce.**

As enhanced to better reflect near term program performance: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved passenger and baggage screening processes.**

Performance Measure:	Passenger Screening Program Index that measures overall program performance through a weighted composite of indicators encompassing effectiveness, cost management, and customer satisfaction. Note: The 2005 baseline data was for a small sample, and are subject to further development, after which better targets can be set for future years based with more comprehensive data.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3.3	3.75	Met
Description:	The Passenger Screening Program Index is a number between one and five, one being the lowest and worst possible score and five being the highest and best possible score. This number incorporates effectiveness, efficiency and customer satisfaction. It consists of the Probability of Detection weighted at 50 percent, the results of the Customer Satisfaction Index for Aviation (CSI-A), weighted at 25 percent, and the Cost per Person screened weighted at 25 percent. Beginning in fiscal year 2006, the three components will be reported without being aggregated into a single figure. This will improve the sensitivity and transparency of the measures that comprised the index while still giving a broad picture of TSA's passenger screening program.				
Explanation of FY 2005 Results:	The improvement in the index score is a result of improved effectiveness as measured by automated testing. The type and method of automated testing is sensitive security information. Improved training and flexibility in screener scheduling and local management discretion contributed to better test results. There were no significant differences in the results of the 2004-05 customer satisfaction survey from the 2003-04 results, with a high rate of about 80 percent of the people surveyed in both years expressing overall satisfaction with airport screening. This a success in the face of the increasing demands on screeners resulting from the larger numbers of air travelers in fiscal year 2005 than in fiscal year 2004. Changes such as allowing an optimum mix of full-time and part-time screeners to better staff the checkpoints and innovative customer-oriented programs such as "Kidz Lane" for child-friendly screening helped contribute to this success.				
Objective(s) Supported:	2.3, 2.5, 3.1				
Program:	Screener Workforce - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **The Federal Air Marshal Service's mission is to promote confidence in our nation's civil aviation system through the effective deployment of Federal Air Marshals to detect, deter, and defeat hostile acts targeting U.S. air carriers, airports, passengers, and crews.**

As enhanced to better reflect near term program performance: **To promote confidence in our nation's civil aviation system through effective deployment of Federal Air Marshals to detect, deter, and defeat hostile acts targeting U.S. air carriers, airports passengers, and crews.**

Performance Measure:	Number of successful terrorist and other criminal attacks initiated from commercial passenger aircraft cabins with Federal Air Marshal Service (FAMS) coverage.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	0	0	0	Met
Description:	This measure describes how many criminal attacks were initiated from commercial passenger aircraft cabins while at least one Federal Air Marshal was aboard. By maintaining current targets, FAMS has promoted confidence in the civil aviation system and has helped to deter terrorists and criminals from committing hostile acts on the U.S. aviation system.				
Explanation of FY 2005 Results:	The goal was achieved as a result of the combination of FAMS intelligence systems, effective targeted critical flight coverage, and the high level of individual Federal Air Marshal training.				
Objective(s) Supported:	2.5, 3.1				
Program:	Federal Air Marshal Service - Transportation Security Administration				

Performance Measure:	Percentage level in meeting Federal Air Marshal Service (FAMS) mission and flight coverage targets for each individual category of identified risk.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	Classified	Met	Classified	Classified	Met
Description:	Classified				
Explanation of FY 2005 Results:	Classified				
Objective(s) Supported:	2.5, 3.1				
Program:	Federal Air Marshal Service - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved screening of passengers and baggage through recertification.**

As enhanced to better reflect near term program performance: **Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved passenger and baggage screening processes.**

Performance Measure:	Percent of screeners scoring 85% or greater on annual performance recertification on first attempt -- PART FY 2006 (Screener Training)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	78.8%	48.67%	Not Met
Description:	This is the percentage of screeners that score 85 percent or greater on knowledge and practical skills/simulation testing on their first attempt. All screeners are retested annually to ensure that the screener workforce has the knowledge and skills needed to perform the screener function and thus reduce the probability of a successful terrorist or other criminal attack. The Aviation and Transportation Security Act (ATSA) requires TSA to conduct and document an annual proficiency review of each individual who is assigned screening duties. TSA has set a long-term goal to have a majority of screeners score approximately 98 percent or greater as opposed to the current 85 percent standard. To achieve this, TSA will use annual incremental targets to facilitate a structured approach to move the screener workforce from above average (or 85 percent) to the outstanding (or 98 percent) long-term goal. In an effort to sustain data validity and eliminate test memorization, proficiency is based solely on first attempt evaluation scores.				
Explanation of FY 2005 Results:	The Fiscal year 2005 actual appears lower than initial targets because of increased testing requirements. Because of new testing requirements, the initial target cannot be compared to the fiscal year 2005 actual. Specifically, in fiscal year 2004, all screeners completed only one job knowledge test (Module 1), either passenger or baggage. In fiscal year 2005, 47 percent of the workforce was required to now take both the passenger and baggage job knowledge tests instead of the previously required one. This was due to the inception of the dual function screener path. In other words, in fiscal year 2005 in order to achieve the target, almost half the screeners needed to achieve 85 percent or greater on two job knowledge tests instead of the single test administered the previous year.				
Objective(s) Supported:	2.3, 2.5, 3.1				
Program:	Screener Support - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
Reduce effects (psychological, economic, health) of terrorist activities (before, during, after) on surface transportation systems and on the flow of commerce impacted by transportation systems.

Performance Measure:	Percent of assessed surface critical transportation assets or systems that have identified mitigation strategies to improve their ability (from baseline) to detect, deter, or prevent scenario-based threats as measured by vulnerability assessments				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Baseline	0.7%	Met
Description:	The Top 100 Nationally Critical Transportation Assets List that will be targeted for assessments is being determined. Following the determination of the sites on this list, TSA will construct physical visits to these sites to determine the vulnerabilities. Once these vulnerabilities have been established, TSA will identify mitigation strategies. This effort began in fiscal year 2005.				
Explanation of FY 2005 Results:	Surface critical transportation assets or systems' are currently defined as those surface oriented assets contained in the "Top 100 Nationally Critical Transportation Assets List." The initial intention for this measure was to determine the percentage based on an as then undetermined number of surface assets. Upon a request by the Department, TSA, in coordination with the Department of Transportation and Department of Defense developed the Top 100 Nationally Critical Transportation Assets List (note: this list does not consist of exactly 100 assets). Only 0.7 percent of those surface assets and systems on the Top 100 Nationally Critical Assets List have been assessed and mitigation strategies identified.				
Objective(s) Supported:	1.2, 2.5				
Program:	Surface Transportation Security - Transportation Security Administration				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Achieve a Navy SORTS (Status Of Resources and Training System) readiness level of 2 (see note) or better 100% of the time for all assets that may be used by combatant commanders in wartime. These readiness levels will indicate that the Coast Guard is fully prepared to provide core competencies such as Maritime Interception Operations; Port Operations Security and Defense; Military Environmental Response Operations; Peacetime Engagement; Coastal Sea Control Operations; and Theater Security Cooperation when requested by the Department of Defense. NOTE: The Navy defines SORTS category level 2 (C-2) as "Unit possesses the resources and is trained to undertake most of the wartime mission(s) for which it is organized or designed."**

As enhanced to better reflect near term program performance: **Support our national security and military strategies by ensuring assets are at the level of readiness required by the combatant commander.**

Performance Measure:	Percent of time that Coast Guard assets included in the Combatant Commander Operational Plans are ready at a Status of Resources and Training System (SORTS) rating of 2 or better.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	78%	76%	100%	69%	Not Met
Description:	This measure uses the Navy SORTs reporting system to assess the readiness of U.S. Coast Guard (USCG) war-fighting assets' capabilities: equipment, logistics, personnel, training and preparedness. The measure is the number of days that a USCG asset type is ready at a SORTS rating of 2 or better* divided by the total number of days that USCG assets are required by DOD Operational Plans. Asset types tracked by this measure include High Endurance Cutters, 110' Patrol Boats and Port Security Units (PSU). This measure is the best indicator of outcome performance because it directly measures the program's stated outcome (readiness to support DOD's specific requirements) with a standardized, fleet-wide methodology. The measure's data source is the Navy SORTS database, which is populated in the field by carefully-reviewed required submissions from each unit's Commanding Officer. * "2 or better" indicates that a unit possesses the resources necessary and is trained to undertake most of its wartime missions.				
Explanation of FY 2005 Results:	In fiscal year 2005, the USCG did not meet its Defense Readiness performance target. The shortfall was driven by two factors: Equipment casualties attributable to an aging cutter fleet and training shortfalls that occurred as a result of low PSU staffing levels (low staffing precludes the accomplishment of both unit and personal training). The fiscal year began with many PSUs still understaffed as a result of demobilization.				
Recommended Action:	The USCG has already begun to correct PSU staffing problems by providing increased monetary incentives to members volunteering for PSU duty. Furthermore, field commanders have adopted a new policy of "selecting and directing" personnel to fill remaining PSU staffing gaps. As a result of these actions, all PSUs have already reached full deployable strength (at the start of fiscal year 2006), and the USCG expects next year's performance to improve accordingly. With regard to equipment casualties that effected readiness, it is expected that continued implementation of the Integrated Deepwater System will reduce such occurrences.				
Objective(s) Supported:	1.1, 1.4, 2.4				
Program:	Defense Readiness - United States Coast Guard				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the amount of illegal drugs entering the United States by removing 30 percent of drug flow from maritime sources.**

As enhanced to better reflect near term program performance: **Reduce the flow of illegal drug entering the U.S. via non-commercial maritime shipping sources.**

Performance Measure:	Removal rate for cocaine that is shipped via non-commercial maritime means.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	30.7%	19%	Estimate (as of 9/30/05) 137.5 Metric Tons Seized.	Estimated - Met
Description:	The Cocaine Removal Rate is the amount of cocaine lost to the smuggler through seizures (documented in the Drug Enforcement Agency administered Federal-wide Drug Seizure System), jettison, burning and other non-recoverable events (vetted through the Inter Agency Consolidated Counter-Drug Database) divided by the non-commercial maritime cocaine flow through the transit zone (documented in Defense Intelligence Agency's annual Interagency Assessment of Cocaine Movement (IACM) report). Since it is estimated that a 35 percent to 50 percent disruption rate would prompt a collapse of profitability for smugglers, the removal rate measure allows for a direct evaluation of the USCG efforts in disrupting the market as prescribed by National Priority III of the National Drug Control Strategy.				
Explanation of FY 2005 Results:	The 19 percent target for fiscal year 2005 aligns with National Priority III, Disrupting the Market, of the 2004 National Drug Control Strategy promulgated by the Office of National Drug Control Policy. In fiscal year 2004, the USCG removed 30.7 percent (133.4 metric tons) of the Non-Commercial Maritime (NCM) flow of cocaine to the U.S. The USCG anticipates the fiscal year 2005 removal target will be exceeded due to the record-breaking seizures achieved this year. The target for fiscal year 2006 is to remove 19 percent of cocaine shipped via NCM conveyances. Intelligence and interagency cooperation played a vital role in the USCG's removals, enabling field commanders to effectively position assets. We continue to expand the net to seize vessels and arrest individuals for conspiring to support drug smuggling ventures, e.g. logistic support vessels and offload/onload vessels. These seizures resulted in significant intelligence windfalls. Note: The flow rate documented in the IACM report will not be available until after the PAR is published. Final actual will be published in the fiscal year 2006 PAR.				
Objective(s) Supported:	1.1, 1.4, 2.1				
Program:	Drug Interdiction - United States Coast Guard				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the 5-year average number of passenger maritime worker fatalities injuries and recreational boating fatalities index to 1,214 or less.**

As enhanced to better reflect near term program performance: **Eliminate maritime fatalities and injuries on our Nation's oceans and waterways.**

Performance Measure:	Maritime Injury and Fatality Index.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	1,307	1,293	1,317	1,304	Estimated - Met
Description:	This measure is an index of the five-year average of annual deaths and injuries occurring to passengers and maritime workers, as well as an annual count of recreational boating fatalities. The lower the number of maritime fatalities and injuries the better. This measure represents a valid outcome measure of the USCG's success in ensuring the safety of persons embarked on both commercial and recreational vessels. U.S. law requires that any death or injury beyond first aid that occurs on a U.S. vessel (or a foreign vessel in U.S. waters) be reported directly to the USCG. These reports are investigated by the USCG and documented in the Marine Information for Safety and Law Enforcement (MISLE) database from which all commercial vessel statistics are drawn. Recreational boating casualties, however, are reported to state investigatory bodies who then report their calendar year totals to the USCG. Under Title 33 CFR, only recreational deaths are required to be reported to the USCG by the individual states.				
Explanation of FY 2005 Results:	During fiscal year 2005, the five-year average of passenger and maritime worker fatalities and injuries was 614 while the projected annual number of recreational boating deaths was 690. The total, 1,304, was below the amount estimated prior to the start of the year 2005. These results show the effectiveness of the USCG's commercial vessel safety and recreational boating safety programs. Of note were the creation of a joint port state control regime for the Great Lakes by the United States and Canada, as well implementation of the Safety Management System regulatory strategy which focuses on ensuring corporate and crew procedures are followed. Also, recreational boating safety classes offered by partners in the USCG Auxiliary, U.S. Power Squadrons, and state boating safety agencies were critical in reducing the number of recreational boating accidents during fiscal year 2005. Data on recreational boating fatalities are estimates—actual data for fiscal year 2005 will not be available until November 2005.				
Objective(s) Supported:	1.1, 1.4, 2.5				
Program:	Marine Safety - United States Coast Guard				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the flow of undocumented migrants entering the U.S. by interdicting or deterring 95 percent of undocumented migrants attempting to enter the U.S. through maritime routes.**

As enhanced to better reflect near term program performance: **Eliminate the flow of undocumented migrants via routes to the U.S.**

Performance Measure:	Percentage of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted or deterred.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	85.3%	87.1%	88%	85.5%	Not Met
Description:	The USCG has been charged through Executive Orders and Presidential Decision Directive to enforce the Immigration and Nationality Act. Performance is measured by the percent of undocumented migrants who are interdicted while, or deterred from, attempting to enter the U.S. via maritime routes. Haitian, Cuban, Dominican & Chinese numbers are tracked, as they constitute the majority of the migrant flow entering the U.S. via maritime means. The measure is computed by dividing the number of successful landings by the migrants who actually attempt illegal immigration or were deterred from making an attempt. Subtracting this percentage from 100 percent gives the total migrants interdicted or deterred. The migrant flow is provided by the USCG Intelligence Coordination Center; interdictions and landings are reported by USCG units & other law enforcement agencies. In fiscal year 2006 USCG will track the number of successful landings via maritime means of all nationalities.				
Explanation of FY 2005 Results:	There were 5,830 successful arrivals out of an estimated threat of 40,500 migrants, yielding an 85.5% performance result. The USCG interdicted 9,229 migrants, the second highest amount of any non-mass migration year in the past 20 years. A ten year high of 2,641 Cuban migrants were interdicted, more than double the number interdicted last year (1,225). The USCG interdicted a larger than normal amount of migrants from the Dominican Republic in fiscal year 2004 and 2005 at 5,014 and 3,612 migrants respectively. There were 1,850 Haitian migrants interdicted in 2005, a substantial amount, but less than last year's level of 3,229, which was elevated due to increased political violence and the departure of President Aristide. People's Republic of China (PRC) migrants continue to improve fraudulent documents and clandestine means to enter the United States. The USCG interdicted 32 PRC migrants who attempted to enter LA/LB in shipping containers this year.				
Recommended Action:	The USCG will continue to work with our interagency partners, as well as foreign Navies and USCG, in sharing information and combining authorities & resources to develop a layered defense against maritime migrants. Additionally, the USCG will continue to add advanced sensors to ships and aircraft, such as forward looking infrared cameras that can see in the dark, to improve detection of migrant events.				
Objective(s) Supported:	1.1, 1.4, 2.1, 6.3				
Program:	Migrant Interdiction - United States Coast Guard				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Limit foreign fishing vessel incursions into the U.S. Exclusive Economic Zone (EEZ) to 190 or less incursions.**

As enhanced to better reflect near term program performance: **Reduce the number of vessel incursions into the United States Exclusive Economic Zone (EEZ).**

Performance Measure:	Number of incursions into the U.S. Exclusive Economic Zone.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	153	247	200	171	Met
Description:	This performance measure counts the number of foreign fishing vessel (FFV) incursions into the U.S. Exclusive Economic Zone (EEZ). FFV incursions provide an indication of the adequacy of USCG security efforts within the EEZ. The 3.36 million square mile EEZ includes the sea floor and adjacent waters extending up to 200 nautical miles away from the U.S. and its territories. It is the largest EEZ in the world, containing up to 20 percent of the world's fishery resources. The Magnuson-Stevens Act charges the USCG to enforce fisheries regulations within the zone. USCG units conduct this mission to maintain sovereign control of our maritime borders, protecting fish stocks from foreign exploitation and denying terrorists and other threats from using maritime routes to harm the United States. Data for the measure are collected through external sources and USCG units patrolling the EEZ. The information is consolidated at USCG HQ through monthly messages from the Area Commanders.				
Explanation of FY 2005 Results:	The USCG met the fiscal year 2005 performance goal of 200 or less EEZ incursions. The Gulf of Mexico area is where the vast majority of illegal EEZ incursions take place, and accounted for 157 of the 171 total illegal FFV incursions. Incursion numbers in the other two high-threat areas are below our performance ceilings for those areas. Western and Central Pacific incursions remain at low levels (9 incursions in fiscal year 2005). The USCG's ability to maintain near 100 percent presence along the United States-Russia Maritime Boundary Line (MBL) and the Department of State demarche to Russia on policy change to the use of Warning Shot/Disabling Fire in fiscal year 2004 continues to result in a decrease in incursions along the MBL (10 in fiscal year 2004 and 3 in fiscal year 2005).				
Objective(s) Supported:	1.1, 1.4, 2.1				
Program:	Other LE (law enforcement) - United States Coast Guard				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
The Office of Detention and Removal Operations will remove all removable aliens.

Performance Measure:	Number of aliens with a final order removed in a quarter/Number of final orders that become executable in the same quarter (demonstrated as a percent).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	77.7% *	80.7%	81%	65.6%	Estimated - Not Met
Description:	With certain exceptions, an alien illegally in the United States is "removable" when issued a "final order of removal" by an immigration judge. Because the legal proceedings culminating in the judge's final order can remain pending for years, illegal aliens are often released from Immigration and Customs Enforcement (ICE) custody. While their cases remain pending, they are not removable. When an alien violates the conditions of release from detention by failing to surrender when ordered to do so, Detention and Removal Operations must locate and apprehend the fugitive before effecting his/her removal. This measure indicates the number of aliens removed during a quarter as a fraction of those ordered "remove" during the same quarter—not necessarily the same people. The measure is an approximation that becomes meaningful only as the basis for comparing results from quarter to quarter.				
Explanation of FY 2005 Results:	The removal rate of 65.6 percent fell far below the target for fiscal year 2005, which assumed a fully funded and staffed detention and removal program. Hiring restrictions, attrition, etc. contributed to not meeting the target. Hiring restrictions reduced the number of fugitive operations teams active in fiscal year 2005. A fully operational team apprehends about 500 removable aliens annually. During a team's formative, break-in period, 125 apprehensions are expected. During fiscal year 2005, 16 fully staffed fugitive operations teams supplemented by 2 teams in development constituted the DRO Fugitive Operations Program. With fewer teams than projected, that program could not meet its performance target. Fewer apprehensions of fugitives meant fewer fugitive removals from the United States.				
Recommended Action:	We anticipate no new hiring restrictions for fiscal year 2006 and out-years. The added staff should alleviate the problem and out-year targets will reflect this change. Targets for fiscal year 2006 and the out-years will be adjusted based upon the effect of hiring restrictions and normal program attrition in fiscal year 2005. Concerning fugitive teams, fiscal year 2006 funding should allow for adding an additional 26 teams for a total of 44 teams.				
Objective(s) Supported:	2.2				
Program:	Detention and Removal - United States Immigration and Customs Enforcement				

STRATEGIC GOAL 2 – PREVENTION

Performance Goal:
Prevent the exploitation of systemic vulnerabilities in trade and immigration that allow foreign terrorists, other criminals, and their organizations to endanger the American people, property, and infrastructure.

Performance Measure:	Percent of completed investigations which have an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty). Note: The measure was changed from active cases to cases closed so that multi-year cases would be counted only once (upon completion).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Baseline	37.9	Met
Description:	More effective immigration and trade enforcement will contribute to enhanced national security as well as to greater deterrence. One way of measuring this effectiveness is to determine the extent to which investigations are completed successfully, i.e., with an enforcement consequence. It should be noted, however, that although many cases arise that are worth pursuing, the potential of an investigation is not known at its inception; therefore, it is to be expected that many cases will be closed each year without an enforcement consequence when it is determined that they are no longer worth further investigation. The measure was changed from active cases to closed cases so that multi-year cases would be counted only once (upon being closed).				
Explanation of FY 2005 Results:	In addition to removing criminals from the street, the goal of an investigation is to expose and close vulnerabilities in various aspects of trade and immigration, i.e., the ways in which criminals manage to get around safeguards that are supposed to prevent their illegal activity, and areas in which such safeguards are lax or do not exist. Successful investigations not only have an enforcement consequence for the criminal, but they also expose such vulnerabilities, and either close them or contribute to their demise. Fiscal year 2005 was a baseline year and data has been collected. Fiscal year 2005 is the first, full reporting year with the consolidation of the Office of Investigations law enforcement data on the Treasury Enforcement Communications System (TECS). Future year targets will be determined upon the final year-end data being analyzed and reviewed by management.				
Objective(s) Supported:	2.2				
Program:	Office of Investigations - United States Immigration and Customs Enforcement				

Strategic Goal 3 - Protection

The focus of this strategic goal is to safeguard our people and their freedoms, critical infrastructure, property and the economy of our nation from acts of terrorism, natural disasters and other emergencies. The objectives established by the Department to achieve this goal are provided below.
disasters, or other emergencies.

Objective 3.1 - Protect the public from acts of terrorism and other illegal activities.

Objective 3.2 - Reduce infrastructure vulnerability from acts of terrorism.

Objective 3.3 - Protect our nation's financial infrastructure against crimes, to include currency and financial payment systems.

Objective 3.4 - Secure the physical safety of the President, Vice President, visiting world leaders and other protectees.

Objective 3.5 - Ensure the continuity of government operations and essential functions in the event of crisis or disaster.

Objective 3.6 - Protect the marine environment and living marine resources.

Objective 3.7 - Strengthen nationwide preparedness and mitigation against acts of terrorism, natural disasters, or other emergencies.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **The Federal Emergency Management Agency will avoid potential property losses, and avoid disaster and other costs totaling 2 billion or more annually; improve the safety of entire U.S. the population through availability of accurate flood risk data; and reduce the risk of natural or manmade disaster in 500 or more communities nationwide each year.**

As enhanced to better reflect near term program performance: **Reduce the impact of natural hazards on people and property through the analysis and reduction of risks and the provision of flood insurance.**

Performance Measure:	(A) Potential property losses, disasters, and other costs avoided; (B) Percentage of the population whose safety is improved through availability of accurate flood risk data in Geographic Information System "GIS" format; (C) Number of communities taking or increasing action to reduce their risk of natural or man-made disaster.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	(A) $1.1 billion (B) 5% (C) 750	(A) $1.949 billion (B) 15% (C) 735	(A)$1.757 billion (B) 50% (C) 710	(A)$1.895 billion (B) 38.6% (C) 1,286	Not Met
Description:	This measure represents an estimate of costs from potential damages, losses and other costs that have been avoided as a result of the Federal Emergency Management Agency's (FEMA) floodplain management and mitigation grant activities in communities across the country. The measure also includes an element representing the cumulative percentage of communities covered by updated digital flood risk data, which replaces old-fashioned paper flood maps, as of the end of the fiscal year, and an element that tracks the total number of communities that have taken action or increased their efforts to mitigate against potential losses from natural or man-made hazards.				
Explanation of FY 2005 Results:	In fiscal year 2005, mitigation actions undertaken by states and communities through FEMA's floodplain management and mitigation grant activities resulted in an estimated $1.895 billion in costs avoided. This measure represents the dollar value of the losses that have been avoided because actions have been taken, before disaster strikes, to prevent or prepare for floods and other hazards. FEMA also increased the percentage of the population covered by updated flood hazard data from 15 percent in 2004, to 38.6 percent in 2005, and worked with nearly 1,300 communities to initiate or increase current mitigation efforts.				
Recommended Action:	State and regional input received after the Mitigation Program set its targets for flood hazard data coverage caused funds to be reallocated toward less populated communities. This change made it more difficult to reach the 50 percent coverage target in fiscal year 2005. Targets for fiscal year 2006 and beyond are being adjusted to reflect this change.				
Objective(s) Supported:	3.7				
Program:	Mitigation - Emergency Preparedness and Response Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
All Federal Departments and Agencies will have fully operational Continuity of Operations (COOP) and Continuity of Government (COG) capabilities.

Performance Measure:	Percentage of (A) Federal Departments and Agencies with fully operational Continuity of Operations (COOP) capabilities and (B) fully operational Continuity of Government (COG) capabilities.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	(A) FY03 actual TBD (B) N/A	(A) 70% B) 75%	(A) 90% (B) 80%	(A) 90% (B) 20%	Not Met
Description:	FEMA works with Federal departments and agencies to develop and exercise plans that ensure the continuation of federal operations and the continuity and survival of an enduring constitutional government. FEMA collects the results of exercises and self-assessments to measure the percentage of departments and agencies that have in place the necessary plans and capabilities.				
Explanation of FY 2005 Results:	Changing and expanding requirements directed by the Homeland Security Council (HSC) have resulted in a revision of the fully-capable criteria for COG. While FEMA made great strides in achieving its COG goal in terms of training, due to the late release of funding in the third quarter of fiscal year 2005, development and implementation of key projects in support of the COG were delayed. This included a delay in efforts to enhance redundant, secure communication nodes, which limited the number of Federal departments and agencies that were able to meet the newly expanded COG criteria. On the positive side, FEMA conducted the first ever government–wide COG exercise in fiscal year 2005, which helped enhanced the ability of the Federal departments and agencies to carry out their COG responsibilities.				
Recommended Action:	In fiscal year 2006, FEMA will identify required systems and procure required equipment to support the HSC's initiative to improve government-wide COG capabilities. FEMA is also entering into an interagency agreement with the Defense Information Systems Agency (DISA) that will assist in the assessment, development and implementation of a secure communications package for all COG participants. Overall, in fiscal year 2006 FEMA will to continue to assist Federal departments and agencies in enhancing their COG capabilities in order to ensure the survival of an enduring constitutional government.				
Objective(s) Supported:	3.5				
Program:	National Security - Emergency Preparedness and Response Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **The Federal Emergency Management Agency (FEMA) will assess targeted percentages of Federal agencies and State governments for compliance with implementation of the National Incident Management System; increase the proportion of respondents reporting they are better prepared to deal with disasters and emergencies as a result of the FEMA training they received; and reduce the rate of loss of life from fire-related events.**

As enhanced to better reflect near term program performance: **Assess Federal and State implementation of the National Incident Management System (NIMS), train the Nation's Disaster and emergency personnel, and reduce loss of life from fire in the United States.**

Performance Measure:	(A) Non-cumulative percentage of (A1) State, (A2) Tribal, and (A3) county jurisdictions assessed under the National Emergency Management Baseline Capability Assessment Program (NEMB-CAP); (B) percentage of (B1) FEMA and DHS, (B2) Federal Agencies, (B3) State and local governments compliant with the National Incident Management System (NIMS) and (B4) State and local governments in compliance with enhanced effectiveness criteria; (C) percentage of respondents reporting that they are better prepared to deal with disasters and emergencies as a result of the training they received; (D) percentage reduction in the rate of loss of life from fire-related events from the 2000 baseline of 3,809.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	(A1) 30% (A2) 0 (A3) 0 (B) N/A (C) 83% (D) 4.2%	(A1) N/A (A2) 10% (A3) 5% (B1) 100% (B2) 100% (B3) N/A (B4) N/A (C) 87% (D) 18%	(A1) 13% (A2) None (A3) None (B1) 80 (B2) 84% (B3) N/A (B4) N/A (C) 84.3% (D) 9%	Not Met
Description:	This performance measure combines indicators of FEMA's success in assessing the nation's baseline emergency management capability; implementing of NIMS; training of the nation's firefighters, emergency managers and others with key emergency responsibilities; and reducing deaths caused by fire and fire-related events. Element (A) of this performance measure will be discontinued when the NEMB-CAP concludes in fiscal year 2005. In element (C), data on deaths caused by fire and fire-related events is drawn from the Centers for Disease Control and Prevention, and represents calendar year 2002, the most recent year available.				
Explanation of FY 2005 Results:	Due to the closing of the assessment vehicle used to assess element (A), the target for 2005 shifted to finishing assessments on as many states as possible. The targets previously set for tribal and county jurisdictions were set aside and the target for 2005 was set at 34 percent (19 of 56) of the United States' states and territories. Because many state emergency managers from the 41 states involved in response and sheltering for Hurricanes Katrina and Rita, many assessments were rescheduled into 2006. For element (B), while nearly 100 percent of FEMA's personnel completed NIMS training requirements, additional courses were not ready for implementation. A significant percentage of respondents in (C) said they had had no opportunity to use the skills they had acquired through training, which may have skewed results. In element (D), the target of 18 percent was not achieved, but the 9 percent figure for this year represents an incremental reduction greater than the 3 percent per year intended over the long term.				
Recommended Action:	In fiscal year 2006 the (A) section of this measure will be discontinued when the NEMB-CAP comes to an end. In section (B), FEMA will continue to focus on ensuring 100 percent Federal compliance with NIMS training requirements. For section (C), the National Fire Academy and Emergency Management Institute will continue to provide training to first responders and emergency personnel. In section (D), the U.S. Fire Administration will revise its performance targets for fiscal year 2006 and future years to better align expectations with the project 3 percent per year reduction in fatalities from fire-related events.				
Objective(s) Supported:	3.7				
Program:	Preparedness - Emergency Preparedness and Response Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Build strategic partnerships between Department of Homeland Security (DHS)/Information Analysis Infrastructure Protection (IAIP) and critical infrastructure owners & operators to support two-way information sharing.**

As enhanced to better reflect near term program performance: **Improve the protection of critical infrastructure by building strategic partnerships and two-way information sharing.**

Performance Measure:	Percent of targeted critical sector infrastructure owner/operators that are Homeland Security Information Network (HSIN) users.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	10% (Baseline estimate)	100%	Met
Description:	It is critical to Homeland Security to develop strategic partnerships with stakeholders across federal, state and local governments, private industry and international communities. The development and maintenance or an organizational structure, operational tools and defined processes are essential to assuring a continuous state of awareness and alertness. This measure will help indicate greater participation and connection to the HSIN for sectors and sub-sectors defined by the Department, thereby encouraging sharing of information about threats, vulnerabilities, incidents, potential protective measures, and best practices that enhance response, mitigation and restoration activities.				
Explanation of FY 2005 Results:	Our target was to pilot HSIN-CS (Cyber Security) with pilot users in 8 sectors by the end of fiscal year 2005. We succeeded with all pilot users as requested by the coordinating bodies in 11 sectors/subsectors: Electric, Food/Ag, Oil and Gas, Nuclear, Postal/Shipping, Non-Profits, Public Transit, Water, Chemical, Dams and Public Health.				
Objective(s) Supported:	3.2				
Program:	Critical Infrastructure Outreach & Partnerships (CIOP) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Prevent, detect, and respond to Cyber Security Events.

Performance Measure:	Number of Cyber Security work products disseminated.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	50 (Baseline estimate)	466	Met
Description:	Cyber Security advances computer security preparedness and the response to cyber attacks and incidents. The data collected is a count of the number of pieces of informational products distributed by the National Cyber Security Division (NCSD). The data is collected from within the NCSD, from the operational component of the NCSD, Product Branch. The benefit of the cyber products provided to stakeholders (as identified in NCSD's strategic plan) is to increase their awareness of cyber security issues that would lead to, or affect, the reduction of vulnerabilities and lessening the impact of cyber attacks. Stakeholders include Federal agencies; state, local, and tribal governments; non-governmental organizations such as industry and academia; and individual users.				
Explanation of FY 2005 Results:	In fiscal year 2005, the NCSD disseminated 466 cyber products thus exceeding its target of 50 disseminated cyber work products. NCSD had a significant increase in its actual workload and output compared to projections. These cyber products included: alerts, bulletins, web pages, and repositories distributed; exercises conducted/participated in; working groups, conferences, speeches and briefings held or delivered; methodologies, guidance, frameworks developed; and major reports and plans delivered.				
Objective(s) Supported:	3.2				
Program:	Cyber Security (CS) – Science and Technology Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Improve our process and procedures by implementing recommendations of reviewing authorities (i.e. IG, OMB, GAO).

Performance Measure:	Percent of recommendations made by reviewing authorities (i.e., IG, OMB, GAO) that are implemented within 1 year.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	90%	100%	Estimated - Met
Description:	This measure assesses the progress of SLGCP programs in implementing recommendations from independent reviewing authorities. Successful implementation of these recommendations demonstrates SLGCP's progress in improving the management and performance of its programs. SLGCP collects information on recommendations made by independent reviewing authorities and evaluates which recommendations have been implemented within one year.				
Explanation of FY 2005 Results:	Fiscal year 2005 actual results for this measure are estimated and are expected to meet the 90 percent target. Because recommendations are made by reviewing authorities throughout the fiscal year, data on the percent implemented within one year will not be fully available until the end of fiscal year 2006. In addition, recommendations from the Office of Management and Budget's Program Assessment Rating Tool have not been communicated to SLGCP, precluding their implementation and inclusion in the data set. SLGCP has already made significant progress towards its target, successfully addressing 12 out of 12 recommendations on the Port Security Grant Program made by the Office of the Inspector General (OIG). Based on a preliminary analysis of implemented recommendations, the Evaluation and National Assessment Program expects to meet its performance target. Actual fiscal year 2005 results will be reported in the fiscal year 2006 Performance and Accountability Report.				
Objective(s) Supported:	3.7				
Program:	Evaluation and National Assessment Program - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
The health and safety of the public and firefighting personnel against fire and fire-related hazards are minimized by providing direct assistance, on a competitive basis, to fire departments of a State or tribal nation.

Performance Measure:	Number of Firefighter injuries				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	39,672	39,500	Estimated - Met
Description:	This measure evaluates improvements in fire safety and preparedness in jurisdictions receiving fire grants by assessing annual reductions in firefighter injuries. The measure assesses the ultimate impact of fire grant funding on firefighters' preparedness levels in jurisdictions receiving fire grants. Data for the measure relies on annual statistics published by the U.S. Fire Administration (USFA).				
Explanation of FY 2005 Results:	Fiscal year 2005 actual results for this measure are estimated and are expected to meet the target. Actual results are estimated because the measure relies on data provided by USFA. USFA reports this data on firefighter injuries on a lagged schedule to allow for the collection, vetting, and validation of information and data. Because USFA data is published on a lagged schedule, the Fire Grants Program cannot include actual fiscal year 2005 results for the Performance and Accountability Report. However, based on available trend data, it is likely that the program will meet its performance targets for this measure. Due to the limitations on the timeliness of USFA data, the program will cease to use this performance measure. The program has already developed additional outcome measures that can be reported more reliably. Note: Data reported against target does not meet all OMB standards of reliability. See section on Completeness and Reliability.				
Objective(s) Supported:	3.7				
Program:	Fire Act Program – State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Number of civilian deaths from fire				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	3,380	3,400	Estimated – Not Met
Description:	This measure evaluates improvements in fire safety and preparedness in jurisdictions receiving fire grants by assessing annual reductions in civilian deaths from fire. The measure assesses the ultimate impact of fire grant funding on improving the safety of civilians from fire. Data for the measure relies on annual statistics published by the National Fire Protection Association (NFPA).				
Explanation of FY 2005 Results:	The performance goal was set at an approximate target level, and the deviation from that level is slight and is based on estimated trend data available at the time. Actual results are estimated because the measure relies on data provided by the National Fire Protection Association (NFPA). NFPA reports this data on civilian deaths on a lagged schedule to allow for the collection, vetting, and validation of information and data. Because NFPA data is published on a lagged schedule, the Fire Grants Program cannot include actual fiscal year 2005 results for the Performance and Accountability Report. Due to the limitations on the timeliness of NFPA data, the program will cease to use this performance measure. Note: Data reported against target does not meet all OMB standards of reliability. See section on Completeness and Reliability.				
Recommended Action:	The Fire Grants Program is developing additional measures that capture program outcomes and are supported by data that is available in a more regular and timely fashion. The program has already developed an additional outcome measure to address performance measurement.				
Objective(s) Supported:	3.7				
Program:	Fire Act Program - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks relevant to the fire service in exercises using SLGCP approved scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Baseline	42%	Met
Description:	This measure evaluates jurisdictions' performance on Homeland Security Exercise and Evaluation Program (HSEEP) critical tasks relevant to the fire service in homeland security exercises. Measuring improvements in jurisdictions' performance on these critical tasks over time reflects the impact of SLGCP preparedness activities on jurisdictions' overall fire preparedness levels. To measure preparedness levels, critical task analyses relevant to the fire service that are included in exercise after-action reports (AARs) are evaluated using HSEEP Exercise Evaluation Guides (EEGs) to determine whether the jurisdiction's performance met expectations or required improvement. Jurisdictions' performance on each fire-related critical task is analyzed by comparing the results documented in the AAR to the expected outcome described in the EEG.				
Explanation of FY 2005 Results:	In fiscal year 2005 exercises, 42 percent of jurisdictions demonstrated acceptable performance on applicable critical tasks relevant to the fire service. The Fire Grant program delivers critical services to firefighters across the nation each year, resulting in improved fire-related capabilities. Through delivery of these services, the Fire Grant Program enhances the nation's ability to prevent, protect against, respond to, and recover from terrorist attacks and other disasters.				
Objective(s) Supported:	3.7				
Program:	Fire Act Program – State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Improve the ability to prevent, respond to or recover from terrorist attacks by performing exercises that demonstrate critical tasks of Federal, State, local, and private sector.**

As enhanced to better reflect near term program performance: **Improve the capability of the nation's first responders to prevent, respond to, and recover from acts of terrorism by periodically excising together, thereby enhancing the nation's preparedness.**

Performance Measure:	Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks in exercises using SLGCP approved scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	23%	40%	Met
Description:	This measure evaluates jurisdictions' performance on HSEEP critical tasks in homeland security exercises. Measuring improvements in jurisdictions' performance on critical tasks over time reflects the impact of SLGCP preparedness activities on jurisdictions' overall preparedness levels. To measure preparedness levels, critical task analyses included in exercise AARs are evaluated using HSEEP EEGs to determine whether the jurisdiction's performance met expectations or required improvement. Jurisdictions' performance on each critical task is analyzed by comparing the results documented in the AAR to the expected outcome described in the EEG.				
Explanation of FY 2005 Results:	In fiscal year 2005 exercises, 40 percent of jurisdictions demonstrated acceptable performance on applicable critical tasks, far exceeding the target of 23 percent. Exercises funded through the National Exercise Program enable state and local jurisdictions to identify potential homeland security capability shortfalls and to create improvement plans to mitigate these shortfalls, improving overall national preparedness. This measure demonstrates the National Exercise Program's significant contribution to improving the nation's preparedness.				
Objective(s) Supported:	3.7				
Program:	National Exercise Program - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Percentage of action items identified in After-Action Reports (AAR) that were implemented.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	41%	7%	Not Met
Description:	This measure is designed to assess the number of improvement plan action items that jurisdictions implement/execute following SGCLP-funded or supported exercise. Determining the percent of action items that are implemented reflects the impact of the National Exercise Program on jurisdictions' ability to identify and resolve issues and/or preparedness gaps. Data is collected from exercise AARs that include improvement plans and from participating jurisdictions' responses to an online survey on action item implementation.				
Explanation of FY 2005 Results:	In fiscal year 2005, 7 percent of action items identified in AARs were implemented, failing to meet the performance measure target of 41 percent. Funding and time constraints often prevent state and local jurisdictions from implementing recommended actions. In addition, 40 percent of the fiscal year 2005 action items are in the process of being implemented and thus were not reported as fully implemented. The program anticipates that many of these in progress action items will be fully implemented by the end of fiscal year 2006. In addition, many identified action items are intended to take more than one year for full implementation, further skewing the actual results downward. Finally, the fiscal year 2005 calculation of this measure relied heavily on static hardcopy versions of AAR improvement plans rather than on more reliable survey results on action item completion. This factor further skewed the results downwards.				
Recommended Action:	The program's planned implementation of a system to track and analyze improvement plan action items will ensure that all action items are systematically identified, tracked, and analyzed in the future. This planned system will likely increase the data's range and reliability, allowing the program to better track whether long-term action items are being completed on schedule.				
Objective(s) Supported:	3.7				
Program:	National Exercise Program – State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Provide comprehensive infrastructure related modeling, simulation and analytic capabilities to support protective action planning and implementation decision processes.

Performance Measure:	Percent reduction in the number of general warnings issued as compared to the number of sector specific or geographic specific at risk warnings issued.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	5%	100%	Met
Description:	The National Infrastructure Simulation and Analysis Center (NISAC) provides comprehensive modeling and simulation capabilities for the analysis of critical infrastructures, the interdependencies, complexities, and the consequences of disturbances. NISAC modeling and simulation of Critical Infrastructure/Key Resources (CI/KR) interdependencies support issuance of sector-specific and geographic-specific advisory decisions versus the general advisories that would be needed if this NISAC data was not available.				
Explanation of FY 2005 Results:	On July 7, 2005, the United States Homeland Security Advisory System (HSAS) increased the threat level to orange (high) for the transportation sector (mass transit segment). The rest of the nation remained at yellow (elevated) during this period. No national threat level increases occurred in fiscal year 2005. On August 12, 2005, this sector specific threat level for the transportation sector (mass transit segment) was returned to the yellow (elevated) level.				
Objective(s) Supported:	3.2				
Program:	National Infrastructure Simulation and Analysis Center - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **In partnership with industry and government, ensure immediate interoperable and assured National Security/Emergency Preparedness (NS/EP) converged telecommunications in all situations.**

As enhanced to better reflect near term program performance: **Ensure Government Emergency Telecommunications System (GETS) provides effective communication in all operational circumstances.**

Performance Measure:	Government Emergency Telecommunications (GETS) call completion rate during periods of network congestion.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	90% (Baseline estimate)	95.5%	Met
Description:	The Government Emergency Telecommunications Service (GETS) is a White House-directed emergency phone service provided by the National Communications System (NCS) in IAIP Directorate of the Department of Homeland Security. GETS supports federal, state, local, and tribal government, industry, and non-governmental organization (NGO) personnel in performing their National Security and Emergency Preparedness (NS/EP) missions. GETS provides emergency access and priority processing in the local and long distance segments of the Public Switched Telephone Network (PSTN). It is intended to be used in an emergency or crisis situation when the PSTN is congested and the probability of completing a call over normal or other alternate telecommunication means has significantly decreased. GETS is necessary because of the increasing reliance on telecommunications. Data is collected to measure the performance goal and a probability range is derived to determine the completion rate during a period of network congestion. A comparative analysis of various network congestion periods determines effectiveness and efficiency.				
Explanation of FY 2005 Results:	In fiscal year 2005, the National Communications System (NCS) met its annual outcome measure target with an average 95.5 percent Call Completion Rate during periods of network degradation. To meet this target, the NCS supervised and coordinated telecommunications restoration and recovery efforts between government and industry during Hurricanes Katrina and Rita. NCS achieved Wireless Priority Service (WPS) Full Operational Capability (FOC) within the Global System for Mobile (GSM) carriers nationwide and increased WPS user subscriptions to over 23,000. NCS increased total distributed GETS cards to 110,540. Over 32,000 GETS calls were made in support of Hurricane Katrina with a 95 percent success rate.				
Objective(s) Supported:	3.2				
Program:	National Security/Emergency Preparedness Telecommunications (NS/EP) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Build sustainable protective capacity by developing and facilitating the implementation of protection strategies, security best practices and protective programs that reduce the risk from current and emerging threats, based on sector/segment-specific vulnerabilities of Critical Infrastructure/Key Resources (CI/KR).

Performance Measure:	Percentage of completed Technology Application Pilot projects having a successful proof of concept and determined to be suitable for further implementation.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	10% (Baseline estimate)	100%	Met
Description:	The Protective Actions Program assists Federal, state, tribal, local and private sector organizations in devising protection strategies, programs, best practices and other initiatives related specifically to CI/KR risk reduction from terrorist threats. The Protective Security Division (PSD) Protective Measures Demonstration Pilots address security gaps and protection shortfalls identified by CI/KR interdependency analyses, Buffer Zone Protective Plans and Site Assistance Visits results and security needs highlighted by Sector Specific Agencies. A pro-to-typical pilot under this program takes technology already developed for a particular use and then applies it to fill identified gaps in protective security. This specific performance measure gives insight into the effectiveness of the PSD pilot program pre-screening process. Effective pre-screening of proposed pilot programs enables a maintained focus of resources on protective action ideas that are most likely to lead to beneficial outcomes.				
Explanation of FY 2005 Results:	Of the three PSD Demonstration and Technology Application Pilot Programs that moved forward in fiscal year 2005, two are not yet complete. The completed pilot, the National Surveillance Activity Information Sharing (NSAIS) Program, had a successful proof of concept and has been deemed suitable for further implementation. Although the sample size was smaller than originally expected, the outcome demonstrates that the processes and the go/no go decision criteria being used by PSD to pre-screen pilot project concepts is effective. Funding is pursued only for those protective action concepts that meet the established criteria.				
Objective(s) Supported:	3.2				
Program:	Protective Actions (PA) - Information Analysis and Infrastructure Protection Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Enhance the capability of states and local jurisdictions to prevent and respond to terrorist attacks through the provision of funds for planning, equipment, training, and exercises.**

As enhanced to better reflect near term program performance: **Enhance the capability of states and territories to prevent, protect, respond, and recover from all-hazard events through the provision of grants.**

Performance Measure:	Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks in exercises using State SLGCP approved scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	23%	40%	Met
Description:	This measure evaluates jurisdictions' performance on HSEEP critical tasks in homeland security exercises. Measuring improvements in jurisdictions' performance on critical tasks over time reflects the impact of SLGCP preparedness activities (including activities supported by the State Preparedness Grants Program) on jurisdictions' overall preparedness levels. To measure preparedness levels, critical task analyses included in exercise AARs are evaluated using HSEEP EEGs to determine whether the jurisdiction's performance met expectations or required improvement. Jurisdictions' performance on each critical task is analyzed by comparing the results documented in the AAR to the expected outcome described in the EEG.				
Explanation of FY 2005 Results:	In fiscal year 2005 exercises, 40 percent of jurisdictions demonstrated acceptable performance on applicable critical tasks, far exceeding the performance target of 23 percent. Funds provided through the State Preparedness Grants Program enable state and local jurisdictions to plan, organize, equip, train, and exercise in order to improve homeland security capabilities each year. This measure demonstrates the program's demonstrated success in improving the nation's preparedness.				
Objective(s) Supported:	3.7				
Program:	State Preparedness Grants Program - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Percent of state and local homeland security agency grant recipients reporting measurable progress towards identified goals and objectives to prevent and respond to terrorist attacks.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	50%	35%	Not Met
Description:	This measure assesses jurisdictions' progress towards goals and objectives identified in individual State and Urban Area Homeland Security Strategies. Demonstrating progress towards identified goals and objectives illustrates improvements in the abilities of state and local homeland security grant recipients to prevent and respond to terrorist attacks. Measurement of progress towards identified goals and objectives is based on project implementation data as reported by grant recipients in Initial Strategy Implementation Plans (ISIPs) and Biannual Strategy Implementation Reports (BSIRs).				
Explanation of FY 2005 Results:	In fiscal year 2005, 35 percent of state and local homeland security grant recipients demonstrated measurable progress, falling short of the 50 percent target. Because 2005 is the first year that data supporting this measure has been collected, the Program did not have baseline performance data to guide the creation of targets. Several other factors also contributed to the Program missing its target. The data available to support this measure is collected from a June 2005 data collection effort, and therefore covers only part of 2005, potentially skewing measurable progress downward. In addition, the current data collection structure captures data only on completed grant recipient projects, which often does not reflect the phased implementation of grant-related projects over the Program's two-year period of performance. Lastly, the data does not include information from all grant recipients due to late reporting, and results may change once the complete set of data is available for analysis.				
Recommended Action:	As additional baseline data is collected and analyzed, the Program will evaluate whether the current targets are overly aggressive and may develop new targets that are more realistic yet still ambitious. In addition, the Program will seek to share available performance data with state and local grant recipients in order to better align state and local priorities with Program outcomes and to improve grant-recipient reporting. Finally, the Program will seek to improve existing data collection structures and to incorporate additional evaluation criteria (e.g., from Grant Monitoring Reports) into its assessments of measurable progress.				
Objective(s) Supported:	3.7				
Program:	State Preparedness Grants Program - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 - PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **State and local homeland security preparedness professionals have improved knowledge, skills, and abilities in prevention, response, and recovery.**

As enhanced to better reflect near term program performance: **Improve the ability of first responders to prevent, protect against, respond to, and recover from acts of weapons of mass destruction (WMD) terrorism and other disasters by administering a comprehensive training program tailored to responder communities.**

Performance Measure:	Average percentage increase in Weapons of Mass Destruction (WMD) and other knowledge skills, and abilities of state and local homeland security preparedness professionals receiving training from pre and post assessments.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	37%	38.5%	Met
Description:	This measure evaluates improvements in state and local homeland security preparedness professionals' knowledge, skills, and abilities due to delivery of training. Measuring these improvements indicates the impact of training services on the nation's preparedness level. The measure is calculated using student self-evaluations administered by SLGCP training partners before and after delivery of training courses.				
Explanation of FY 2005 Results:	State and local homeland security preparedness professionals demonstrated a 38.5 percent increase in weapons of mass destruction (WMD) and other knowledge, skills, and abilities in fiscal year 2005, exceeding the performance measure target. Increases in responders' homeland security knowledge, skills, and abilities, as determined through pre-training and post-training assessments, demonstrate the impact of the State and Local Training Program on improving the capabilities of homeland security professionals to prevent, protect against, respond to, and recover from terrorist attacks and other disasters.				
Objective(s) Supported:	3.7				
Program:	State and Local Training – State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks in exercises using SLGCP approved scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	23%	40%	Met
Description:	This measure evaluates jurisdictions' performance on HSEEP critical tasks in homeland security exercises. Measuring improvements in jurisdictions' performance on critical tasks over time reflects the impact of SLGCP preparedness activities (including training) on jurisdictions' overall preparedness levels. To measure preparedness levels, critical task analyses included in exercise AARs are evaluated using HSEEP EEGs to determine whether the jurisdiction's performance met expectations or required improvement. Jurisdictions' performance on each critical task is analyzed by comparing the results documented in the AAR to the expected outcome described in the EEG.				
Explanation of FY 2005 Results:	In fiscal year 2005 exercises, 40 percent of jurisdictions demonstrated acceptable performance on applicable critical tasks, far exceeding the target of 23 percent. Training provided through the State and Local Training Program improves the capabilities of homeland security professionals to prevent, protect against, respond to, and recover from terrorist attacks and other disasters, demonstrating the program's success in improving the nation's preparedness.				
Objective(s) Supported:	3.7				
Program:	State and Local Training – State and Local Government Coordination and Preparedness				

Performance Measure:	The number of state and local homeland security preparedness professionals trained each year.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	385,636	350,000	487,414	Met
Description:	This measure assesses the overall scope and reach of SLGCP's State and Local Training Program. Measuring the number of homeland security preparedness professionals trained each year reflects the impact of SLGCP's Training Program on improving homeland security capabilities. SLGCP's Centralized Scheduling Information Desk (CSID) maintains a database tracking the total number of homeland security preparedness professionals trained each year.				
Explanation of FY 2005 Results:	The State and Local Training Program trained 487,414 state and local homeland security preparedness professionals in fiscal year 2005, meeting the performance measure target. This measure demonstrates the significant breadth of the State and Local Training Program in training hundreds of thousands of homeland security professionals to improve their capabilities, thus increasing the nation's overall preparedness.				
Objective(s) Supported:	3.7				
Program:	State and Local Training – State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Enhance the capability of participating urban areas to prevent and respond to terrorist attacks through the provision of funds for planning, equipment, training, and exercises.**

As enhanced to better reflect near term program performance: **Through the award of grant funds, improve the protection of our nation's critical transportation systems, high risk urban areas, and critical infrastructure from terrorism, especially explosives and non-conventional threats, that would cause major disruption to commerce and significant loss of life.**

Performance Measure:	Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks in exercises using SLGCP approved scenarios.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Baseline	40%	Met
Description:	This measure evaluates jurisdictions' performance on HSEEP critical tasks in homeland security exercises. Measuring improvements in jurisdictions' performance on critical tasks over time reflects the impact of SLGCP preparedness activities (including activities supported by the Targeted Infrastructure and Capability Grants Program) on jurisdictions' overall preparedness levels. To measure preparedness levels, critical task analyses included in exercise AARs are evaluated using HSEEP EEGs to determine whether the jurisdiction's performance met expectations or required improvement. Jurisdictions' performance on each critical task is analyzed by comparing the results documented in the AAR to the expected outcome described in the EEG.				
Explanation of FY 2005 Results:	In fiscal year 2005 exercises, 40 percent of jurisdictions demonstrated acceptable performance on applicable critical tasks. Funds provided through the Targeted Infrastructure and Capability Grants Program enable state and local jurisdictions to plan, organize, equip, train, and exercise in order to improve homeland security capabilities each year. This measure demonstrates the program's demonstrated success in improving the nation's preparedness.				
Objective(s) Supported:	3.7				
Program:	Urban Areas Security Initiative - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Measure:	Percent of participating urban area grant recipients reporting measurable progress made towards identified goals and objectives to prevent and respond to terrorist attacks.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	50%	8%	Not Met
Description:	This measure assesses jurisdictions' progress towards goals and objectives identified in individual State and Urban Area Homeland Security Strategies. Demonstrating progress towards identified goals and objectives illustrates improvements in the abilities of state and local homeland security grant recipients to prevent and respond to terrorist attacks. Measurement of progress towards identified goals and objectives is based on project implementation data as reported by grant recipients in Initial Strategy Implementation Plans (ISIPs) and Biannual Strategy Implementation Reports (BSIRs).				
Explanation of FY 2005 Results:	In fiscal year 2005, 8 percent of state and local homeland security grant recipients demonstrated measurable progress, falling short of the 50 percent target. Because 2005 is the first year that data supporting this measure has been collected, the Program did not have baseline performance data to guide the creation of targets. Several other factors also contributed to the Program missing its target. The data available to support this measure is collected from a June 2005 data collection effort, and therefore covers only part of 2005, potentially skewing measurable progress downward. In addition, the current data collection structure captures data only on completed grant recipient projects, which often does not reflect the phased implementation of grant-related projects over the Program's two-year period of performance. Lastly, the data does not include information from all grant recipients due to late reporting, and results may change once the complete set of data is available for analysis.				
Recommended Action:	As additional baseline data is collected and analyzed, the Program will evaluate whether the current targets are overly aggressive and may develop new targets that are more realistic yet still ambitious. In addition, the Program will seek to share available performance data with state and local grant recipients in order to better align state and local priorities with Program outcomes and to improve grant-recipient reporting. Finally, the Program will seek to improve existing data collection structures and to incorporate additional evaluation criteria (e.g., from Grant Monitoring Reports) into its assessments of measurable progress.				
Objective(s) Supported:	3.7				
Program:	Urban Areas Security Initiative - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Improve requesting state and local jurisdictions and urban areas capacity and preparedness to prevent, deter, and respond to terrorism incidents by providing Technical Assistance to address performance gaps in disaster response.**

As enhanced to better reflect near term program performance: **Enhance state and local jurisdiction preparedness strategies related to chemical, biological, nuclear, and explosives (CBRNE) terrorism, as well as other hazards such as hurricanes and floods, through the provision of information resources, stand-alone tools, and customized on-site assistance.**

Performance Measure:	Percent of weaknesses addressed by Technical Assistance in fulfillment of strategic goals to prepare, prevent, and respond to terrorism incidents in the State Strategies each year.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	85%	87%	Met
Description:	This measure evaluates the ability of the Technical Assistance Program to target services at States' and urban areas' identified weaknesses. The growth of the Technical Assistance Program is related to the weaknesses identified through the State and Urban Area Homeland Security Strategies. The program is designed to help jurisdictions address these weaknesses and to ensure that programmatic development is targeted at the most important areas. For this measure, "weaknesses" are defined as the shortfalls and gaps identified in State and Urban Area Homeland Security Strategies that require assistance. Data supporting this measure is collected from the State and Urban Area Homeland Security Strategies and from Technical Assistance request forms.				
Explanation of FY 2005 Results:	The Technical Assistance Program has successfully exceeded its target of addressing 85 percent of weaknesses identified in state homeland security strategies. Halfway through fiscal year 2005, the Program implemented a revised methodology and target for this measure following the Office of Management and Budget's Program Assessment Rating Tool (PART). To reflect this new methodology and target, results for the Performance and Accountability Report incorporate data from the third and fourth quarters of fiscal year 2005. This measure demonstrates the ability of the Technical Assistance Program to target delivery of services to identified strategic homeland security needs and shortfalls in order to improve states' abilities to prevent, protect against, respond to, and recover from terrorist attacks and other disasters. In fulfilling this performance measure target, the Technical Assistance Program has demonstrated its ability to better prepare the nation's homeland security professionals.				
Objective(s) Supported:	3.7				
Program:	Technical Assistance - State and Local Government Coordination and Preparedness				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **The United States will have a high-performance, well-integrated biological threat agent warning and characterization system that will include sustainable environmental monitoring capability for metropolitan areas; a national security special event system for the nation; and identification of needs for vaccines and therapeutics for people and animals. Longer term research will support the development of biological threat warning and characterization systems that address both current and future threats.**

As enhanced to better reflect near term program performance: **Provide dependable risk analyses, effective systems for surveillance and detection, and reliable bioforensic analysis to protect the nation against biological attacks.**

Performance Measure:	Improved capabilities to detect threats in urban areas (Urban Monitoring Program)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Increase coverage in top 10 threat cities.	Coverage was increased in top 10 threat cities.	Met
Description:	BioWatch is an early warning system designed to detect the intentional release of select aerosolized biological agents. It is a cornerstone in the comprehensive strategy for countering terrorism. The Biological Countermeasures portfolio intends to improve biological detection capabilities by increasing the current monitoring coverage in the top 10 threat cities.				
Explanation of FY 2005 Results:	The Generation 2 BioWatch enhancement is being deployed in two phases. It involves placement of samplers in additional outside areas, increased laboratory capability, and supporting information technology (IT) to be completed in calendar year 2005. Also, indoor choices for, and placement of, additional sampling capability will be completed in fiscal year 2006.				
Objective(s) Supported:	1.3, 1.4, 3.1, 3.2, 3.4, 3.7				
Program:	Biological Countermeasures - Science and Technology Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide effective capabilities to defeat the threat to commercial aircraft posed by man-portable anti-aircraft missiles.**

As enhanced to better reflect near term program performance: **Provide effective and economical capabilities to dramatically reduce the threat to commercial aircraft posed by man portable anti-aircraft missiles.**

Performance Measure:	Number of effective technology/technologies for commercial aircraft to defeat man-portable anti-aircraft missiles identified. Technologies identified, and prototypes developed and tested.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	2 (estimate)	2	Met
Description:	This measure identifies the number of mature military technologies available with application for demonstrations in the commercial aviation environments.				
Explanation of FY 2005 Results:	In July/August 2004, the Science and Technology Directorate chose this measure because it was thought to be a good indicator of performance and would be measurable. It was discovered in fiscal year 2005 that it was not an effective measure of performance and a new measure will be used in the future.				
Objective(s) Supported:	3.2				
Program:	Counter Man-Portable Air Defense System (MANPADS) - Science and Technology Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Award SAFETY Act benefits to anti-terrorism technologies that meet the statutory criteria in accordance with the Act and regulation.**

As enhanced to better reflect near term program performance: **Encourage the development and deployment of anti-terrorism technologies by awarding SAFETY Act benefits to homeland security technology producers.**

Performance Measure:	Percent of SAFETY Act applications processed within 150 day application cycle.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	75% (estimate)	80%	Met
Description:	The SAFETY Act office is responsible for review and approval of applications for Designation and Certification of Qualified Anti-Terrorism Technologies (QATTs) under the SAFETY Act. The percentage of applications processed within 150 days is important for the encouragement of development and deployment of anti-terrorism technologies. Decisions can me made at a swifter pace when applications are processed in a timely manner. The SAFETY Act reflects the intent of Congress to ensure that the threat of liability does not deter potential sellers from developing and commercializing technologies that could significantly reduce the risk of, or mitigate the effect of, acts of terrorism.				
Explanation of FY 2005 Results:	Of the 113 full applications received since October 1, 2004, 59 have been fully executed. 80 percent of completed applications were processed within the 150 day regulatory time frame exclusive of time waiting for the applicant to respond to a request for information. The remaining 54 applications received within this time period are in process.				
Objective(s) Supported:	3.1				
Program:	SAFETY Act - Science and Technology Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Significantly increase the number of U.S. students in academic fields relevant to homeland security, including the life and social sciences, foreign languages, and engineering; and engage universities in homeland security-related research.**

As enhanced to better reflect near term program performance: **Engage a broad network of universities to provide high quality research to develop the science and intellectual capacity needed to support the Department of Homeland Security's mission of confronting terrorism and responding to natural disasters and educational programs to increase the number of U.S. students in academic fields related to homeland security.**

Performance Measure:	Number of scholars and fellows supported and number of University Centers of Excellence.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	200/4	300/4	Met
Description:	The scholars and fellows are undergraduate students, graduate students, post-doctoral students, American Association for the Advancement of Science Scholars and faculty. The University Centers of Excellence are mission-focused university consortiums that leverage the multi-disciplinary capabilities of universities to address the Department of Homeland Security needs.				
Explanation of FY 2005 Results:	This program increased the number of scholars and fellows by approximately 100 participants. Established the Postdoctoral Research Associateship Program and the Pilot Summer Faculty and Student Research Team Program. The fourth University Center of Excellence was awarded and the three-tier review is complete on the fifth center (Emergency Preparedness and Response Center).				
Objective(s) Supported:	1.3, 2.3, 3.7, 4.1				
Program:	University Programs - Science and Technology Directorate				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Obtain a 97% observed domestic compliance rate by commercial fishermen.**

As enhanced to better reflect near term program performance: **Achieve sustained fisheries regulation compliance on our nation's Oceans.**

Performance Measure:	Percent of fishermen complying with federal regulations.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	97%	96.3%	97%	96.4%	Not Met
Description:	The observed compliance rate is the number of USCG domestic fishing vessel boardings without significant violations (violations that result in significant damage or impact to the fisheries resource, significant monetary advantage to the violator or has high regional or national interest), divided by the total number of USCG domestic fishing vessel boardings. Boardings and violations are documented by USCG Report of Boarding Forms. Data from these reports is maintained in the Marine Inspection and Law Enforcement Database. This measure identifies the percent of commercial fishers in the United States complying with federal regulations. The Magnuson-Stevens Fishery Conservation and Management Act specifically tasks the USCG with enforcing fisheries regulations. The compliance rate documents the effectiveness of at-sea enforcement to advance national goals for the conservation and management of living marine resources and their environment.				
Explanation of FY 2005 Results:	Despite a more than 30 percent increase in fisheries boardings over last year, the 96.4 percent compliance rate remained below our goal of 97 percent. More than half of all significant violations detected this year occurred in the Gulf of Mexico and South Atlantic shrimp fisheries, the Atlantic sea scallop, and Northeast groundfish fisheries. Poor economic conditions, new and increasingly complex regulations, and lower Days at Sea allocations are believed to be significant drivers of the high numbers of violations in these fisheries. Despite law enforcement efforts, significant violations in these fisheries are likely to persist until economic conditions improve. Until then, more fishermen will be tempted to justify illegal activity to maintain profitability.				
Recommended Action:	The USCG will continue to strive for higher observed compliance rates by continuing to assign resources as available to meet District threat-based requests, leveraging technology and forging more effective partnerships. As more Ports, Waterways, and Coastal Security (PWCS)-focused assets continue to be brought online, multi-mission stations will be able to return their focus to fisheries law enforcement. Units assigned to other missions will perform fishery boardings on a not-to-interfere basis. Boardings of opportunity are a good way to illustrate to the fishing industry the USCG's continued commitment to fisheries enforcement and also help USCG personnel hone the fishery boarding skills that are so important to the detection and prosecution of significant fishery violations.				
Objective(s) Supported:	1.1, 1.4, 3.6				
Program:	Living Marine Resources (LMR) - United States Coast Guard				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce homeland security risk in the maritime domain (The Coast Guard is currently developing a risk-based index to measure the performance of the PWCS mission program. Neither a baseline nor targets have been established yet).**

As enhanced to better reflect near term program performance: **Reduce homeland security risk in the maritime domain.**

Performance Measure:	Ports, Waterways, and Coastal Security Risk Index				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Full implementation of planned activities geared towards lowering the risk due to terrorism in the maritime domain.	Activities implemented as planned. Risk index was reduced by 3.4%.	Met
Description:	This is a risk-based outcome measure that involves the scoring (by maritime security representatives) of 69 likely high-consequence maritime terrorist attack scenarios with respect to threat, vulnerability, and consequence. Such scoring generates an index number level of "raw risk" that exists in the maritime domain. Next, USCG incremental interventions (both operational and regulatory regime activities) that have taken place throughout the fiscal year are scored against the attack scenarios with regard to the percent decrease in threat, vulnerability and consequence that each has been estimated to have afforded. The resultant measure shows the change in "raw risk" (due, in large part, to things outside of the USCG ability to control) and the reduction in total risk the USCG estimates that it has affected.				
Explanation of FY 2005 Results:	oward lowering maritime security risk. These included: complete verification of security plans for U. S. port facilities and vessels operating in U. S. waters, achievement of "interim operating capability" for 5 new maritime safety and security teams, completion of 31 foreign port security assessments, and development of explosive detection and anti-small vessel capabilities. The USCG also sustained increased levels of targeted maritime security for 39 days, providing the visibly-demonstrated capability and heightened awareness that disrupts criminal and terrorist planning. The USCG baselined its new PWCS risk reduction outcome index for fiscal year 2005. Scoring applied to specific likely attack scenarios estimates that USCG operational and regulatory activity may have accounted for as much as a 3.4 percent decrease in the total level of quantifiable maritime security risk.				
Objective(s) Supported:	1.1, 1.4, 2.1, 2.5, 3.1, 4.1, 4.2				
Program:	Ports Waterways and Coastal Security - United States Coast Guard				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Provide law enforcement, criminal investigations, and physical security protection to reduce and respond to potential threats and vulnerabilities to federal properties thereby providing a safe, secure environment to federal tenants and the visiting public in a cost-effective manner.

Performance Measure:	Percent annual increase in the Facility Security Index				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	baseline	Planned counter-measure imple-mentation versus actual implementa-tion was estimated to be met 90% of the time. Testing showed counter-measures to be effective 92% of the time. Average actual response time was shown to be 46.62 minutes.	Estimated - Met
Description:	The Federal Facilities Security Index quantifies the overall effectiveness of Federal Protective Service (FPS) operations in accomplishing annual performance measurement goals. The index is made up of three compo-nents that will reflect: 1) how effective the FPS is in implementing security threat countermeasures (by compar-ing actual countermeasure implementation to planned implementation); 2) how well the countermeasures are working (by testing of countermeasures); and 3) how efficient FPS is in responding to incident calls for law enforcement by measuring response time. A security index of one (100 percent) or greater reflects accomplish-ment of, or exceeding, performance targets. A security index of less than one reflects failure to meet perfor-mance goals.				
Explanation of FY 2005 Results:	Based on the fiscal year 2005 results, targets for fiscal year 2006 and out-years have been set and they reflect a range of a 6 to 20 percent targeted increase in effectiveness. These measures, built upon a risk-based security program will enable FPS to better protect and reduce vulnerabilities in Federal facilities. FPS' Security Tracking System will be enhanced in fiscal year 2006 to capture planned countermeasure deployment dates thereby eliminating estimated results.				
Objective(s) Supported:	3.1, 3.2, 3.5				
Program:	Protection of Federal Assets-Federal Protective Service - United States Immigration and Customs Enforcement				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Protect our Presidential and Vice Presidential Candidates and Nominees.

Performance Measure:	Percentage of Instances Protectees Arrive and Depart Safely.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	100%	100%	100%	Met
Description:	The security of protectees is the ultimate priority of the Secret Service. This measure represents the percentage of travel stops where the protectee safely arrives and departs. The performance target is always 100 percent. Anything under 100 percent is unacceptable.				
Explanation of FY 2005 Results:	The Campaign Protection Program met its target of providing incident-free protection for the Presidential and Vice Presidential Candidates and Nominees by ensuring the safety of these protectees during their campaign stops; securing three debate sites; and planning and implementing the physical protection for the Presidential Inauguration. Campaign Protection Program utilized a wide-variety of security measures, and coordinated with military and federal, state, local, and international law enforcement agencies to guarantee the safety of its protectees.				
Objective(s) Supported:	3.4				
Program:	Campaign Protection (CP) - United States Secret Service				

Performance Goal:
Protect our nation's leaders and other protectees.

Performance Measure:	Percentage of Instances Protectees Arrive and Depart Safely.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	100%	100%	100%	100%	Met
Description:	The security of protectees is the ultimate priority of the Secret Service. This measure represents the percentage of travel stops where the protectee safely arrives and departs. The performance target is always 100 percent. Anything under 100 percent is unacceptable.				
Explanation of FY 2005 Results:	Although the growing number of protectees has increased the demand on the Secret Service, the Domestic Protectees Program met its target of providing incident-free protection for the nation's leaders and other protectees by ensuring their safety at 4,749 travel stops. Travel stops are a count of cities or other definable subdivisions visited by a protectee. The Domestic Protectees Program achieved its goal by coordinating with all Federal, state and local agencies to develop and implement seamless security plans that created a safe and secure environment for the nation's leaders and other protectees.				
Objective(s) Supported:	3.4				
Program:	Domestic Protectees (DP) - United States Secret Service				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Reduce losses to the public attributable to counterfeit currency, other financial crimes, and identity theft crimes that are under the jurisdiction of the Secret Service, which threaten the integrity of our currency and the reliability of financial payment systems worldwide.

Performance Measure:	Counterfeit passed per million dollars of genuine U.S. currency.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	$58	$60	$74	$80	Not Met
Description:	This measure is an indicator of the proportion of counterfeit currency relative to the amount of genuine U.S. currency in circulation. The measure reports the dollar value of counterfeit notes passed on the public per million dollars of genuine currency. This measure is calculated by dividing the dollar value of counterfeit notes passed by the dollar value of genuine currency in circulation, multiplied by $1 million.				
Explanation of FY 2005 Results:	The Financial Investigations Program did not meet its goal of restricting counterfeit money being circulated to under $74 per $1 million of genuine U.S. currency. The target represents an estimate, and the actual amount can fluctuate due to many factors including an increase in protection activity, thereby diverting investigative resources, and the nature of counterfeiting itself.				
Recommended Action:	The Financial Investigations Program is committed to reducing the amount of counterfeit currency passed on the public, and will continue to disrupt counterfeiting activities through criminal investigations.				
Objective(s) Supported:	3.3				
Program:	Financial Investigations (FI) - United States Secret Service				

Performance Measure:	Financial Crimes Loss Prevented (Billions).				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	$2.5	$1.7	$1.5	$1.8	Met
Description:	This measure reports an estimate of the direct dollar loss prevented due to Secret Service intervention/interruption of a criminal venture through a criminal investigation. This estimate is based on the likely amount of financial crime that would have occurred had the offender not been identified nor the criminal enterprise disrupted.				
Explanation of FY 2005 Results:	The Financial Investigations Program met its goal of preventing at least $1.5 billion in loss attributable to financial crimes. This was achieved through conducting criminal investigations that resulted in the intervention or interruption of criminal ventures, which prevented $1.8 billion in loss attributable to financial crimes. The Financial Investigations Program is committed to reducing losses to the public that are attributable to financial crimes and identity theft.				
Objective(s) Supported:	3.3				
Program:	Financial Investigations (FI) - United States Secret Service				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Protect visiting world leaders.

Performance Measure:	Percentage of Instances Protectees Arrive and Depart Safely - Foreign Dignitaries.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	100%	100%	100%	100%	Met
Description:	The security of protectees is the ultimate priority of the Secret Service. This measure represents the percentage of travel stops where the protectee safely arrives and departs. The performance target is always 100 percent. Anything under 100 percent is unacceptable.				
Explanation of FY 2005 Results:	The Foreign Protectees and Foreign Missions Program met its target of providing incident-free protection for visiting world leaders by ensuring the safety of these protectees at 2,274 travel stops during fiscal year 2005. Travel stops are a count of cities or other definable subdivisions visited by a protectee. The number of stops can fluctuate depending on the frequency and pace of world leaders' visits to the United States. The Foreign Protectees and Foreign Missions Program utilized a wide-variety of security measures, and coordinated with military and federal, state, local, and international law enforcement agencies to guarantee the safety of its protectees.				
Objective(s) Supported:	3.4				
Program:	Foreign Protectees and Foreign Missions (FP/FM) - United States Secret Service				

Performance Goal:
Reduce losses to the public attributable to electronic crimes and crimes under the jurisdiction of the Secret Service that threaten the integrity and reliability of the critical infrastructure of the country.

Performance Measure:	Financial Crimes Loss Prevented.(Millions)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	$150	$150	$556.2	Met
Description:	The USA PATRIOT Act mandates that the Secret Service develop a network of electronic crimes task forces through out the United States. This measure reports and estimate of the direct dollar loss prevented due to the Secret Service's Electronic Crimes Task Forces' investigations. This estimate is based on the likely amount of electronic financial crime that would have occurred had the offender not been identified nor the criminal enterprise disrupted.				
Explanation of FY 2005 Results:	The Department, through the use of its Electronic Crimes Task Forces, was able to prevent $556.2 million in losses attributable to infrastructure investigations. This was achieved through the successful proactive investigations of computer-related and telecommunications crimes, which led to the intervention or interruption of criminal ventures.				
Objective(s) Supported:	3.3				
Program:	Infrastructure Investigations - United States Secret Service				

STRATEGIC GOAL 3 – PROTECTION

Performance Goal:
Reduce threats posed by global terrorists and other adversaries.

Performance Measure:	Number of Protective Intelligence Cases Completed.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	3,927	3,992	4,000	4,614	Met
Description:	This measure represents the total number of intelligence cases completed by agents assigned to field operations. These cases generally represent an assessment of individuals or groups who have threatened a protectee of the Secret Service.				
Explanation of FY 2005 Results:	The Protective Intelligence Program evaluated protective-related intelligence on groups, subjects and activities that pose threats to protected individuals, facilities or events. Through these investigative efforts, the Protective Intelligence Program was able to maintain the efficiency of its protective mission without compromising the security of protectees, facilities and events under its protection.				
Objective(s) Supported:	3.4				
Program:	Protective Intelligence (PI) - United States Secret Service				

Strategic Goal 4 - Response

The focus of this strategic goal is to lead, manage and coordinate the national response to acts of terrorism, natural disasters and other emergencies. The objectives established by the Department to achieve this goal are provided below.

Objective 4.1 - Reduce the loss of life and property by strengthening response readiness.

Objective 4.2 - Provide scalable and robust all-hazard response capability.

Objective 4.3 - Provide search and rescue services to people and property in distress.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 4 – RESPONSE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **The Federal Emergency Management Agency (FEMA) will evaluate all emergency teams and operations through at least one readiness evaluation or exercise; raise the average percentage of evaluated teams and operations achieving fully operational or better status, and raise the evaluated team's one operational level annually; and reduce the average maximum on scene response time.**

As enhanced to better reflect near term program performance: **Consistently achieve fully operational status for all multi-disciplinary response teams, and meet established average response times.**

Performance Measure:	(A) Cumulative percentage of emergency teams and operations evaluated through at least one readiness evaluation or exercise (in a four-year cycle); (B) Average percentage of evaluated teams and operations achieving "fully operational" or better status; (C) Average percentage of evaluated teams rising one operational level in a year (considering four operational levels); and (D) Average maximum response time in hours for emergency response teams to arrive on scene.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	72 hours for most disasters	(A) None (B) None (C) None (D) 50	(A) 25% (B) 50% (C) N/A (D) 60	AS OF Q3:* (A) 18% (B) 50% (C) N/A (D) 20	Estimated - Met
Description:	For life-saving and other emergency response efforts, the hours immediately following a disaster are the most critical. This measure tracks the readiness of FEMA's response teams and their successful deployment to the field based on the number of hours elapsed from decision to deploy to arrival of a team on scene. These teams include: the National Disaster Medical System (NDMS), the Urban Search and Rescue (USR), the Federal Initial Response Support Team, the Mobile Emergency Response Support System, the National Emergency Operations Center, the Domestic Emergency Support Team and the Hurricane Liaison Team. FEMA will begin measurement of performance measure element(C) in fiscal year 2006.				
Explanation of FY 2005 Results:	* Because of the extraordinary commitment of time and personnel required in response to Hurricanes Katrina, Rita and Wilma, which struck at the end of fiscal year 2005, all performance figures for FEMA's Response Program are reported as of the end of the third quarter of fiscal year (June 30, 2005). At that time, FEMA's Response Program was on track for three of its four performance elements. Final end-of-year results will be reported in the fiscal year 2006 Performance and Accountability Report.				
Objective(s) Supported:	4.1, 4.2				
Program:	Response - Emergency Preparedness and Response Directorate				

STRATEGIC GOAL 4 – RESPONSE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Develop and deploy a broad capability to prevent and rapidly mitigate the consequences of chemical attacks.**

As enhanced to better reflect near term program performance: **Provide dependable risk analyses, effective systems for surveillance, detection, and restoration, and reliable laboratory analytical analyses to protect the nation against attacks involving chemical agents.**

Performance Measure:	Development of protocols for the highest priority toxic industrial chemicals (TICs) and toxic industrial materials (TIMs)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Protocols Developed	Development of a prototype mobile laboratory capable of on-site, high throughput analysis of TICs and CWAs was completed and the candidates characterized in field test. An initial evaluation of the risks, vulnerabilities, and consequences due to attacks using the TIC cyanide was initiated.	Met
Description:	Development of a range of analytical protocols and tools to enhance detection of and response to intentional attacks using TICs. The range of protocols extend from systems studies through detectors to laboratory response capabilities.				
Explanation of FY 2005 Results:	This measure will be discontinued and replaced by multiple measures in fiscal year 2006 to provide better definition of outcomes from program activities. In fiscal year 2005, systems studies that explore consequences of, and potential countermeasures against, attacks using TICS reached the interim report stage. Technologies were explored and a downselect conducted toward development of laboratory prototypes of broad spectrum detectors (addressing both TICs and chemical warfare agents) for responder and facility protection applications. An initial configuration of a deployable chemical detection network using commercially available detectors for TICs and chemical warfare agents was completed and tested for operational integrity.				
Objective(s) Supported:	1.3, 3.1, 4.1				
Program:	Chemical Countermeasures - Science and Technology Directorate				

STRATEGIC GOAL 4 – RESPONSE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Increase coordination of federal funding related to interoperability and compatibility efforts. Increase in communications interoperability between emergency response agencies at the local, state, and federal levels. Increase coordinated federal efforts in creating standardized testing and evaluation methodologies for emergency response technologies.**

As enhanced to better reflect near term program performance: **Ensure communications interoperability between emergency response agencies at the local, state, and federal levels and standardize federal testing and evaluation efforts for emergency response technologies.**

Performance Measure:	Improve emergency response interoperability and compatibility to strengthen public safety preparedness and response.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	Develop criteria	Criteria not developed.	Not Met
Description:	The first step in developing interoperable technologies is to create criteria by which a particular technology must be compatible. Originally the Office for Interoperability and Compatibility projected the development of such criteria to be completed in fiscal year 2005, but later decided that a different measure would be more telling of performance.				
Explanation of FY 2005 Results:	In July/August 2004, S&T chose this measure because it was thought to be a good indicator of performance and would be measurable. It was discovered in fiscal year 2005 that it was not measurable with reasonable cost and a new measure will be used in the future. Note: Data reported against target does not meet all OMB standards of reliability. See section on Completeness and Reliability.				
Recommended Action:	Additional measures have been created to more accurately measure the program.				
Objective(s) Supported:	4.1				
Program:	Interoperability & Compatibility - Science and Technology Directorate				

STRATEGIC GOAL 4 – RESPONSE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the 5-year average number of oil spills >100 gallons and chemical discharge incidents and per 100 million tons shipped to 34 or less per year.**

As enhanced to better reflect near term program performance: **Eliminate oil spills and chemical discharge incidents.**

Performance Measure:	The five-year average number of U.S. Coast Guard investigated oil spills greater than 100 gallons and chemical discharges into the navigable waters of the United States per 100 million short tons of chemical and oil products shipped in U.S. waters.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	29.4	22.1	20 or less	18.5	Met
Description:	This performance measure indicates the five-year average number of USCG investigated incidents involving the discharge of chemicals or oil (more than 100 gallons) into navigable waters of the United States per 100 million short tons of chemicals and oil products shipped in U.S. waters. Only discharge incidents from maritime sources into U.S. waters are counted. Discharges onto land, into the air, or into enclosed spaces are excluded. Discharges from non-maritime sources, such as aircraft, trucks and other vehicles, rail cars and rail equipment; naval and other public vessels; and fixed platforms and pipelines are excluded. Discharges from unspecified, unclassified, and unknown sources are also excluded.				
Explanation of FY 2005 Results:	In 2004, the USCG crafted a significantly more challenging goal for limiting the number of spills during 2005 and beyond. At the close of fiscal year 2005, it met this more aggressive goal by limiting the five year-average volume of spills to only 566,101 gallons, or 18.5 per million short tons shipped. This achievement represents a continuation of an overall downward trend in oil spills occurring since 1999. Key to attaining this performance was the USCG's efforts to incorporate the National Interagency Incident Command System (ICS) model into the United States' National Response Plan. This incorporation allowed the use of ICS to provide a unified framework to tie together the efforts of maritime industries, local, state, and Federal officials in responding to catastrophic environmental threats. Please note that these results will change as units complete their most recent investigations – a particular point for spills due to Hurricane Katrina.				
Objective(s) Supported:	1.1, 1.4, 3.6, 4.1, 4.2, 5.2				
Program:	Marine Environmental Protection (MEP) - United States Coast Guard				

STRATEGIC GOAL 4 – RESPONSE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Save 88 per cent of mariners in imminent danger.**

As enhanced to better reflect near term program performance: **Save mariners in imminent danger on our Nation's oceans and waterways.**

Performance Measure:	Percent of mariners in imminent danger saved.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	87.7%	86.8%	86% lives saved	86.1%	Met
Description:	This performance measure shows the percentage of mariner lives saved. The number of lives lost before and after the USCG is notified is factored into this percentage. Several factors compound the difficulty of successful responses, including untimely notification to the USCG of distress, incorrect reporting of the distress site location, severe weather conditions at the distress site, and distance to the scene. The number of lives saved is the best outcome measure for search and rescue because it includes lives lost both before and after the USCG is notified, thereby encouraging the USCG to invest in supporting systems, like Rescue 21 and safe boater programs, that increase the possibility that a search and rescue mission will end with lives saved.				
Explanation of FY 2005 Results:	The number of recreational and commercial maritime users continues to increase as more Americans move to coastal areas and as global trade continues to grow. In fiscal year 2005 SAR performance exceeded the current performance goal of rescuing at least 86% of mariners in imminent danger (FY 2005 results: 86.1 percent mariners rescued). This level reflects the same general level of results for three years under the present SAR reporting system (MISLE). It is expected that SAR performance will remain at this level until there is wider implementation of the Rescue-21 communications system and further upgrading of response assets such as the HH-65C and Response Boat Medium programs.				
Objective(s) Supported:	1.1, 1.4, 4.3				
Program:	Search and Rescue (SAR) - United States Coast Guard				

Strategic Goal 5 - Recovery

The focus of this strategic goal is to lead national, state, local and private-sector efforts to restore services and rebuild communities after acts of terrorism, natural disasters and other emergencies. The objectives established by the Department to achieve this goal are provided below.
isasters, or other emergencies.

Objective 5.1 - Strengthen nationwide recovery plans and capabilities.

Objective 5.2 - Provide scalable and robust all-hazard recovery assistance.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 5 – RECOVERY

Performance Goal:

As stated in the fiscal year 2005 Annual Performance Plan: **Increase the annual customer satisfaction level among recipients of Individual Disaster Recovery Assistance and Public Disaster Recovery Assistance; reduce the program delivery cost for Individual Recovery Assistance and Public Recovery Assistance; reduce Individual Recovery Assistance processing cycle time; complete catastrophic disaster recovery planning.**

As enhanced to better reflect near term program performance: **Ensure disaster recovery capability that restores services to individuals and rebuilds communities in non-catastrophic disasters with a high degree of customer satisfaction, while reducing cost and assistance cycle times and providing for recovery from catastrophic disasters.**

Performance Measure:	Percent of customers satisfied with (A) Individual Recovery Assistance and (B) Public Recovery Assistance; percentage reduction in program delivery cost for (C) Individual Recovery Assistance and (D) Public Recovery Assistance; and (E) reduction in Individual Recovery Assistance processing cycle time; (F) percentage completion of catastrophic disaster recovery plan.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	(A) 90.4% (B) 89.2% (C) Not Completed (D) N/A (E) N/A (F) 30%	(A) 90% (B) 87% (C) TBD (D) N/A (E) N/A (F) 45%	AS OF Q3:* (A) 93% (B) Data Not Available (C) TBD (D) N/A (E) N/A (F) 30%	Estimated - Met
Description:	This measure tracks customer satisfaction with FEMA's Individual Disaster Recovery Assistance and Public Disaster Recovery Assistance. Individual assistance is disaster recovery assistance provided to families and households in Presidentially declared disasters. Public assistance is disaster assistance provided to states and communities to undertake emergency measures and rebuild damaged public infrastructure in Presidentially declared disasters. This measure also includes elements tracking reduction in program costs for both types of assistance activities, as well as improvements in cycle time—the time it takes to process an application—for individual assistance. The last part of this measure tracks successful completion of basic planning activities to provide for recovery operations following a catastrophic disaster.				
Explanation of FY 2005 Results:	* Because of the extraordinary commitment of time and personnel required in response to Hurricanes Katrina, Rita and Wilma, which struck at the end of fiscal year 2005, all performance figures for FEMA's Recovery Program are reported as of the end of the third quarter of fiscal year (June 30, 2005). At that time, FEMA's Recovery Program was on track in two of its four reportable performance elements. Of the two remaining elements, data was not available (customer satisfaction among recipients of Public Recovery Assistance) or was not on track to meet its annual target (catastrophic disaster recovery planning), but was expected to finish the year on target. Recovery's three non-reportable elements (those with targets labeled "TBD" or "N/A") will be reported beginning in fiscal year 2006. Final end-of-year results for fiscal year 2005 will be reported in the fiscal year 2006 Performance and Accountability Report.				
Objective(s) Supported:	5.1, 5.2				
Program:	Recovery - Emergency Preparedness and Response Directorate				

Strategic Goal 6 - Service

The focus of this strategic goal is to serve the public effectively by facilitating lawful trade, travel and immigration. The objectives established by the Department to achieve this goal are provided below.

Serve the public effectively by facilitating lawful trade, travel, and immigration.

Objective 6.1 - Increase understanding of naturalization, and its privileges and responsibilities.

Objective 6.2 - Provide efficient and responsive immigration services that respect the dignity and value of individuals.

Objective 6.3 - Support the United States humanitarian commitment with flexible and sound immigration and refugee programs.

Objective 6.4 - Facilitate the efficient movement of legitimate cargo and people.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **To enhance the interdiction of terrorists and the instrument of terrorism by streamlining terrorist-related screening by comprehensive coordination of procedures that detect, identify, track, and interdict people, cargo and conveyances, and other entities and objects that pose a threat to homeland security, while safeguarding legal rights, including freedoms, civil liberties and information privacy guaranteed by Federal law.**

As enhanced to better reflect near term program performance: **Enable Federal Immigration and Border Management agencies to make timely and accurate risk and eligibility decisions through coordination of screening capability policies, business strategy and processes, data, information systems, and technology to further enhance security and immigration, travel, and credentialing experiences.**

Performance Measure:	Percentage of foreign nationals entering the United States who have biometric and (and/or) biographic information on file prior to entry, including the foreign nationals that are referred to secondary inspection for further inspection actions and (and/or) with fraudulent documents identified.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	20.06%	50%	31.24%	Not Met
Description:	This measure captures the ratio of one-to-one matches for travelers processed through US-VISIT at ports of entry, against US-VISIT biometric records maintained on travelers previously enrolled in the US-VISIT program. These one-to-one biometric matches provide the highest level of certainty possible as to traveler identity using current technology in the field.				
Explanation of FY 2005 Results:	The current data indicate that about one-third of foreign nationals entering the United States have biometric data on file prior to entry. This amount is a lower percentage than the target. The fiscal year 2005 performance target was set while US-VISIT was in its initial roll-out phase, thus the program lacked historical data from which to establish sound targets. Data collection during the past year on this measure indicates that the target set proved to be overly ambitious. Further, the target was set for a travel environment which is lacking in detailed information about travel patterns, notably repeat travelers.				
Recommended Action:	Upon evaluating the usefulness of the information provided by this measure, it is evident that the current measure does not adequately capture meaningful information for the program. The Performance Measurement Working Group for US-VISIT has proposed new outcome measures for the program that will better gauge program impact. These measures will be implemented and reported on in fiscal year 2006.				
Objective(s) Supported:	6.4				
Program:	Screening Coordination and Operations – Office of the Under Secretary for Border and Transportation Security				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Eliminate the application backlog and achieve a six-month cycle time by FY2006.**

As enhanced to better reflect near term program performance: **To support the processing of immigration and citizenship benefits.**

Performance Measure:	Percentage of applications more than 6 months old (backlog as a percentage of pending)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	43%	48%	Not Met
Description:	USCIS aims to process all applications, from application to adjudicatory decision, within a defined cycle time that ranges from two weeks to six months depending upon the specific benefit. Applications that exceed the cycle time target for their type are generically identified as backlog. Immigrant visa petitions for which no visa numbers are currently available (no immediate benefit would be available with a positive adjudicatory decision) and adjustment of status applications held in abeyance due to statutory numerical limitations, are not considered backlog. Those cases, while taken in receipt order and considered active, pending cases, are not included in the USCIS backlog definition. USCIS collects performance data on applications received, completed and pending through its Performance Analysis System (PAS). Backlog is reported as a percentage of total pending cases. Backlog is the number of pending cases which is greater than the total of the last six months of receipts.				
Explanation of FY 2005 Results:	The Real ID Act lifted the 10,000 adjustment-per-year cap resulting in the addition of about 170,000 pending asylum adjustment cases to the backlog figure – without which the backlog amount would be 43.3 percent.				
Recommended Action:	USCIS is working to identify workloads and resources that can be shifted to offices with production capacity to ensure that only backlog cases are being worked.				
Objective(s) Supported:	6.2, 6.3				
Program:	Backlog Initiative - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Adjudicate asylum and refugee applications in a timely, accurate, consistent, and professional manner; and prevent ineligible individuals from receiving humanitarian benefits.**

As enhanced to better reflect near term program performance: **Adjudicate asylum and refugee applications in a timely, accurate, consistent, and professional manner.**

Performance Measure:	Adjudicate refugee applications (I-590) referred by the United States Refugee Program during a given fiscal year in a timely, accurate, consistent and professional manner.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	up to 90,000	58,937	Met
Description:	Each year the President consults with Congress and establishes the annual ceiling for refugee admissions through issuance of a Presidential Determination (PD). The latest PD established an admissions ceiling of 70,000 for fiscal year 2005. As one of several partners in the Program, USCIS adjudicates the I-590 applications presented by its program partners (i.e. United Nations High Commissioner for Refugees and Department of State). Presently, USCIS estimates that approximately 90,000 applications must be presented by its partners in order to meet the admission ceiling of 70,000. USCIS is committed to adjudicating all refugee cases presented, and would not limit its efforts to 90,000 cases if a greater need arose. Once applications are presented, USCIS must process the applications in a timely, accurate, consistent, and professional manner to fulfill the humanitarian mission of the U.S. refugee program while simultaneously safeguarding national security.				
Explanation of FY 2005 Results:	USCIS met its target of not exceeding the 70,000 ceiling set by PD. The 58,937 actual results for fiscal year 2005 were accomplished with the assistance of approximately 137 officers on temporary duty assignments from other programs, most notably from the Asylum Division. USCIS generally adjudicates all of the cases referred to it by the Department of State in a given fiscal year. Performance reported was obtained through the Worldwide Refugee Admissions Processing System (WRAPS), a refugee program database that is maintained by the Department of State.				
Objective(s) Supported:	6.2, 6.3				
Program:	Asylum and Refugee Services - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Measure:	Complete 75% of asylum reform referrals (at local offices) within 60 days of receipt.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	83%	71%	75%	79%	Met
Description:	Asylum is a form of protection that allows individuals who are in the United States to remain here, provided that they meet the definition of a refugee and other legal criteria. Under Asylum Reform, an asylum applicant is not eligible for employment authorization unless granted asylum or no negative decision is made within 180 days from the date of filing. In order to meet the 180-day time limit, USCIS must complete court-referred cases within 60 days, giving the court 120 days to complete the adjudication. Recognizing that some cases should be exempt due to their complexity or the unavailability of staff at certain times, the asylum program has exempted 25 percent of its workload from this requirement.				
Explanation of FY 2005 Results:	After falling short on desired performance levels in fiscal year 2004, the headquarters Asylum Division worked closely with the four Asylum Offices that had underperformed in 2004 to design corrective solutions and improve processing rates. Site visits to those offices in the third quarter of fiscal year 2004 revealed that certain inconsistencies in scheduling delayed timely interviews and contributed to a significant percentage of the delays in adjudication. In addition, at the Miami Asylum Office, it was confirmed that an influx of Colombian cases over the last several years had exceeded the productive capacity of that office, which in turn caused processing delays. In fiscal year 2005 the headquarters Asylum Division and all Asylum Offices fine-tuned certain processes within each office to help management better track and monitor processing deadlines. In the Miami Asylum Office, increased staffing, as well as the newly implemented process enhancements, contributed to the increase in processing rates.				
Objective(s) Supported:	6.2, 6.3				
Program:	Asylum and Refugee Services - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide legal permanent residency information and benefits in a timely, accurate, consistent, courteous, and professional manner; and prevent ineligible individuals from receiving immigration benefits.**

As enhanced to better reflect near term program performance: **Provide legal permanent residency information and benefits in a timely, accurate, consistent, courteous, and professional manner.**

Performance Measure:	Achieve and maintain a cycle time goal of 6 months or less for all immigrant services applications by FY 2006.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	15 months (I-485)	13.9 months	Met
Description:	Cycle Time is a measure of the time it takes to provide a decision on an application. The I-485, Application to Adjust Status, is the form used to adjust to permanent legal status, and is one of our highest volume application types. On a monthly basis, USCIS collects performance data on applications received, completed and pending through its Performance Analysis System. Actual Cycle Time is calculated by counting back the number of preceding months until the sum of the monthly receipts equals the current month's End Pending. Prior to fiscal year 2005, USCIS measured timeliness in terms of Average Cycle Time, which was calculated by dividing the number of cases pending by average monthly receipts over the last 12 months. Usually, the Average Cycle Time and Actual Cycle Time give the same results. However, Actual Cycle Time calculation will allow more accurate and timely distribution of resources in local offices as backlogs fall and workloads among form types shift.				
Explanation of FY 2005 Results:	Since implementing the update to the Backlog Elimination Plan in 2004, USCIS has been measuring the production of key forms in terms of numerical completions, efficiency in terms of completion rates (adjudicative hours per completion), and cycle time. These measures allow USCIS to determine the effort required to meet our goals, to ascertain staffing resource requirements and to identify opportunities for process improvement. Backlog elimination initiatives which USCIS has implemented include: piloting new processes to find more efficient methods of operation; updating policies and procedures to eliminate duplicative efforts; initiating systems sweeps to replace inefficient manual queries; reallocating staff to align resources with workload, and redistributing workloads to offices with excess capacity.				
Objective(s) Supported:	6.2, 6.3				
Program:	Immigrant Services - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **The Citizenship Services program will provide citizenship and naturalization information and benefits in a timely, accurate, consistent, courteous, and professional manner; and prevent ineligible individuals from receiving naturalization benefits.**

As enhanced to better reflect near term program performance: **Provide citizenship and naturalization benefits in a timely, accurate, consistent, courteous, and professional manner.**

Performance Measure:	Achieve and maintain a 6-month cycle time goal for all naturalization applications by FY 2006.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	10 months (N-400)	10.9 months	Not Met
Description:	Cycle Time is a measure of the time it takes to provide a decision on an application. The N-400, Application for Naturalization, is the form used to apply for naturalization, and is one of our highest volume application types. On a monthly basis, USCIS collects performance data on applications received, completed and pending through its Performance Analysis System. Actual Cycle Time is calculated by counting back the number of preceding months until the sum of the monthly receipts equals the current month's End Pending. Prior to fiscal year 2005, USCIS measured timeliness in terms of Average Cycle Time, which was calculated by dividing the number of cases pending by average monthly receipts over the last 12 months. Most of the time the Average Cycle Time and Actual Cycle Time give the same results. However, Actual Cycle Time calculation will allow more accurate and timely distribution of resources in local offices as backlogs fall and workloads among form types shift.				
Explanation of FY 2005 Results:	The target was not met in part due to weather-related (Hurricane Katrina) cancellation of naturalization ceremonies in Miami and New Orleans in August, as well as the loss of detailees to FEMA Hurricane Katrina relief.				
Recommended Action:	USCIS is working toward being able to identify those cases that are complete but awaiting oath ceremony, which in many venues is under the jurisdiction and therefore subject to scheduling by the US District Court.				
Objective(s) Supported:	6.2, 6.3				
Program:	Naturalization Services - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide temporary residency information and benefits in a timely, accurate, consistent, courteous, and professional manner; and prevent ineligible individuals from receiving nonimmigrant benefits.**

As enhanced to better reflect near term program performance: **Provide temporary residency information and benefits in a timely, accurate, consistent, courteous, and professional manner.**

Performance Measure:	Achieve and maintain a cycle time goal of 6 months or less for all Nonimmigrant services applications by fiscal year 2006.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	2 months (I-129)	1.5 months	Met
Description:	Cycle Time is a measure of the time it takes to provide a decision on an application. The I-129, Petition for Nonimmigrant Worker, is the form employers use to petition for an alien to come to the United States temporarily as a nonimmigrant worker, and is one of our highest volume application types. Monthly, USCIS collects performance data on applications received, completed and pending through its Performance Analysis System. Actual Cycle Time is calculated by counting back the number of preceding months until the sum of the monthly receipts equals the current month's End Pending. Prior to fiscal year 2005, USCIS measured timeliness in terms of Average Cycle Time, which was calculated by dividing the number of cases pending by average monthly receipts over the last 12 months. Usually, Average Cycle Time and Actual Cycle Time give the same results. However, Actual Cycle Time calculation allows more accurate resource distribution in local offices as backlogs fall and workloads among form types shift.				
Explanation of FY 2005 Results:	Since implementing the update to the Backlog Elimination Plan in 2004, USCIS has been measuring the production of key forms in terms of numerical completions, efficiency in terms of completion rates (adjudicative hours per completion), and cycle time. These measures allow USCIS to determine the effort required to meet our goals, to ascertain staffing resource requirements and to identify opportunities for process improvement. Backlog elimination initiatives which USCIS has implemented include: Piloting new processes to find more efficient methods of operation; Updating policies and procedures to eliminate duplicative efforts; Initiating systems sweeps to replace inefficient manual queries; reallocating staff to align resources with workload, and redistributing workloads to offices with excess capacity.				
Objective(s) Supported:	6.2, 6.3				
Program:	Nonimmigrant Services - United States Citizenship and Immigration Services				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Reduce the five-year average of the number of collisions, allisions and groundings (CAG) to 1,500.**

As enhanced to better reflect near term program performance: **Eliminate collisions, allisions and groundings by vessels on our Nation's oceans and waterways.**

Performance Measure:	Five-Year Average of Number of Collisions, Allisions, and Groundings (CAG)				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	1,523	1,876	1,831 or fewer	1825	Met
Description:	This measure evaluates how well the Aids to Navigation (AtoN) system prevents collisions, allisions (vessel striking a fixed object), and groundings (CAG) by comparing results from the current period to those of previous periods. This measure is a five-year average of distinct CAG events; figured by summing the number of events for the entire five-year period and dividing by five. Data are collected from USCG Marine Information for Safety and Law Enforcement System. CAG is a valid measure of progress in the AtoN community because the numbers are not subjective and are easily comparable from period to period. The five-year averaging provides some smoothing to dampen the effect of a significantly "good" or "bad" year.				
Explanation of FY 2005 Results:	Ongoing Vessel Traffic Service, waterways management improvements and continuous maintenance of existing visual and radio aids to navigation system have contributed to a steady decline in collisions, allisions and groundings.				
Objective(s) Supported:	1.1, 1.4, 6.4				
Program:	Aids to Navigation (AtoN) - United States Coast Guard				

STRATEGIC GOAL 6 – SERVICE

Performance Goal:
Maintain operational channels for navigation, limiting channel closures to two days (during average winters) and eight days (during severe winters).

Performance Measure:	Limit the number of days critical waterways are closed due to ice to 2 days in an average winter and 8 days in a severe winter.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	7 (severe)	4 closure days, average winter	2(avg), 8 (severe)	0 Closures	Met
Description:	This measure indicates the number of days critical waterways are closed due to ice conditions based on the severity of the winter. Nine waterways have been identified as critical to Great Lakes icebreaking based on historical ice conditions, volume of ship traffic and potential for flooding. The measure is for the Great Lakes only – most USCG icebreaking is done on the Great Lakes, with some in USCG District 1 (Northeast United States) and an even smaller amount in USCG District 5 (mid-Atlantic). The measure is the annual total number of days that critical waterways are forced to close during the winter. Targets for this measure depend on the severity of the winter: no more than 2 closures during average winters, and no more than 8 during severe winters. Winter severity is determined by a ratio developed by the National Weather Service, National Oceanographic and Atmospheric Administration (NOAA), and the Department of Commerce.				
Explanation of FY 2005 Results:	In terms of winter severity, 2005 was an average winter for freezing degree days. The Ninth District Ice Breaking Fleet exceeded its target of fewer than two critical waterway closure days for the 2005 winter through a combination of international cooperation and sound vessel management. Ninth District icebreakers kept critical waterways open for navigation (with zero closure days) through the hard work and dedication of its icebreaker sailors. Also critical in accomplishing this goal was the USCG continued collaboration with the Canadian Coast Guard. The USCG and Canadian Coast Guard support a joint operations center during the winter months on the Great Lakes to manage ice operations traffic and focus limited icebreaking resources on priority tasks. Historical results: 2000: 0 closures, average winter; 2001: 7 closures, severe winter; 2002: 0 closures, average winter; 2003: 7 closures, severe winter; 2004: 4 closures, average winter (goal not met).				
Objective(s) Supported:	1.1, 1.4, 6.4				
Program:	Ice Operations - United States Coast Guard				

Strategic Goal 7 - Organizational Excellence

The focus of this strategic goal is to value our most important resource — our people. We will create a culture that promotes a common identity, innovation, mutual respect, accountability and teamwork to achieve efficiencies, effectiveness and operational synergies. The objectives established by the Department to achieve this goal are provided below.

Objective 7.1 - Value our people.

Objective 7.2 - Drive toward a single Departmental culture.

Objective 7.3 - Continually improve our way of doing business.

Detailed information concerning actual performance during fiscal year 2005 to achieve this goal is provided below.

STRATEGIC GOAL 7 - ORGANIZATIONAL EXCELLENCE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Add value to the DHS programs and operations; ensure integrity of the DHS programs and operations; and enable the OIG to deliver quality products and services.**

As enhanced to better reflect near term program performance: **Ensure the integrity of DHS operations by conducting independent assessments of programs' efficiency and effectiveness.**

Performance Measure:	Percentage of recommendations made by OIG that are accepted by the Department of Homeland Security--The Department is obliged to respond to all OIG recommendations that are included in draft audit or inspection/evaluation reports. When a recommendation is accepted, the Department agrees to take the necessary action to resolve the issue.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	92%	75%	93%	Met
Description:	The Inspectors General Act requires the Office of Inspector General (OIG) to audit programs for fraud, waste, and abuse. The Act also requires the review of programs for activities designed to promote economy, efficiency, and effectiveness. The criteria used to select programs for audit include: statutory and regulatory requirements; adequacy of internal control systems; newness; changed conditions; potential dollar magnitude; etc. Where appropriate, OIG audit and inspection reports include recommendations which, if accepted and implemented, will improve the respective program. The OIG tracks the recommendations that are issued until they have been implemented.				
Explanation of FY 2005 Results:	During fiscal year 2005, 93 percent of all OIG recommendations were accepted, a much higher percentage than the target. This provides evidence that the Department is actively working to improve its programs and operations.				
Objective(s) Supported:	7.3				
Program:	Audit, Inspections, and Investigations Program - Inspector General				

STRATEGIC GOAL 7 – ORGANIZATIONAL EXCELLENCE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Operating entities of the Department and other Federal agencies are promptly reimbursed for authorized unforeseen expenses arising from the prevention of or response to terrorist attacks.**

As enhanced to better reflect near term program performance: **Ensure that Operating entities of the Department and other Federal agencies are promptly reimbursed for authorized unforeseen expenses arising from the prevention of or response to terrorist attacks.**

Performance Measure:	Percent of qualifying reimbursements that are made with established standards of timeliness and proper authorization.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	100%	100%	N/A	Met
Description:	The Counterterrorism Fund provides a means to cover unbudgeted and unanticipated critical costs associated with providing support to counter, investigate, and prosecute domestic or international terrorism, and to reestablish the operational capability of property damaged or destroyed as a result of any domestic or international terrorist incident. This measure represents the percent of funds that were reimbursed to the Department's components for unforeseen expenses that arose from the prevention of or response to terrorist attacks, including costs associated providing support to counter, investigate, and pursue terrorism. In addition, the Fund may be used to reimburse other Federal agencies for costs related to their participation over and above normal operations, in particular terrorism prevention or response activities. If no payments are called for the actual will be "N/A".				
Explanation of FY 2005 Results:	Although there were no requests for reimbursements, the Department met all the conditions, with procedures and personnel in place for meeting established standards of timeliness and proper authorization.				
Objective(s) Supported:	7.3				
Program:	Counterterrorism Fund - Management Directorate				

STRATEGIC GOAL 7 - ORGANIZATIONAL EXCELLENCE

Performance Goal:
The Department of Homeland Security components and stakeholders have world class information technology leadership and guidance enabling them to efficiently and effectively achieve their vision, mission and goals.

Performance Measure:	The percentage of major IT projects that are within 10% of cost/schedule/performance objectives.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	52%	70%	81%	Met
Description:	This measure gauges the percent of major information technology (IT) investments that are on schedule, on cost, and delivering their planned performance. These indicators are the industry accepted critical factors for assessing project management effectiveness, and ultimately the success of IT investments. The major investments included in this measure are all those whose contract costs exceed $100 million and have a high sensitivity or interest, and are referred to as Level 1 investments.				
Explanation of FY 2005 Results:	This information helps the Chief Information Officer track and identify problem areas that merit management attention. During fiscal year 2005, 81% of major IT projects were within 10% of cost / schedule / performance objectives. This is evidence that the majority of major IT investments are on schedule, within cost and delivering their planned performance. This data was collected from the Exhibit 300s, which were prepared by Project Managers and certified by the Chief Financial Officer of the Component submitting the exhibits. This information is sent to OMB for inclusion in the President's budget each year.				
Objective(s) Supported:	1.1, 7.3				
Program:	Office of the Chief Information Officer - Management Directorate				

STRATEGIC GOAL 7 – ORGANIZATIONAL EXCELLENCE

Performance Goal:
As stated in the fiscal year 2005 Annual Performance Plan: **Provide comprehensive leadership, management, oversight, and support to improve the efficiency and effectiveness of the Department.**

As enhanced to better reflect near term program performance: **Maximize management efficiencies and ensure continuity of services by consolidating DHS support services.**

Performance Measure:	Percent of DHS strategic objectives with programs that meet their associated performance targets.				
Fiscal Year:	**FY 2003 Actual**	**FY 2004 Actual**	**FY 2005 Target**	**FY 2005 Actual**	**FY 2005 Results**
Target/ Actual Indicator:	N/A	N/A	44%	84.9%	Met
Description:	The Department gauges its success in meeting its mission through implementation of the Department of Homeland Security Strategic Plan. The plan includes strategic goals and objectives as well as strategies and programs that describe what the Department does and what the Department will accomplish. Each program is linked to the Department's strategic goals and objectives and has specific performance measures. The Department demonstrates the value and outcomes of its services through the results of program performance metrics. The performance outcomes of programs tell how the Department is impacting citizens, stakeholders, and customers and meeting its mission.				
Explanation of FY 2005 Results:	During fiscal year 2005, 84.9 percent of the Department's strategic objectives have programs that met their associated performance targets. This is evidence that the Department is realizing its strategic goals and objectives and making progress towards meeting its mission.				
Objective(s) Supported:	7.3				
Program:	Office of the Secretary and Executive Management - Management Directorate				

Fiscal Year 2004 Estimated Actuals

Some programs reported estimated actuals in the fiscal year 2004 Performance and Accountability Report. The Department committed to update these actuals in this year's Report, and did so in the applicable tables in this section. Some programs and/or measures that appeared in the 2004 Report were not reported on in this year's Report. To account for these programs and/or measures, we have created the following list arranged by strategic goal under which the program was reported in the FY 2004 Performance and Accountability Report Completeness and Reliability Section.

GOAL 2 – PREVENTION:

Program: Border Security Inspections and Trade Facilitation at Ports of Entry (BSITF) (CBP)

- Measure: Counter Terrorism Qualitative Assessment
- FY04 Estimate = Results not available – in conjunction with the Department, CBP will work to develop and implement a methodology to conduct qualitative assessment.
- FY04 Actual = During FY 2005, an OMB PART assessment was begun on the program. As a result of the PART assessment, CBP replaced the qualitative assessment with measures that successfully assess CBP's many counter-terrorism efforts.
- CBP developed useful long-term performance and efficiency measures for this program and a plan for regular evaluations has been undertaken. New measures and goals were presented in the PART during fiscal year 2005 which illustrate the broad range of counter-terrorism programs and activities under BSITF.

GOAL 3 – PROTECTION:

Program: Remediation and Protective Actions Program and Outreach Partnership (IAIP)

- Measure: Recommended protective actions implemented for 65% of first-tier priority critical infrastructure components or key assets.
- FY04 Estimate = 30%.
- FY04 Actual = As the FY 2004 Performance and Accountability Report was being finalized, it was concluded that it would be more effective to split this program into two; Protective Actions, and Critical Infrastructure Outreach & Partnerships. Accordingly, rather than devote resources to determining a more accurate FY04 results, it was deemed more efficient to spend them in developing the new measures contained in the FY05 Annual Performance Plan. The two measures reported in this year's report are: Percentage of completed Technology Application Pilot projects having a successful proof of concept and determined to be suitable for further implementation (Protective Actions), and Percent of targeted critical sector infrastructure owner/operators, that are Homeland Security Information Network (HSIN) users (Critical Infrastructure Outreach & Partnerships).

Program: National Exercise (SLGCP)

- Measure: Percent of jurisdictions that demonstrate performance of at least 90 percent of critical tasks within the expected range in a cycle of exercises using the Department/SLGCP suite of scenarios (see note)
- FY04 Estimate = 20%
- FY04 Actual = 7%

Program: State Formula Grant (SLGCP)

- Measure: Percent of jurisdictions with populations of more than 500,000 that demonstrate performance of at least 90 percent of critical tasks within the expected range in a cycle of exercises using the Department/SLGCP suite of scenarios.
- FY04 Estimate = 20%
- FY04 Actual = 0%, none attained the 90% standard (see note)

Program: State and Local Training (SLGCP)

- Measure: Percentage of jurisdictions with populations of more than 500,000 that demonstrate performance of at least 90 percent of critical tasks within the expected range in a cycle of exercises using the Department/SLGCP suite of scenarios.
- FY04 Estimate = 20%
- FY04 Actual = 0%, none attained the 90% standard (see note)

Program: Urban Areas Security Initiative (SLGCP)

- Measure: Percentage of the participating urban areas that demonstrated performance within at least 90 percent of critical tasks within the expected range.
- FY04 Estimate = 20%
- FY04 Actual = 0%, none attained the 90% standard (see note)

Program: Evaluation (SLGCP)

- Measure: Percentage of jurisdictions with populations of more than 500,000 that have successfully demonstrated preparedness through the use of SLGCP's common suite of combating terrorism scenarios.
- FY04 Estimate = 177 (number of estimated exercises performed by jurisdictions in Fiscal year 2004. Percent was not estimated, so reported number of exercises)
- FY04 Actual = 0%, none attained the 90% standard (see note)

Note on SLGCP measures:

- Explanation: The program did not meet its fiscal year 2004 targets for jurisdictions demonstrating acceptable performance on critical tasks. Fiscal year 2004 was the first implementation year of the Homeland Security Exercise and Evaluation Program (HSEEP) doctrine, against which state and local jurisdictions assess their exercise performance. This resulted in low performance ratings as jurisdictions calibrated their exercise activities to meet HSEEP guidelines. In addition, fiscal year 2004 was the first year for these measures. As a result, fiscal year 2004 targets were

developed without definitive baseline data. Based on an analysis of the data from fiscal year 2004, the program recognized that its initial targets were set unreasonably high.

- Recommended Action: For fiscal year 2005, the program developed a new set of outcome-oriented performance measures with more reasonable, but still aggressive, targets. As a result, the program ceased using these measures after fiscal year 2004.

Program Performance Measure Goal Realignments

PROGRAM PERFORMANCE MEASURE GOAL REALIGNMENTS

From the FY 2005 Performance Budget Overview (PBO) to the Performance Report (PAR)
The DHS strategic goal under which the following performance measures are reported were changed during FY 2005 to better reflect actual operations.

Program Performance Measure	FY06 PBO Strategic Goal	FY05 PAR Strategic Goal
Improved capabilities to detect threats in urban areas (Urban Monitoring Program)	Awareness	Protection
Percent of critical infrastructure prioritized for threat vulnerability.	Awareness	Prevention
Percent of qualifying reimbursements that are made within established standards of timeliness and proper authorization.	Awareness	Organizational Excellence
The percentage of major IT projects that are within 10% of cost/schedule/performance objectives.	Awareness	Organizational Excellence
Average Ports, Waterways, and Coastal Security Risk-Based Index.	Prevention	Protection
Improve Emergency Response interoperability and compatibility to strengthen public safety preparedness and response.	Prevention	Response
Percentage of foreign nationals entering the U.S. who have biometric and (or and/or) biographic information on file prior to entry including the foreign nationals that are referred to a secondary inspection for further inspection actions and (or and/or) with fraudulent documents identified.	Prevention	Service
Percentage of students that express excellent or outstanding on the student quality of training survey (SQTS)	Protection	Prevention
Percent of responding recipients indicating the annual emerging threat assessment report is valuable.	Organizational Excellence	Awareness
Number of scholars and fellows supported and number of University Centers of Excellence.	Organizational Excellence	Protection
Percent of technologies prototyped or commercialized	Organizational Excellence	Prevention
1) Establish technical standards and test/evaluation protocols for WMD decontamination technologies and analysis tools. 2) Establish and accredit a network of private/public labs to perform testing, evaluation, and certification of WMD emergency response technologies to allow effective procurement and deployment of technologies that will substantially reduce risk and enhance resiliency of the federal, state, and local response capability.	Organizational Excellence	Prevention
Number of effective technology/technologies for commercial aircraft to defeat man-portable anti-aircraft missiles identified. Technologies identified, and prototypes developed and tested.	Organizational Excellence	Protection

Program Evaluations

The Department of Homeland Security is committed to making its programs efficient and effective. As part of our assessment and evaluation process, we identify the strengths and weaknesses of Department programs and take action to ensure continued effectiveness. During fiscal year 2005, the Office of the Inspector General (OIG) and the Government Accountability Office (GAO) performed numerous evaluations of the Department's programs. The Office of Management and Budget (OMB) also conducts evaluations each year to help improve programs.

OFFICE OF MANAGEMENT AND BUDGET EVALUATIONS

During fiscal year 2005, OMB finalized program evaluations used to inform the fiscal year 2006 President's Budget. These evaluations, Program Assessment Rating Tool (PART) ratings, classified programs as being Effective, Moderately Effective, Adequate, Ineffective, or Results Not Demonstrated. A rating of Results Not Demonstrated means that a program does not have sufficient performance measurement or performance information to show results, and therefore it is not possible to assess whether it has achieved its goals. Those ratings, the program and evaluation names, summary findings, and actions taken in FY 2005 to address recommendations are shown below. Another round of evaluations were started in FY 2005, and will be completed by OMB after publication of the FY 2005 Performance and Accountability Report.

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Border Security Inspections and Trade Facilitation at Ports of Entry	**CBP**	**Inspection Technology**	**OMB**	**2005**	**Results Not Demonstrated**
Summary findings:	The assessment found that the Inspection Technology program is unable to demonstrate results due to a lack of comprehensive, outcome-based performance measures or ambitious targets for performance goals. The majority of the performance measures for the Inspection Technology program are either "under development" or "new." There are no targets, goals, or actual data from previous years to use to measure future performance.				
Actions to address recommendations:	In response to these findings, Customs and Border Protection has developed useful long-term performance and efficiency measures for this program and a plan for regular evaluations has been undertaken. New measures were developed during FY 2005 and reviewed by the Office of Management and Budget.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Response	EP&R	FEMA Response	OMB	2005	Adequate
Summary findings:	The assessment of the Department of Homeland Security's Response program found that the program has a clear purpose. It is designed to address an existing need, which is the challenge of implementing various response plans involving many different teams, and the associated need for closer coordination of assets, resources and logistics capabilities to save lives and property in the event of a disaster, whether natural or manmade. The Response program was newly reorganized in fiscal year 2004 due to the establishment of the Department of Homeland Security. While there is no long term information available on performance, the program seems to be achieving its quarterly goals.				
Actions to address recommendations:	The Response Program worked to validate baseline performance established in fiscal year 2004 and demonstrate improvement on all Program performance measures. EP&R developed baseline information to be used to inform performance.				

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Recovery	EP&R	Recovery	OMB	2005	Adequate
Summary findings:	The assessment of the Department of Homeland Security's Recovery program found that the program has a clear purpose and addresses an existing need. FEMA's recovery programs are carefully designed to avoid duplicative disaster assistance through sequencing the delivery of FEMA assistance with the assistance available from other sources, such as insurance or other federal agency programs. The assessment of the Department of Homeland Security's Recovery program found that the program has a clear purpose and addresses an existing need.				
Actions to address recommendations:	The Recovery Program worked to determine a unit cost baseline for the Individual Assistance Program to track future reductions in the Program's delivery costs.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Office of Investigations	ICE	Office of Investigations	OMB	2005	Adequate
Summary findings:	The assessment found that the Office of Investigations has made significant progress in the integration of former customs and immigration service investigators, and has started to reap the benefits of additional investigative authorities.				
Actions to address recommendations:	In response to recommendations, the following actions were undertaken: 1) Increased funding was requested in the fiscal year 2006 budget for the Visa Security Program, Homeland Security Data Network, and worksite enforcement. 2) Steps were taken to provide stronger financial control of resources and stronger internal control mechanisms to track expenditure of funds. 3) Institution of controls to hold managers accountable for performance results were implemented. 4) Efforts to more closely cooperate with other Federal law enforcement agencies in order to prevent conflicting investigations and to utilize all resources in common investigative goals were taken. 5) Collection of critical performance data for the program's measures was undertaken.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
State Formula Grants	**SLGCP**	**State Formula Grants**	**OMB**	**2005**	**Results Not Demonstrated**
Summary findings:	State Formula Grants Program addresses the critical need of federal assistance to states and localities to prepare the nation to prepare, prevent, and respond to acts of terrorism. Findings of the evaluations are: 1) Funding is allocated by a formula that uses population as the sole risk factor, ignoring other threats and vulnerabilities. 2) The program's planning process is driven by the States and is somewhat disorganized. 3) Despite years of work, the program still lacks clear goals and measures. An effort to develop goals and measures under Homeland Security Presidential Directive 8, (HSPD-8) is proceeding fitfully. 4) While grant obligations have been timely, the actual expenditure and disbursement of funds has been slow. 5) Current reporting mechanisms focus on what has been planned and purchased with grant funds, not outcomes or accomplishments.				
Actions to address recommendations:	In response to these recommendations from OMB, SLGCP's fiscal year 2006 Budget proposed to further restructure the grant allocation process, providing the Secretary with greater discretion to award funds based on risks, threats, and vulnerabilities. SLGCP will explain the grant allocation to States through issuance of the fiscal year 2006 State Homeland Security Grant Guidance, due December 2005. Additionally, SLGCP issued the Interim National Preparedness Goal and accompanying Target Capabilities List (TCL-version 1.1) in March and May of 2005 respectively and is awaiting final approval by the President. The Goal includes the National Priorities to guide the nation's efforts to achieve and sustain nationally accepted-risk based target levels of capability found in the TCL. The fiscal year 2006 State Homeland Security Grant Guidance has been aligned to the Goal and TCL. SLGCP will submit an Annual Status Report of the nation's level of preparedness one year from the date of approval of the National Preparedness Goal.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Biological Countermeasures	**S&T**	**Biological Countermeasures**	**OMB**	**2005**	**Effective**
Summary findings:	This program ranked the highest of the three that were evaluated by the PART for Science and Technology Directorate. The Directorate was created as a new part of the Department of Homeland Security and has only now begun establishing performance measures and evaluating their progress toward reaching those goals. As such, at the conclusion of the one-year performance cycle, the Directorate can evaluate its progress toward those goals. Program funding is tracked regularly to ensure timely and accurate execution; however, during the initial execution of new programs and development of financial processes, there were delays in fiscal year 2004 and fiscal year 2005 budget execution. Task oriented execution plans are being aggressively carried out. While strategic planning and evaluation is currently underway, subsequent deficiencies have not been identified or remedied.				
Actions to address recommendations:	In response to these findings, and in consideration or the high achievements, the submitted Budget for fiscal year 2006 included an increase for this Program. The program also began further program evaluations and analysis processes which will evaluate the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Threat and Vulnerability, Testing & Assessments	S&T	Threat and Vulnerability, Testing and Assessment (TVTA)	OMB	2005	Results Not Demonstrated
Summary findings:	The Directorate was created as a new part of the Department of Homeland Security and has only now begun establishing performance measures and evaluating their progress toward reaching its goals. As such, at the conclusion of the one-year performance cycle, the Science and Technology Directorate can evaluate its progress toward those goals. Performance measures can demonstrate TVTA's progress in meeting its strategic objectives and some have been developed as part of TVTA's Strategic Planning efforts, but some fiscal and accountability controls were lacking. Strategic planning and evaluation is currently underway and subsequent deficiencies have not been identified or remedied. The program's score suffered in part from things outside its control such as the fact that outside evaluators have not had a chance to conduct plenary analysis and because legal impediments have hindered their success.				
Actions to address recommendations:	In response to these findings, the fiscal year 2006 budget included a decrease for TVTA. The Science and Technology Directorate initiated a further program evaluations and analysis processes. That process will evaluate the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Standards	**S&T**	**Standards**	**OMB**	**2005**	**Adequate**
Summary findings:	The Science and Technology Directorate was created as a new part of the Department of Homeland Security and has only begun establishing performance measures and evaluating their progress toward reaching its goals. As such, at the conclusion of the one-year performance cycle the Directorate can evaluate its progress toward those goals. Annual Performance Goals for the program are defined in its strategic planning templates and in the Future Years Homeland Security Program performance measures. They include establishing the Department standards prioritization, adoption and development process, and adopting and developing key standards in 11 subject areas including weapons of mass destruction countermeasures and operational directorates' needs. While strategic planning and evaluation is currently underway, subsequent deficiencies have not been identified or remedied. Independent evaluations of the standards program have not been accomplished to date, although the Homeland Security Standards Advisory Council will report on the fiscal year 2004 program.				
Actions to address recommendations:	The program manager began development of a program evaluation and analysis process that evaluates the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies. Results from these evaluations are expected during fiscal year 2006.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Screener Workforce	TSA	Screener Workforce	OMB	2005	Results Not Demonstrated
Summary findings:	The assessment found that the Screener Workforce program, though making progress, is unable to demonstrate outcome-based performance results. TSA is addressing past design flaws including inappropriate staffing levels, poor distribution of screeners among airports, and the inordinate use of full time over part time screeners. TSA recently undertook a workforce realignment effort and developed a draft screener staffing model. While TSA has been working aggressively to put in place procedures, systems, and processes to measure cost effectiveness and achieve efficiencies, most are not yet sufficiently in place. TSA has not yet established targets and timeframes for most annual and long term goals.				
Actions to address recommendations:	In response to these findings, the Administration included funding to sustain and improve the screener workforce in its fiscal year 2006 budget to Congress. The program developed performance targets for new performance measures, and undertook a more comprehensive and thorough evaluations on workforce issues to better understand how to address workforce performance needs.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Screening Technology	TSA	Baggage Screening Technology	OMB	2005	Results Not Demonstrated
Summary findings:	The assessment found that the Baggage Screening Technology program was unable to demonstrate outcome-based performance results: 1) The baggage screening technology architecture is sound, although questions exist regarding the efficiency of its current deployment within airports. 2) The program now has strong performance measures, but targets are under development. The program has not yet undertaken an evaluation of sufficient scope and quality. 3) TSA is in the process of implementing better management information systems so that performance oversight of technology contractors is improved.				
Actions to address recommendations:	In response to these findings, the Administration include funding in the fiscal year 2006 submitted to Congress to maintain the checked baggage system, and begin upgrading systems with next generation technology. TSA developed a business plan and Strategic Plan and Quality Management System to address performance measurement deficiencies. The program developed performance targets for new performance measures which will be in the fiscal year 2007 budget, and completed a comprehensive capital plan that addresses long term system performance needs.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Screening Technology	TSA	Passenger Screening Technology	OMB	2005	Results Not Demonstrated
Summary findings:	The assessment found that the Passenger Screening Technology program was unable to demonstrate outcome-based performance results: 1) The passenger screening technology architecture is sound, although some shortcomings exist including the quality of screening for explosives. 2) The program recently developed strong performance measures, but targets are still under development. The program has not yet undertaken an evaluation of sufficient scope and quality. 3) TSA is in the process of implementing better management information systems so that performance oversight of technology contractors is improved.				
Actions to address recommendations:	In response to these findings, the Administration included increases in the fiscal year 2006 budget to deploy new passenger screening technology to ensure all higher risk passengers receive improved screening for explosives. The program developed and implemented performance targets for the new performance measures, and completed a comprehensive capital plan that addresses long term system performance needs.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Screener Support	TSA	Screener Training	OMB	2005	Adequate
Summary findings:	The assessment found that TSA has largely addressed design flaws identified through internal and external reviews, and is working to improve overall performance. TSA increased the level and scope of supervisory training, instituted processes to identify and remediate screener skill gaps, standardized remedial training and improved access to training courses through an online learning center. Some important training issues still need to be addressed, including validating current remedial training standards and ensuring connection with the implemented staffing and operational constraints.				
Actions to address recommendations:	In response to these findings, the Administration included funding in the fiscal year 2006 budget for additional technology infrastructure, which will improve TSA's ability to train employees and monitor performance. During fiscal year 2005 the program continued to address training system and performance shortfalls, and ensured recently adopted performance measures and targets are effective for the long term for measuring training system performance.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Ice Operations	USCG	The Coast Guard Domestic Icebreaking Program	OMB	2005	Effective
Summary findings:	The PART review of this program determined that the USCG domestic icebreaking program: 1) Addresses a market failure to provide commercial icebreaking services. 2) Has a robust performance measurement program, but performance targets that are not particularly ambitious at the outcome measure level (i.e., GPRA-reporting level). 3) Holds USCG Officers accountable for achieving the program's mission. 4) Contributes to questions about sound financial management practices at the USCG. 5) Incorporates a sufficient degree of independent analysis and review that shows significant economic benefit for continuing the program.				
Actions to address recommendations:	The USCG will develop more ambitious performance targets which will be included in the fiscal year 2007 budget when sent to Congress in February of 2006 after clearance by OMB.				

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Ice Operations	USCG	The Coast Guard Polar Icebreaking Program	OMB	2005	Results Not Demonstrated
Summary findings:	The OMB Program Analysis and Review of this program determined that: 1) Currently, scientific research programs are the primary beneficiaries of the USCG's annual polar icebreaking operations. 2) Funding for the polar icebreaking program is not adequately aligned with the agencies that receive benefits, and that the USCG ice breaking operation provides a de facto subsidy to the scientific community. 3) The program has neither long-term nor annual performance measures to gauge its effectiveness or efficiency, but is working to address this shortcoming. 4) USCG Officers who manage this program are held accountable for achieving the program's mission. OMB recommended actions be taken to remedy shortcomings associated with the fiscal year 2003 CFO Audit results, as well as work towards improving the program's performance metric framework.				
Actions to address recommendations:	In fiscal year 2005 the USCG made strides toward the development of improved performance measures to gauge its effectiveness and efficiency. USCG Officers who manage this program are held accountable for achieving the program's mission.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Migrant Interdiction	USCG	Migrant Interdiction Program	OMB	2005	Moderately Effective
Summary findings:	The Migrant Interdiction PART review underscored the need for improvements to the USCG's financial management system as identified during its fiscal year 2003 CFO audit, and the USCG is seeking to address these issues by implementing a financial management remediation plan. The PART also identified some concerns with the USCG's ability to meet its long-term performance goals. The USCG contracted with the Center for Naval Analyses (CNA) to conduct a 3rd party program evaluation of the Migrant Interdiction program. CNA subsequently studied the program's performance measurement framework in depth, and offered several improvement recommendations.				
Actions to address recommendations:	The USCG assessed the feasibility of implementing several of CNA's recommendations, including those related to performance measures improvements.				

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Foreign Protectees and Foreign Missions	USSS	Foreign Protectees/Foreign Missions	OMB	2004	Effective
Summary findings:	The PART assessment found that this program effectively fulfills its mission. The program provides the capability to centrally coordinate logistics, advanced security surveys, intelligence analysis and dissemination, and other planning activities preceding actual protectee visits. The Secret Service has adopted specific, ambitious long-term performance goals and annual performance measures demonstrating progress toward them. The strategic planning process emphasizes the proactive and continuous improvement that the constantly changing protective environment mandates. The program has not engaged in comparative analysis with other Federal, State, and Local law enforcement agencies' protective programs or elements, though many security agencies view the Secret Service as a model for protective services and methods.				
Actions to address recommendations:	The Secret Service continued to make progress achieving annual and long-term performance goals as reflected in the performance section of this Performance and Accountability Report. In addition the Secret Service developed a Foreign Protection/Mission Efficiency index to demonstrate efficiencies.				

OFFICE OF MANAGEMENT and BUDGET EVALUATIONS

Program Name	DHS Entity	Name of Evaluation	By	Date	Rating on Program Findings
Protective Intelligence	USSS	Protective Intelligence	OMB	2004	Effective
Summary findings:	The PART assessment found that this program effectively fulfills its mission requirements. It provides Secret Service personnel with timely and relevant information needed to carry out associated protective operations. Advance agents are able to determine the appropriate level of operational resources needed for protectee visits based on the provided intelligence. The program works in partnership with numerous law enforcement and intelligence agencies to achieve its ambitious annual and long term goals. The agency has recently developed a protective intelligence efficiency index which will demonstrate improved efficiencies.				
Actions to address recommendations:	The Secret Service continued to make progress achieving annual and long-term performance goals as reflected in the performance section of this Performance and Accountability Report. In addition the Secret Service developed a Foreign Protection/Mission Efficiency index to demonstrate efficiencies.				

OTHER EVALUATIONS

Program	**Automation Modernization** Customs and Border Protection
Evaluation Name	Government Accountability Office (GAO): Report #GAO-04-719 - INFORMATION TECHNOLOGY: Early Releases of Customs Trade System Operating, but Pattern of Cost and Schedule Problems Needs to be Addressed (GAO-04-719)
Rating	Moderately Effective
Description	This study addresses the extent to which the latest Expenditure Plan, for fiscal year 2004, satisfies legislative conditions, provides information about the Department's efforts to implement GAO's recommendation for improving ACE management, and makes observations about ACE.
Recommended Actions / Actions Taken	The CBP Office of Information and Technology is pursuing procurement of Independent Verification and Validation (IV&V) and independent cost estimating services from a source with no prior involvement in the modernization program to ensure independence. The next major milestone is award of contract to provide IV&V and independent cost estimating services. Until this acquisition can be completed, the Federally Funded Research and Development Center (MITRE) will continue to offer assessments of the Modernization program, reporting through the Special Assistance for Audit and Quality Assurance as a means of providing an interim solution to concerns about independence raised by GAO.

OTHER EVALUATIONS

Program	**State Preparedness Grants Program** Preparedness
Evaluation Name	Homeland Security: Management of First Responder Grant Programs Has Improved, but Challenges Remain (GAO-05-121)
Rating	Moderately Effective
Description	The Government Accountability Office (GAO) observed that SLGCP has established grant award procedures for states and localities that support efforts to improve accountability in state preparedness planning. In particular, GAO noted the following substantive improvements: • SLGCP gave states additional flexibility in administering and distributing grants; • SLGCP improved grant reporting and monitoring procedures; • SLGCP required states to update state strategies to guide grant spending; • SLGCP has worked with state and local officials to address concerns related to homeland security needs assessments; • SLGCP has begun work on drafting national preparedness standards to better assess first responder needs; • SLGCP improved its grant monitoring activities; and • SLGCP revised its grant guidance to allow states and localities to increase the percentage of grant funds that could be used for grant management and administration.
Recommended Actions / Actions Taken	The report also noted a series of remaining challenges for SLGCP in managing first responder grants. In particular, GAO noted the need to balance timely and efficient awarding of grants against effective oversight and administration of grant awards. Despite SLGCP's efforts to balance these issues, some states have procurement requirements and approval processes that result in significant delays in grant awards. Some states, in conjunction with the Department, have modified their procurement practices to expedite the procurement of equipment and services. To address this concern, the Department has initiated efforts to identify and disseminate best practices on how states and localities can manage legal and procurement issues that affect grant distribution.

OTHER EVALUATIONS

Program	**Targeted Infrastructure and Capability Grants Program** Preparedness
Evaluation Name	Review of the Port Security Grant Program (OIG-05-10)
Rating	Moderately Effective
Description	The Department of Homeland Security Office of the Inspector General (OIG) assessed the strengths and weaknesses of the Port Security Grant Program. The OIG observed that the program had successfully provided funds for security within the maritime industry, had generated additional protective and deterrent investments, and had significantly increased awareness of port-related security needs. The report also noted that the program had positive, collaborative relationships with other port-security entities, particularly the Transportation Security Administration, USCG and the Department of Transportation's Maritime Administration (MARAD). The report also issued a series of recommendations to improve the strategic impact of the program and to better align its priorities and goals with national priorities.
Recommended Actions / Actions Taken	The report issued 12 specific recommendations designed to improve overall program performance: • Determine to what extent the program should incorporate Maritime Transportation Security Act (MTSA) requirements; • Incorporate critical infrastructure and key asset data from the Department's Information Analysis & Infrastructure Protection (IAIP) directorate into the evaluation of proposed port security projects; • Consider changing the weighting of the application evaluation criteria, with greater emphasis placed on the criteria that reduce critical vulnerabilities; • Cease the practice of funding projects that do not meet the definition of a Priority I project; • Require grant application reviewers to document their decisions in the grants management system; • Develop parameters that better define applicant eligibility; • Communicate information to field reviewers to educate them on eligibility and lessons learned; • Evaluate timeframes for reviewing applications with an emphasis on providing more time for review in the field and by the Executive Review Board (ERB); • Clarify the policy on funding private sector projects;

OTHER EVALUATIONS

Recommended Actions / Actions Taken *(Continued)*	• Accelerate the acquisition of more information from applicants about the scope of their projects; • Ensure that the program has sufficient operational expertise to administer the program after the award is made; and • Seek clarification on the legislative intent for the program and align all program elements to comply with that intent. The program concurred with 11 of the 12 recommendations and sought to incorporate them into fiscal year 2005 grant guidance and activities. On July 1, 2005 the OIG confirmed that SLGCP had sufficiently responded to all the recommendations, closing the review process.

Program	**US-VISIT** Screening Coordination Operations
Evaluation Name	Some Progress Made, but Many Challenges Remain on US-VISIT Program (GAO-05-202)
Rating	Moderately Effective
Description	The Department is to develop and submit for approval an expenditure plan for US-VISIT that satisfies certain conditions, including being reviewed by GAO. As agreed, GAO's objectives were to: (1) determine whether the US-VISIT fiscal year 2005 expenditure plan satisfies the legislative conditions, (2) determine the status of our US-VISIT open recommendations, and (3) provide any other observations about the expenditure plan and the Department's management of US-VISIT. Among other things, GAO was asked to determine whether the plan satisfied these conditions and to provide observations on the plan and the Department's program management.
Recommended Actions / Actions Taken	To better ensure that the US-VISIT program is worthy of investment and is managed effectively, GAO reiterates its prior recommendations and further recommends that the Secretary of Homeland Security direct the Under Secretary for Border and Transportation Security to ensure that the USVISIT program director takes the following five actions: (1) Fully and explicitly disclose in all future expenditure plans how well DHS is progressing against the commitments that it made in prior expenditure plans. (2) Reassess its plans for deploying an exit capability to ensure that the scope of the exit pilot provides for adequate evaluation of alternative solutions and better ensures that the exit solution selected is in the best interest of the program. (3) Develop and implement processes for managing the capacity of the US-VISIT system. (4) Follow effective practices for estimating the costs of future increments. (5) Make understanding the relationships and dependencies between the US-VISIT and ACE programs a priority matter, and report periodically to the Under Secretary on progress in doing so.

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Program	**Transportation Worker Identification Credential** Transportation Security Administration
Evaluation Name	Port Security / Maritime Worker Identification Card (GAO-05-106)
Rating	Moderately Effective
Description	GAO assessed what factors limited TSA's ability to meet its August 2004 target date for issuing cards and what challenges remain for TSA to implement the card.
Recommended Actions / Actions Taken	GAO recommended that the Secretary of Homeland Security direct the TSA Administrator to employ industry best practices for project planning and management, by developing a comprehensive project plan for managing the remaining life of the project and other specific, detailed plans for risk mitigation and cost-benefit and alternatives analyses.

Program	**Information and Customer Service** United States Citizenship and Immigration Services
Evaluation Name	Immigration Services: Better Contracting Practices Needed at Call Centers (GAO-05-526)
Rating	Adequate
Description	The U.S. Citizenship and Immigration Services (USCIS) within the Department of Homeland Security (DHS) provides toll-free telephone assistance through call centers to immigrants, their attorneys, and others seeking information about U.S. immigration services and benefits. As the volume of calls increased--from about 13 million calls in fiscal year 2002 to about 21 million calls in fiscal year 2004--questions were raised about USCIS's ability to ensure the reliability and accuracy of the information provided at call centers run by an independent contractor. This report analyzes: (1) the performance measures established by USCIS to monitor and evaluate the performance of contractor-operated call centers; (2) how performance measures were used to evaluate the contractor's performance; and (3) any actions USCIS has taken, or plans to take, to strengthen call center operations. USCIS developed seven performance measures intended to assess the performance and overall quality of responses provided by customer service representatives at contractor-operated call centers. These measures include how quickly calls were answered and the accuracy of information provided. The contract between USCIS and its contractor stipulated that the contractor could earn financial incentive awards if the average monthly performance met or exceeded the standards on a quarterly basis at each of four call centers. Conversely, financial deductions could be

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Description *(Continued)*	made if the standards were not met. USCIS did not finalize the terms regarding how the contractor's actual performance would be calculated, or scored, before awarding the contract. This limited USCIS's ability to exercise performance incentives (positive or negative) because the parties could not reach agreement on performance terms. USCIS suspended the use of financial incentives while the parties negotiated the issue. Agreement was not reached after 16 months, however, USCIS determined that the contractor had failed to meet standards for 4 of the 7 performance measures in the fourth quarter of 2004 and took action to reduce its payments for services. The contractor objected, citing the lack of agreement on the performance measurements and the impact of workload increases, but USCIS disagreed and stated it would reduce payment. In a separate but related matter, USCIS failed to meet contractual, regulatory, and GAO standards pertaining to how the contractor's performance would be documented--especially with respect to any deficiencies. Finally, USCIS exercised its option to extend the call center contract through May 2006, to allow time to solicit and award new call center contracts. USCIS said it intends to finalize performance measurement terms in the new contracts. USCIS used contractor performance data it collected over the course of the contract to identify opportunities to improve customer service and call flow, among other things. Several initiatives were launched as a result.
Recommended Actions / Actions Taken	1. Finalize contract terms related to specific performance measurement requirements before awarding new performance-based call center contracts. Status-Complete. USCIS' new solicitation specifically identifies six contract performance requirements that are non-negotiable. 2. Maintain readily available written records of performance assessments and performance evaluation meetings with the contractor. Status-Complete. On April 20, 2005, USCIS assumed the responsibility for administering this contract and written records of performance assessments and performance evaluation meetings are maintained and readily available for review.

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