

DHS 2015: The Secretary's Progress Report



Homeland Security

Improving the Manner in Which We Deliver Homeland Security



Homeland
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Filling the Vacancies



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Secretary



Deputy Secretary



Under Secretary
NPPD



Under Secretary
I & A



Under Secretary
S & T



Commissioner
CBP



Director
USCIS



Assistant Secretary
ICE



Chief Financial
Officer



Deputy Administrator
FEMA



Inspector General



Assistant Secretary
Legislative Affairs



Assistant Secretary
Public Affairs

Unity of Effort

U.S. Department of Homeland Security
Washington, DC 20528

APR 22 2014

 **Homeland Security**

MEMORANDUM FOR DHS LEADERSHIP

FROM: Secretary Johnson 

SUBJECT: Strengthening Departmental Unity of Effort

The Department of Homeland Security has many strengths, starting with the professionalism, skill, and dedication of its people and the rich history and tradition of its Components. These strengths have allowed the Department to achieve many successes in the short time since its creation. It is clear to me, however, that DHS has yet to reach its full potential as an organization. Such potential is difficult to achieve and takes even the best organizations many years. Complicating matters is the difficult budget environment we currently face.

Resource constraints also provide the impetus to build and mature our organization into one that is greater than the sum of its parts—one that operates with much greater unity of effort. As I noted in my recent testimony on our FY 2015 budget request, I am committed to improving our planning, programming, budgeting, and execution processes through strengthened Departmental structures and increased capability. We must have better traceability between strategic objectives, budgeting, acquisition decisions, operational planning, and mission execution, in order to improve both Departmental cohesiveness and operational effectiveness.

To be clear, these changes are not designed to centralize decision-making authority and processes within an opaque DHS Headquarters. To the contrary, these changes are intended to transparently incorporate DHS Components into unified decision-making processes and the analytic efforts that inform decision-making. Our collective goal is to better understand the broad and complex DHS mission space and empower DHS Components to effectively execute their operations.

To accomplish this task, we will capitalize on existing structures and create new capability where needed—for example, as revealed by our recent Integrated Investment Life Cycle Management pilot study, which tested the linkages between interrelated strategy, capabilities and resources, programming and budgeting, and major acquisition oversight processes. That effort underscored the need to further strengthen all elements of the process, particularly the upfront development of strategy, planning, and joint requirements. Our collective task is to institutionalize improvements to support our primary objective: the effective execution of our missions. I have identified several initial focus areas that are intended to build organizational capacity, in order to develop action plans and implement change. Each requires our immediate attention.

1. **Departmental Leadership Forum:** The Department has not had a forum for its most senior leadership—Component heads, Under Secretaries, and the heads of select other offices—to gather regularly with me and the Deputy Secretary in an environment of trust, and



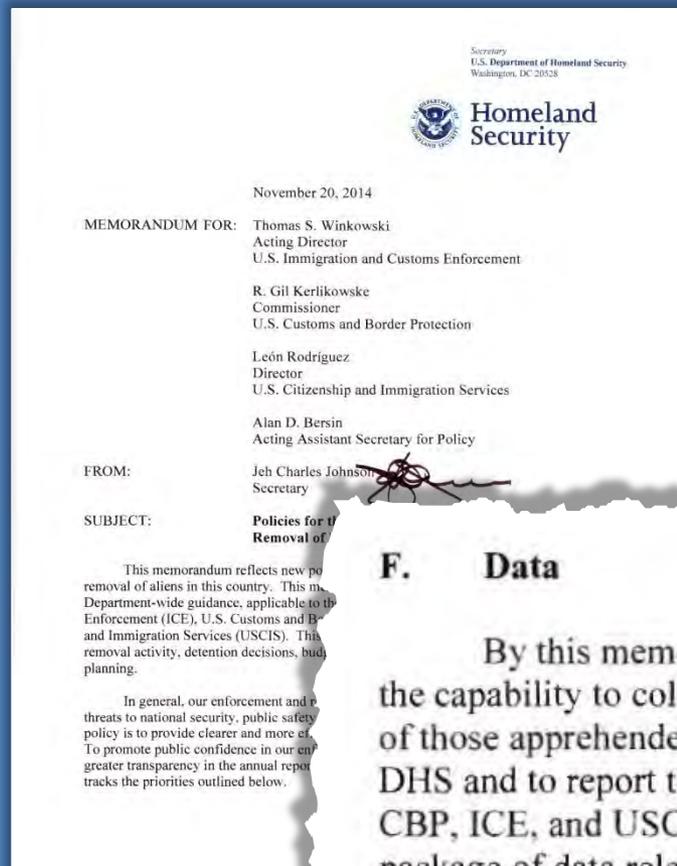
Homeland Security

A Commitment to Transparency



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A Commitment to Transparency



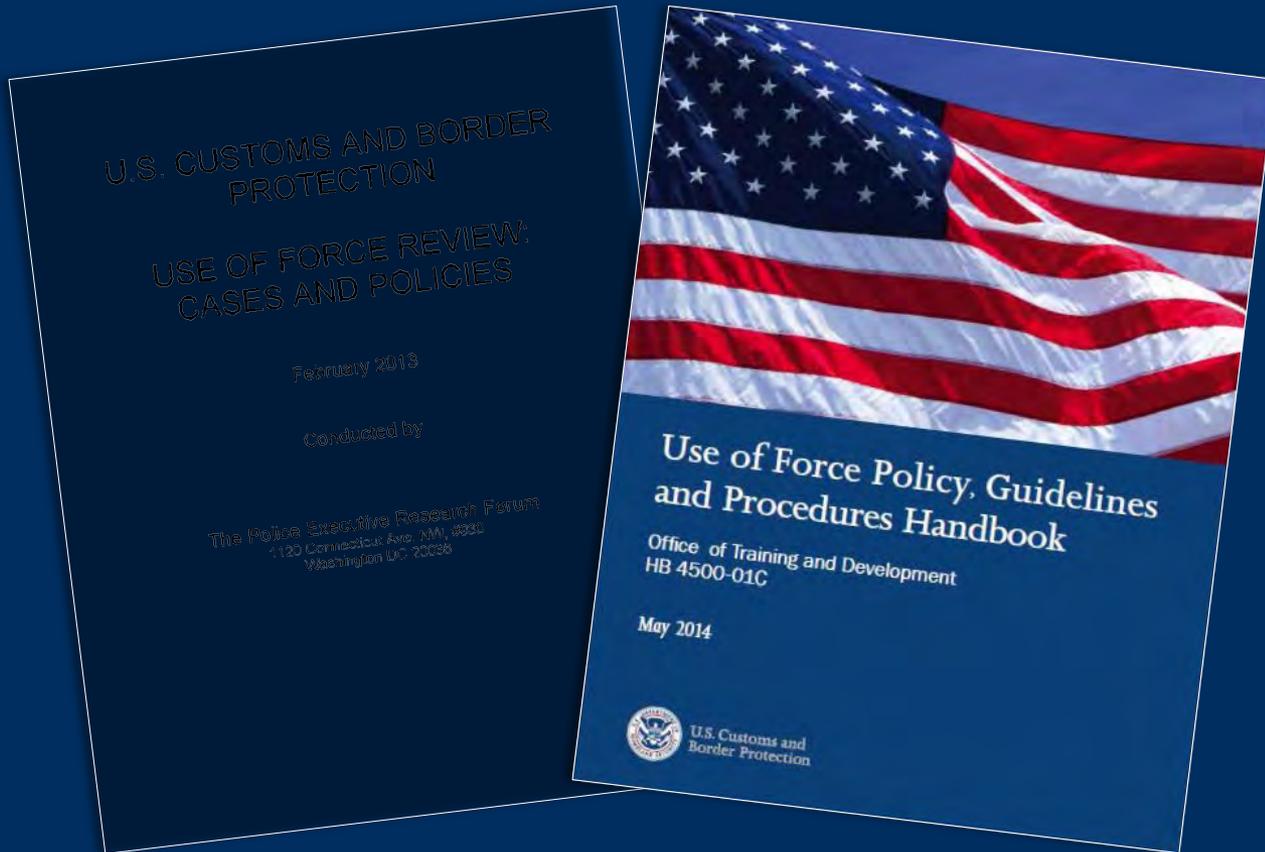
F. Data

By this memorandum I am directing the Office of Immigration Statistics to create the capability to collect, maintain, and report to the Secretary data reflecting the numbers of those apprehended, removed, returned, or otherwise repatriated by any component of DHS and to report that data in accordance with the priorities set forth above. I direct CBP, ICE, and USCIS to cooperate in this effort. I intend for this data to be part of the package of data released by DHS to the public annually.



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A Commitment to Transparency



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Improving Morale



Improving Morale



Getting off the GAO High Risk List



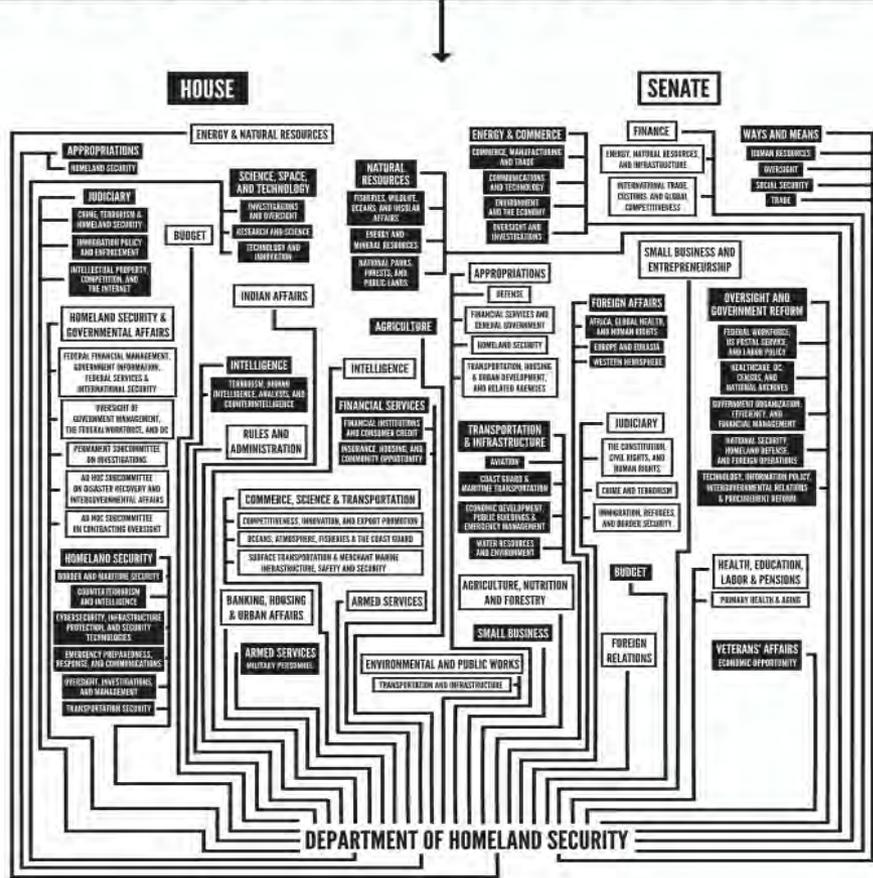
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Improving Responsiveness to Congress



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INSTEAD, WE HAVE THIS.



"THINK OF HAVING A HUNDRED BOSSES. THINK OF REPORTING TO A HUNDRED PEOPLE. IT MAKES NO SENSE. YOU COULD NOT DO YOUR JOB UNDER THOSE CIRCUMSTANCES."¹

—9/11 COMMISSION CHAIRMAN THOMAS H. KEAN

Congress's confused oversight of the Department of Homeland Security has left our nation vulnerable to cyberthreats, biohazards, and small planes and boats carrying unknown cargo.² The 9/11 Commission recommended streamlining oversight of the Department of Homeland Security. Instead, Congress made matters worse. In 2004, DHS answered to 88 Congressional committees and subcommittees. In the last Congress, that number had grown to 92 – along with 27 other caucuses, commissions and groups. It's been 10 years since the 9/11 Commission urged Congress to act.

WHAT IS CONGRESS WAITING FOR?

Improving Responsiveness to Congress



“Mr. Secretary, I want to begin by thanking you for your accountability... Your responsiveness to our requests and our questions and your commitment to transparency -- I think there's a long way to go still within the department, but in the last 12 months, we've seen more transparency than we've seen in years. And so I really appreciate that.”

Rep. O'Rourke (D-TX)



“I can tell you, since you've taken office, the production and the response to Congress in terms of responding to our letters and inquiries is -- the difference, I cannot tell you how much better it is. And I thank you and the people who work on this, I do appreciate that.”

Rep. Chaffetz (R-UT)



“Secretary Jeh Johnson has proven to be a capable leader, a transparent partner with Congress, and committed to making tough decisions and improving the Department.”

Sen. Coburn (R-OK)

From Worst to First

The Washington Post

DHS, Social Security and SEC take top honors for plain federal writing

The guardians of clear and concise writing in government awarded top honors Tuesday to the

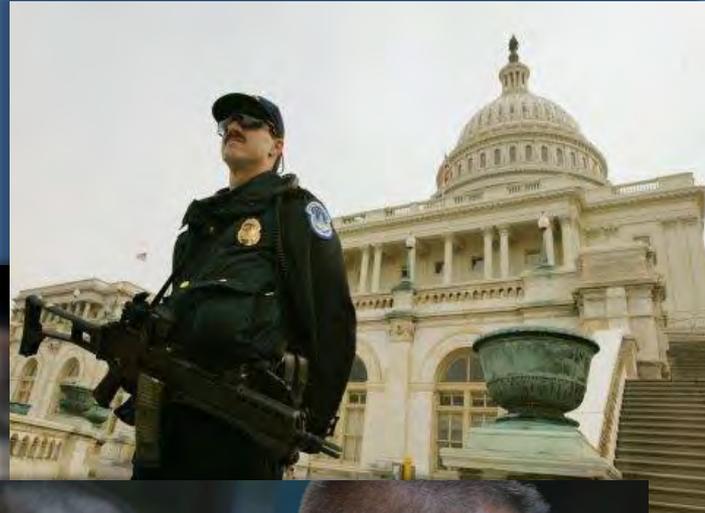
The guardians of clear and [concise writing](#) in government awarded top honors Tuesday to the Department of Homeland Security, the Social Security Administration and the Securities and Exchange Commission for the best job last year turning bureaucratese into plain writing for the public.

committee for the Center for Plain Language.

“It’s hard to write plainly,” Cheek said. “The result looks easy. But writing bureaucratically is a lot easier.”

Counterterrorism

The Federal Protective Service



Homeland
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Joint Intelligence Bulletins



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Engaging the Community



If You See Something, Say Something

if you
SEE | **SAY**
something | something™

**REPORT
SUSPICIOUS
ACTIVITY**
to local authorities.

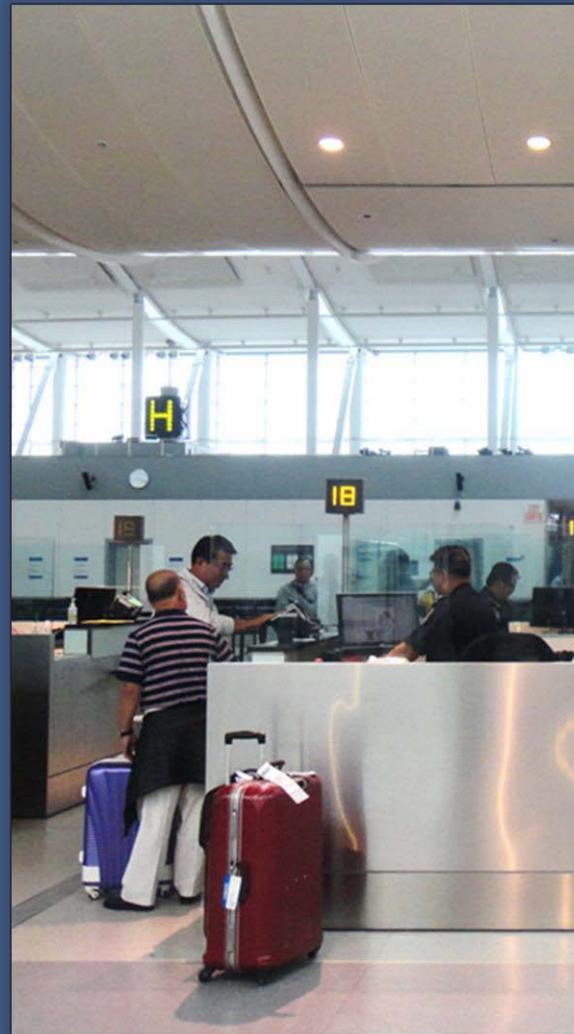


TM

Aviation Security



Preclearance



Homeland
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Preclearance



U.S. Customs and Border Protection



Preclearance Expansion

Fiscal Year 2015 Guidance for Prospective Applicants

Beginning in 2015, the United States intends to expand air preclearance operations to new locations. Through preclearance, the same immigration, customs, and agriculture inspections of international air passengers performed on arrival in the United States can be completed before departure at foreign airports instead. Currently, preclearance operations take place at 15 foreign airports in six different countries, benefitting air passengers, airports, and air carriers, in the United States and abroad.

The U.S. Department of Homeland Security (DHS) is the U.S. government agency responsible for securing U.S. borders and facilitating international trade and travel. Within DHS, U.S. Customs and Border Protection (CBP) will administer a process to evaluate and prioritize an initial set of potential preclearance locations to begin formal preclearance negotiations in 2015. Foreign airport authorities that are interested in initiating the process to establish preclearance operations at their location are encouraged to submit a letter detailing their interest to CBP at preclearanceexpansion@cbp.dhs.gov by November 30, 2014.



25 Letters of Interest

The FY 2015 Preclearance Expansion Process

Initial Submission	Collaborative Review	Prioritization	Negotiation	Finalization
Airport authorities submit a letter outlining their interest in preclearance expansion	DHS technical teams conduct site visits and work with applicant airports to develop their preclearance model	DHS, with the U.S. Department of State, prioritizes applicant airports that are ready for formal negotiations to begin in 2015	Formal negotiations occur between the United States and the host government	Agreement is reached between the United States and the host government to establish preclearance operations
November 2014	December 2014	December 2014	Starting January 2015	24-36 months after negotiations begin



Homeland Security

Fixing our Immigration System



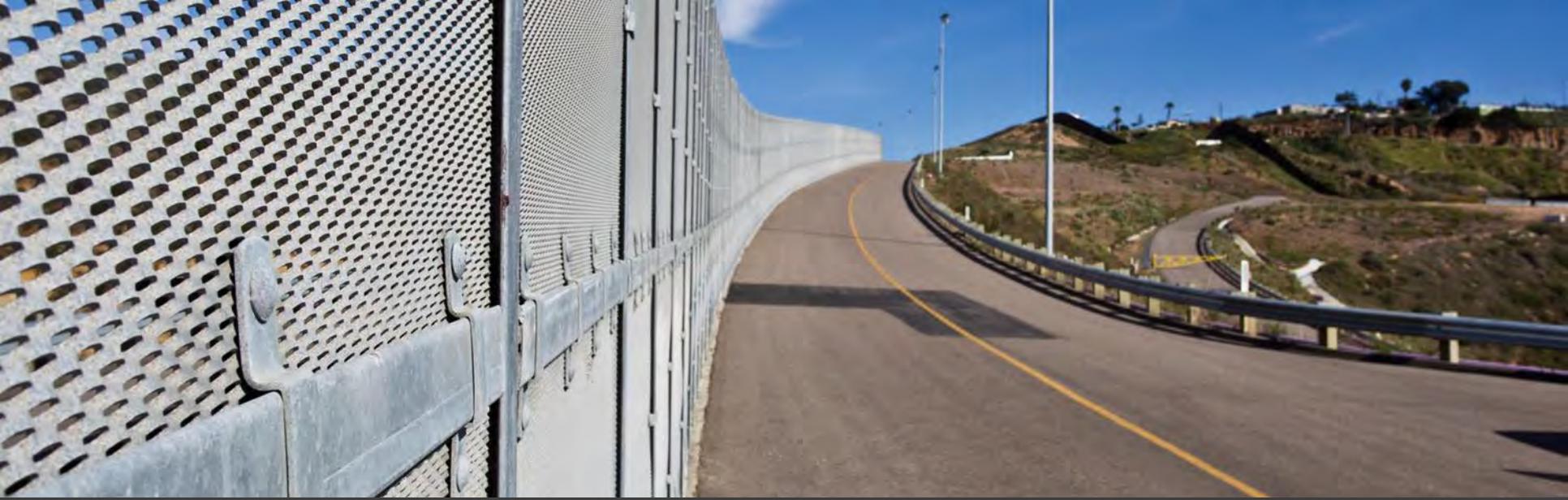
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Fixing our Immigration System

- Immigrant accountability
- Prioritizing felons over families
- Prioritizing border security
- Southern Border Campaign Plan
- Ending Secure Communities
- Pay reform for ICE ERO personnel
- Helping military families
- Promoting access to citizenship
- Supporting high-skilled workers



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Strengthening Border Security



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The Public Perception

June 2013 Survey*

“Just your best guess—compared with ten years ago, do you think the number of immigrants entering the U.S. illegally today is higher, lower, or about the same?”

55% -----Higher

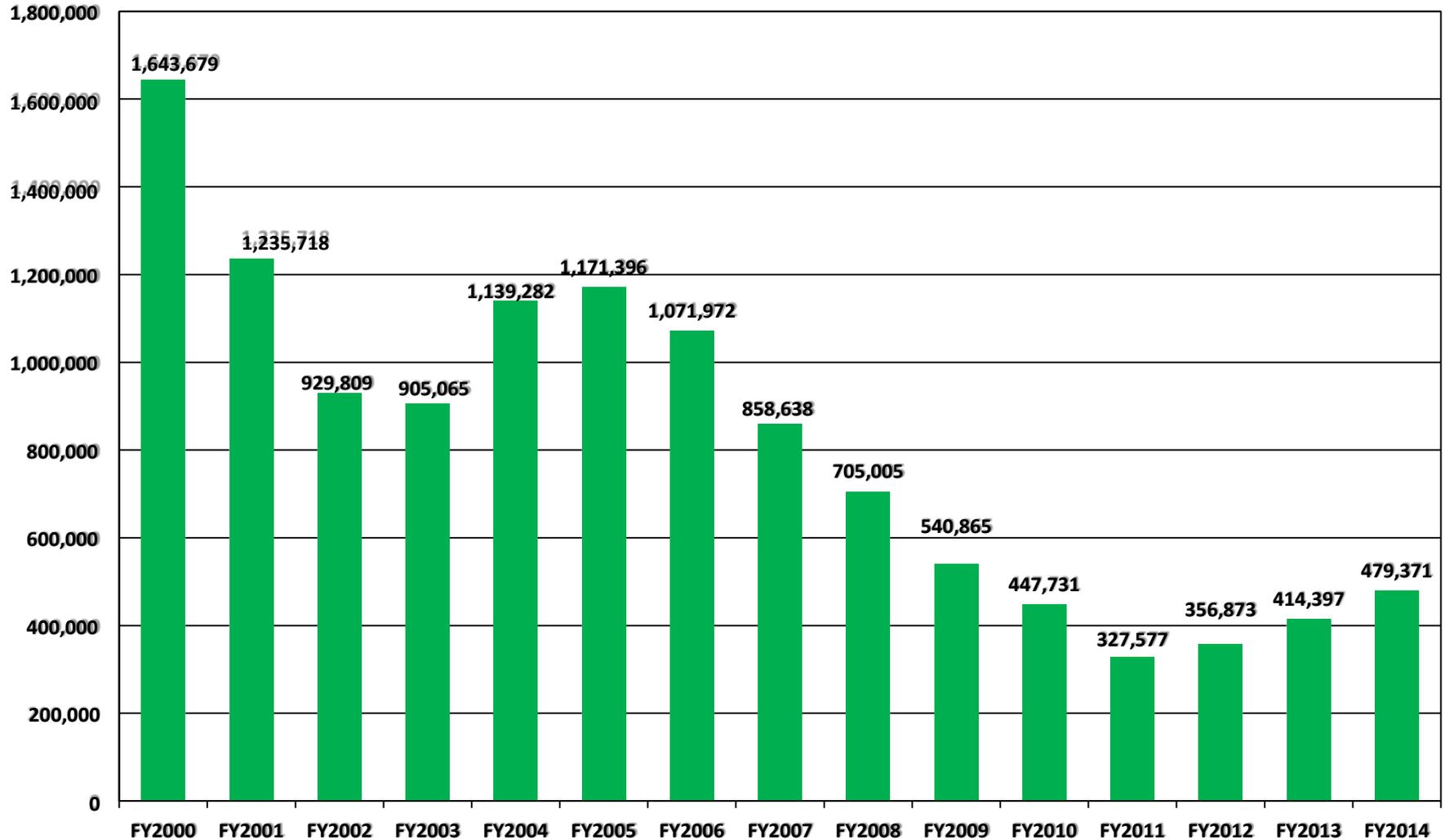
15% -----Lower

27% -----About the same

3% -----Unsure or refused to
answer

Southwest Border

USBP Apprehensions FY2000 – FY2014



Today's Border Patrol

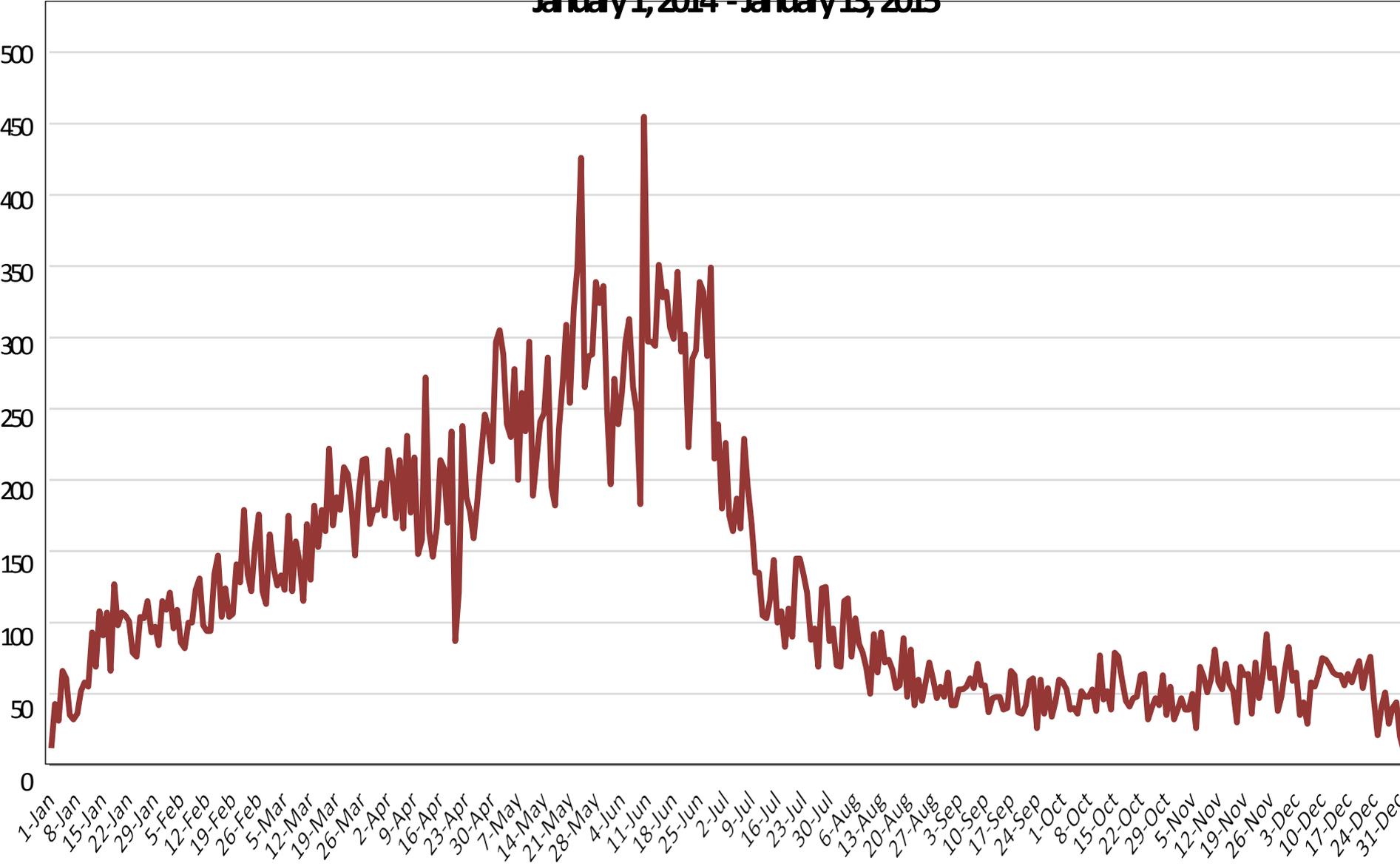


\$3.5 billion budget/ 23,000 personnel/ 20,833 agents



CBP Rio Grande Valley (RGM) Sector Unaccompanied Children Apprehensions

2014
January 1, 2014 - January 13, 2015



The Future

- Implementing a Risk Based Strategy
- Better Technology
- More Equipment
- Enhanced Detection Capability
- Southern Border Campaign Strategy



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Risk Based Strategy



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Multi-Role Enforcement Aircraft



Sensor Upgrades for Tactical Aircraft



Mobile Video Surveillance Systems



Remote Video Surveillance Systems



Tethered Aerostat Radar Systems



South Texas Residential Center



Public Awareness Campaign

“Know the Facts”



AVISO AL PUEBLO GUATEMALTECO:

¿Qué es la reciente acción ejecutiva del Presidente Barack Obama?

- Es una medida temporal que, en ciertos casos, aplica la deportación de personas sin documentos que entraron en los Estados Unidos antes de enero 1 del 2010 y que son padres de un ciudadano o de un residente permanente estadounidense.
- No es para quienes en este momento viven fuera de los Estados Unidos.
- Es una medida que da prioridad a la deportación inmediata de gente que intenta cruzar la frontera sin documentos, hoy y en el futuro.
- Personas que viven en los Estados Unidos dejan de ser elegibles para la acción ejecutiva si hablan de enviar a sus hijos sin documentos.
- No es un permiso ni autorizas un estatus legal.
- No es una reforma migratoria.

Si alguna persona le dice o promete algo diferente, por favor, no le crea. ¡Protéjase!



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- No es un permiso ni autorizas un estatus legal.
- No es una reforma migratoria.
- No es una broma por la cual los inmigrantes deberían entregar sus visas para hablar de entrar a Estados Unidos sin papeles - si lo quieren en la frontera sin papeles, no así entrar bajo esta medida y con prioridad para deportación.

Si alguna persona le dice o promete algo diferente, por favor, no le crea. ¡Protéjase!



Public Awareness Campaign



Jan. 21, 2015

An Open Letter Concerning Illegal Migration into the United States

Secretary Jeh C. Johnson



The Southern Border Campaign



Homeland
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Current



Homeland Security

The Southern Border Campaign Plan



THREE JOINT TASK FORCES

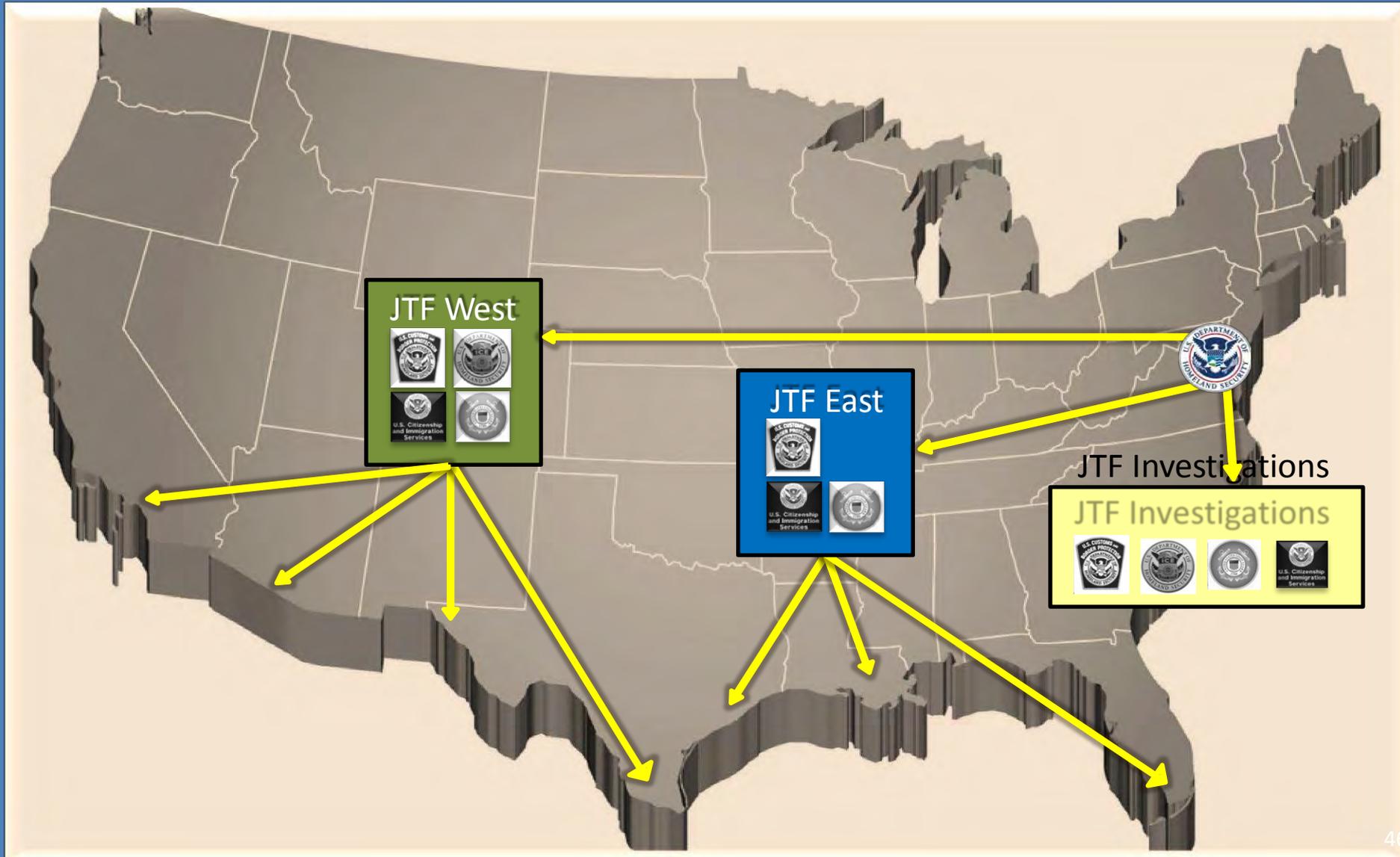
The Southern Border Campaign Plan



Southern Border and Approaches Campaign



The Southern Border Campaign Plan



Lawful Trade and Travel



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Lawful Trade and Travel

In 2014, TSA:

- Enrolled 800,000 passengers in TSA Pre✓TM
- Screened 653,487,270 passengers
- Screened more than 443,000,000 checked bags
- Screened nearly 1,700,000,000 carry on bags

Lawful Trade and Travel

In 2014, CBP:

- Processed 374,000,000 travelers at air, land, and sea ports of entry
- Enrolled 1,250,000 people enrolled in CBP's Trusted Traveler Programs
- Processed \$2,400,000,000,000 trillion in trade
- Processed 25,700,000 cargo containers

Cybersecurity



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Cybersecurity

- **National Cybersecurity Protection Act of 2014**
(codifies the authority of DHS to assist the private sector)
- **Federal Information Security Management Act of 2014**
(codifies authority of DHS to assist other federal agencies)
- **Border Patrol Agent Pay Reform Act of 2014**
(ensures DHS's ability to hire and pay cybersecurity workforce)



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Cybersecurity



Protecting the Nation's economic prosperity, national security and our individual liberties by securing cyberspace

- Information sharing
- Limit liability
- Data breach notification
- Enforce criminal penalties

The Secret Service



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Federal Law Enforcement Training Center



The Coast Guard



National Security Cutter



Fast Response Cutter



Offshore Patrol Cutter



Homeland
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FEMA



Snohomish County, WA



Mayflower, AR

Congress – We need your help!



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Conclusion



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