



## Our Vision

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*A homeland that is safe, secure, and resilient against terrorism and other hazards.*

## Our Mission

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*We will lead efforts to achieve a safe, secure, and resilient homeland. We will counter terrorism and enhance our security; secure and manage our borders; enforce and administer our immigration laws; protect cyber networks and critical infrastructure; and ensure resilience from disasters. We will accomplish these missions while providing essential support to national and economic security and maturing and strengthening the Department of Homeland Security and the homeland security enterprise.*

## About this Report

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The U.S. *Department of Homeland Security Annual Performance Report for Fiscal Years (FY) 2012 – 2014* presents the Department's performance measures and applicable results aligned to our missions, provides the planned performance targets for FY 2013 and FY 2014, and includes information on the Department's Priority Goals. The report is consolidated to incorporate our annual performance plan and annual performance report.

The *FY 2012 – 2014 Annual Performance Report* is one in a series of three reports which comprise the Department's Performance and Accountability Reports:

- ***DHS Annual Financial Report:*** Delivery date – November 15, 2012
- ***DHS Annual Performance Report:*** Delivery date – April 10, 2013
- ***DHS Summary of Performance and Financial Information:*** Delivery date – February 15, 2013

When published, all three reports will be located on our public website at:

[http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

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Homeland  
Security

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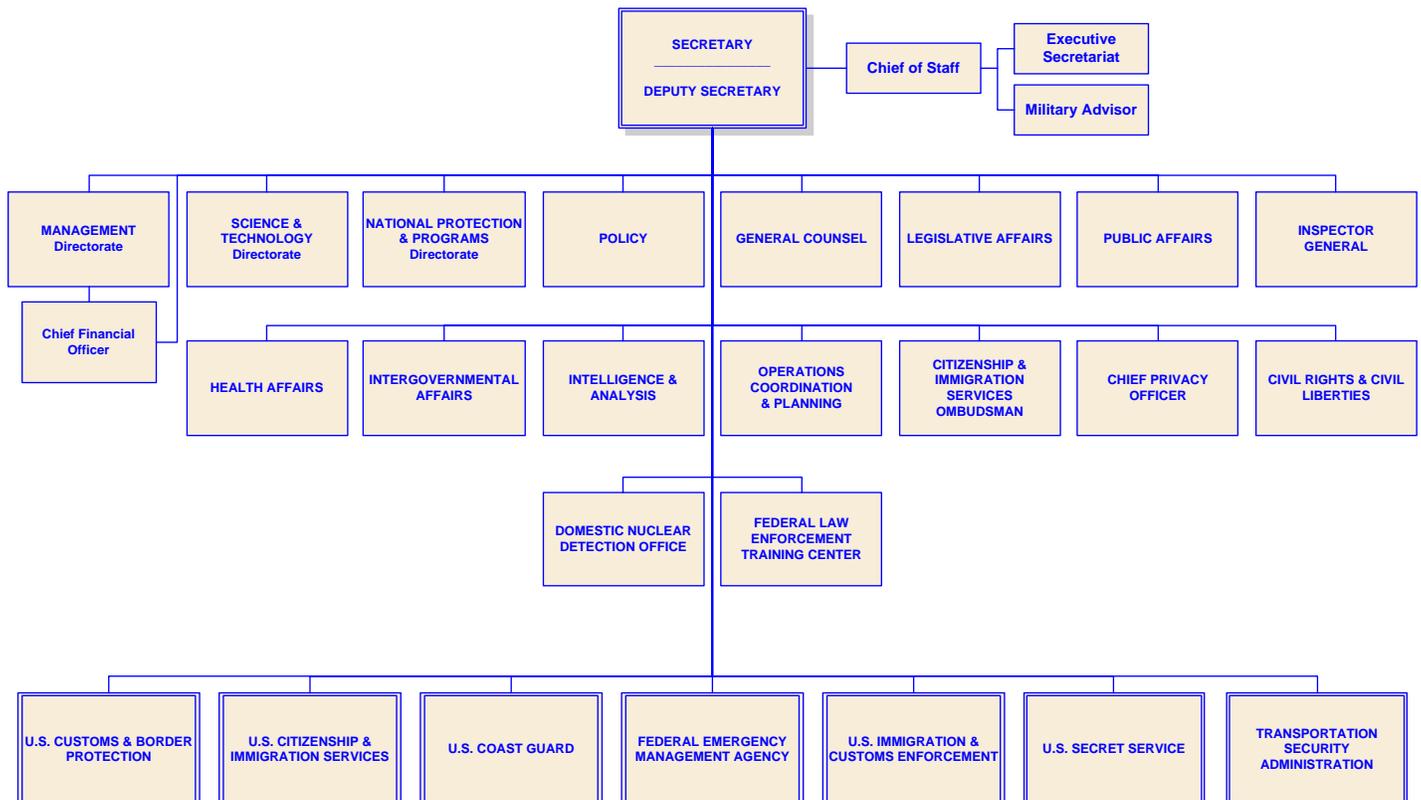
## Introduction

The U.S. Department of Homeland Security (DHS) Annual Performance Report (APR) for Fiscal Years 2012 – 2014 presents the Department’s performance measures and applicable results for FY 2012, associated performance targets for FY 2013 and FY 2014, and information on our Agency Priority Goals (APG). The FY 2012 – 2014 APR is submitted as part of DHS’s FY 2014 Congressional Budget Justification and satisfies the *Government Performance and Results Act* (GPRA) and the *GPRA Modernization Act of 2010* requirement to publish the Department’s Annual Performance Report and Annual Performance Plan.

## Organization

The Department of Homeland Security’s seven operational Components, listed along the bottom of the chart below, lead the Department’s front-line activities to protect our Nation. The remaining Components of the Department provide resources, analysis, equipment, research, policy development, and support to ensure the front-line organizations have the tools and resources to accomplish the DHS mission. For more information about the Department’s structure, visit our website at <http://www.dhs.gov/organization>.

**DHS Organizational Chart**



## Missions and Responsibilities for Homeland Security

This report is organized around the major missions and responsibilities identified in the [U.S. Department of Homeland Security Strategic Plan for Fiscal Years \(FY\) 2012-2016](#). The Strategic Plan continues the Department's efforts to prioritize front-line operations while maximizing the effectiveness and efficiency of every taxpayer dollar the Department receives. The Plan was developed from the deliberations and conclusions of the Quadrennial Homeland Security Review ([QHRS](#)) and the Plan describes the homeland security missions and the Departmental efforts to provide essential support to national and economic security and to mature and strengthen DHS. The Missions and Goals of the Department are provided below.

### Mission 1: Preventing Terrorism and Enhancing Security

Protecting the United States from terrorism is the cornerstone of homeland security. DHS's counterterrorism responsibilities focus on three goals: preventing terrorist attacks; preventing the unauthorized acquisition, importation, movement, or use of chemical, biological, radiological, and nuclear materials and capabilities within the United States; and reducing threats to and vulnerability of critical infrastructure, key resources, essential leadership, and major events from terrorist attacks and other hazards.

**Goal 1.1: Preventing Terrorist Attacks** – Prevent malicious actors from conducting terrorist attacks within or against the United States.

**Goal 1.2: Prevent the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear (CBRN) Materials and Capabilities** – Prevent malicious actors from acquiring or moving dangerous chemical, biological, radiological, and nuclear materials or capabilities within the United States.

**Goal 1.3: Manage Risks to Critical Infrastructure, Key Leaders, and Events** – Reduce the vulnerability of key sectors to attack or disruption.

### Mission 2: Securing and Managing Our Borders

The protection of the Nation's borders—land, air, and sea—from the illegal entry of people, weapons, drugs, and other contraband while facilitating lawful travel and trade is vital to homeland security, as well as the Nation's economic prosperity. The Department's border security and management efforts focus on three interrelated goals: effectively securing U.S. air, land, and sea borders; safeguarding and streamlining lawful trade and travel; and disrupting and dismantling transnational criminal and terrorist organizations.

**Goal 2.1: Secure U.S. Air, Land, and Sea Borders** – Prevent the illegal flow of people and goods across U.S. air, land, and sea borders.

**Goal 2.2: Safeguard Lawful Trade and Travel** – Facilitate and secure lawful trade and travel.

**Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations** – Disrupt and dismantle transnational organizations that engage in smuggling and trafficking across the U.S. border.

### **Mission 3: Enforcing and Administering Our Immigration Laws**

DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. The Department has fundamentally reformed immigration enforcement, focusing on identifying and removing criminal aliens who pose a threat to public safety and targeting employers who knowingly and repeatedly break the law.

**Goal 3.1: Strengthen and Effectively Administer the Immigration System** – Promote lawful immigration, facilitate administration of immigration services, and promote the integration of lawful immigrants into American society while guarding against fraud and abuse of the immigration system.

**Goal 3.2: Prevent Unlawful Immigration** – Reduce conditions that encourage foreign nationals to illegally enter and remain in the United States, while identifying and removing those who violate our laws.

### **Mission 4: Safeguarding and Securing Cyberspace**

DHS is responsible for protecting the federal Executive Branch civilian agencies and while working collaboratively with the private sector to protect the Nation's critical infrastructure. This includes the "dot-gov" world, where the government maintains essential functions that provide services to the American people, as well as privately owned critical infrastructure which includes the systems and networks that support the financial services industry, the energy industry, and the defense industry.

**Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment** – Ensure malicious actors are unable to effectively exploit cyberspace, impair its safe and secure use, or attack the Nation's information infrastructure.

**Goal 4.2: Promote Cybersecurity Knowledge and Innovation** – Ensure that the Nation is prepared for the cyber threats and challenges of tomorrow.

### **Mission 5: Ensuring Resilience to Disasters**

DHS coordinates the comprehensive federal efforts to prepare for, protect against, respond to, recover from, and mitigate a terrorist attack, natural disaster or other large-scale emergency, while working with individuals, communities, the private and nonprofit sectors, faith-based organizations, federal, state, local, tribal, and territorial partners to ensure a swift and effective recovery. The Department's efforts to build a ready and resilient Nation include fostering a Whole Community approach to emergency management nationally; building the Nation's capacity to stabilize and recover from a catastrophic event; bolstering information sharing and building unity of effort and common strategic understanding among the emergency management team; building plans and providing training to our homeland security partners; and promoting preparedness within the private sector.

**Goal 5.1: Mitigate Hazards** – Strengthen capacity at all levels of society to withstand threats and hazards.

**Goal 5.2: Enhance National Preparedness through a Whole Community Approach to Emergency Management** – Engage all levels and segments of society in improving preparedness.

**Goal 5.3: Ensure Effective Emergency Response** – Strengthen nationwide response capacity to stabilize and recover from a catastrophic event.

**Goal 5.4: Rapidly Recover from a Catastrophic Event** – Improve the Nation’s ability to adapt and rapidly recover.

In addition to the core missions of the Department described above, DHS provides focus in two areas: 1) providing essential support to national and economic security; and, 2) maturing and strengthening DHS.

## **Providing Essential Support to National and Economic Security**

DHS leads and supports many activities that provide essential support to national and economic security including, but not limited to: maximizing collection of customs revenue; maintaining the safety and security of the marine transportation system; preventing the exploitation of children; providing law enforcement training; and coordinating the Federal Government’s response to global intellectual property theft. DHS contributes in many ways to these elements of broader U.S. national and economic security while fulfilling its homeland security missions.

**Goal: Collect Customs Revenue and Enforce Import/Export Controls** – Maximize the collection of customs revenue and protect U.S. intellectual property rights and workplace standards.

**Goal: Ensure Maritime Safety and Environmental Stewardship** – Prevent loss of life in the maritime environment, maintain the marine transportation system, and protect and preserve the maritime environment.

**Goal: Conduct and Support Other Law Enforcement Activities** – Prevent the exploitation of individuals and provide law enforcement training for the execution of other non-DHS federal laws and missions.

**Goal: Provide Specialized National Defense Capabilities** – Support national defense missions and post-conflict reconstruction and stabilization.

## **Maturing and Strengthening DHS**

Maturing and strengthening DHS and the entire homeland security enterprise—the collective efforts and shared responsibilities of federal, state, local, tribal, territorial, non-governmental, and private-sector partners, as well as individuals, families, and communities—is critical to the Department’s success in carrying out its core missions and operational objectives. This includes enhancing shared awareness of risks and threats, building capable, resilient communities, and fostering innovative approaches and solutions through cutting-edge science and technology, while continuing to improve Department management and accountability.

**Goal: Improve Cross-departmental Management, Policy, and Functional Integration** – Transform and increase the integration of departmental management.

**Goal: Enhance DHS Workforce** – Continue to build human resource programs that support departmental mission goals and objectives, create high technical proficiency, and address the needs of the Department’s employees in executing DHS missions.

**Goal: Enhance Intelligence, Information Sharing, and Integrated Operations** – Institute optimal mechanisms to integrate the Department’s intelligence elements, increase operational capability, and harmonize operations.

## DHS Management Priorities

To address the challenges of managing 15 Components with varied management systems and processes as a unified agency, the Department continues a strategic approach focused on maturing organizational effectiveness through integration. Secretary Napolitano challenged the Department to become “One DHS” in 2009, and the Under Secretary for Management embraced that challenge by developing an *Integrated Strategy for High Risk Management* that provides an aggressive, yet sustainable plan to improve horizontal and vertical integration throughout the Department’s management functions.

While there is still work ahead, a stronger management framework has contributed to positive results such as:

- A full scope qualified audit opinion on all financial statements;
- A more seamless process to evaluate and oversee all investments;
- Clearer lines of authority between the Department and Components through new management delegations and directives;
- Enhanced business intelligence to better inform investment decisions and management health;
- Consolidation of numerous data centers;
- A more mobile workforce; and
- Stronger acquisition oversight to identify poor performing programs in a timely manner.

Moving forward, the Department is focused on ensuring that the right systems, processes, and people are in place to meet DHS mission goals. This approach is built around three key elements:

1. *Financial Enhancement*: improve DHS financial systems so information is reliable and timely to support Department-wide decision-making needs to ensure efficient and effective management of funds.
2. *Acquisition Enhancement*: continue building and institutionalizing an acquisition framework that improves program execution.
3. *Human Capital Management Enhancement*: recruit a diverse workforce, enhance employee engagement, and improve workforce planning

**Financial Management:** Since its inception, the DHS budget has nearly doubled to \$60.5 billion in FY 2012. DHS is committed to reducing improper payments, managing property effectively, increasing the reliability of financial information, and improving debt collection.

Specifically, the Department has adopted a decentralized approach to address financial management system modernization, focusing first on Components with the greatest need. Additionally, the

Department is developing CFO Horizon, a centralized business intelligence solution that provides financial information across organizational boundaries and from disparate systems. CFO Horizon will deliver an enterprise reporting capability with dashboard views of key business metrics to support Departmental leadership in making investment decisions. These priority efforts will ensure efficient and effective management of funds.

**Acquisition Management:** The Department continues to enhance its acquisition oversight by addressing the “front end” requirements as well as the “back end” program management in order to minimize risk, encourage fiscal responsibility, and improve execution across the entire acquisition lifecycle. In FY 2012, the Department issued the Program Management and Execution Playbook, which introduces a plan for strengthening program management and execution capabilities. The Playbook outlines a series of initiatives, including: improving acquisition and program management expertise, improving governance processes, increasing access to best practices through Centers of Excellence, and increasing access to reliable investment data and analysis via improved business intelligence tools. In addition, the Department established an Executive Steering Committee during FY 2012 to implement the Integrated Investment Life Cycle Management (IILCM), a transformational initiative to integrate budget formulation and execution so “strategy drives budget versus budget driving strategy.” The IILCM will be piloted in three areas beginning in FY 2013. Based upon lessons learned from the pilots, the Department will establish a more robust framework for the implementation of the IILCM process. The IILCM will provide a strategic framework to manage investments within the Department; providing the critical linkages between strategy, requirements, resource allocation, procurement, and programs.

**Human Capital Management:** Secretary Napolitano issued the *DHS Workforce Strategy for FY 2011-2016* to serve as the foundation for continued growth of DHS employees and to strengthen the Department’s collective ability to prevent and respond to the threats facing America. This strategy continues to be a priority of the Department as seen in a number of human capital achievements, including: the mid-level leader development program; exceeding Veteran hiring goals in FY 2012; and the creation of an Employee Engagement Executive Steering Committee to address the results of the Federal Employee Viewpoint Survey. Additionally, the Department is developing a strategic workforce planning capability that will allow leadership to better match critical resource needs with hiring efforts, make prudent decisions about the talent pipeline, and ensure the continued development of the workforce. The Department will continue to integrate its Balanced Workforce tools into a consolidated approach to workforce planning.

DHS is also achieving improved integration and realizing efficiencies through phased consolidation efforts. While the Department moves toward physical consolidation of the headquarters facility at St. Elizabeths, the achievement of “One DHS” in the near term will occur through virtual consolidation. DHS will continue to build out secure IT infrastructure capabilities, complete Enterprise Data Center consolidation, and establish public and private cloud services to facilitate access to mission-enabling enterprise services. A major consolidation effort centers on Human Resource Information Technology, including the roll-out of a Personnel Accountability System in FY 2013. The Department will also continue to empower the workforce through mobile work initiatives.

Through this integration strategy, DHS can continue to leverage common resources to create efficiencies and improve performance across the diverse mission activities of the Department.

## Organizational Performance Management Framework in DHS

DHS has created a robust performance framework that drives performance management and enables the implementation of performance initiatives and the reporting of results within the Department for a comprehensive set of measures that are aligned with the mission outcomes articulated in the Department's [Strategic Plan](#). The DHS Organizational Performance Management Framework consists of:

- The DHS performance community;
- An annual process to review and improve performance measures;
- A rigorous measure verification and validation process;
- The reporting and review of quarterly measure data by Component program managers and their leadership and performance reviews by the Chief Operating Officer (COO) and Performance Improvement Officer (PIO); and
- The development of an integrated performance budget in conjunction with the Department's Planning, Programming, Budgeting, and Execution (PPBE) process.

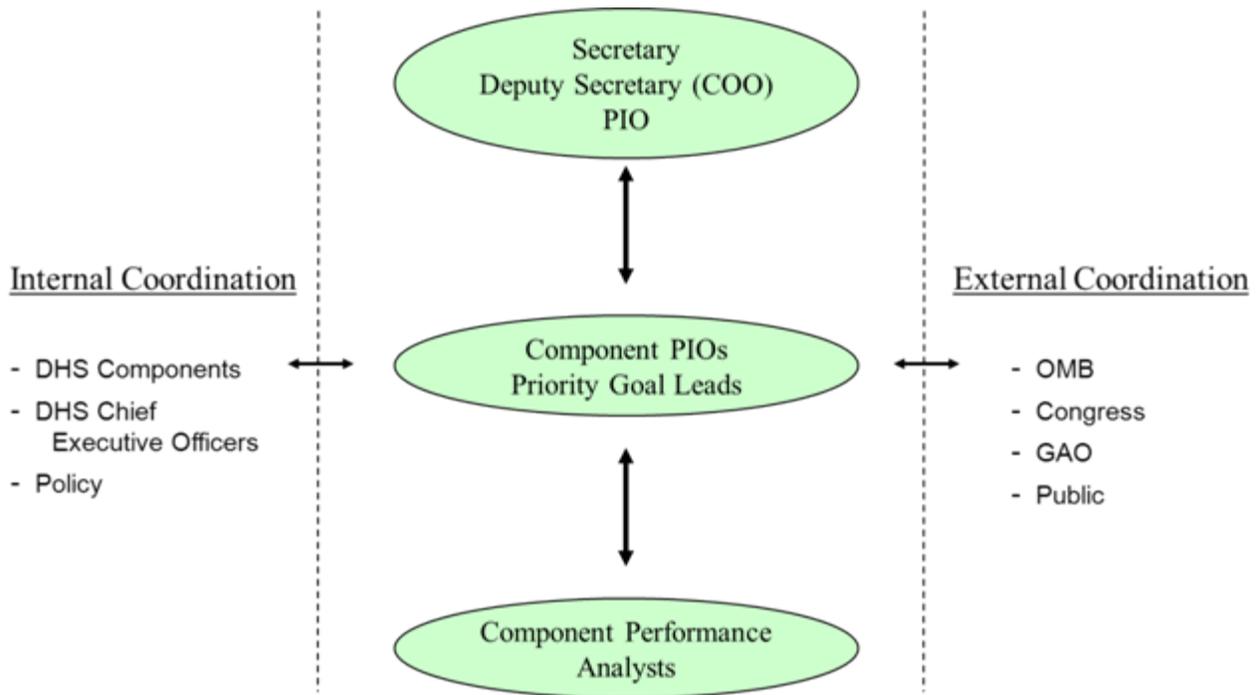
Collectively, this framework ensures that DHS leadership, Component leadership, program managers, and the performance staff managing these efforts have consistent, timely, and reliable performance information with which to make informed decisions to support performance improvement and to achieve our mission outcomes.

### Performance Community

The DHS performance community is led by the COO and PIO who are supported by the Office of Program Analysis and Evaluation (PA&E) located under the Chief Financial Officer. In DHS, COO and PIO are actively involved in managing performance through a variety of venues, some of which are discussed later in this section. The performance community also includes Component PIOs and APG Leads who are the senior leaders driving performance management efforts in their respective Components, and interacting with senior DHS leadership on performance management issues. Component performance analysts are the performance measurement experts within their Component who communicate key guidance to program managers, provide advice on measure development concepts, collect and review quarterly and year-end data, coordinate with Component leadership on communicating results internally, and are the primary points of contact on matters related to GRPA Modernization initiatives.

At the headquarters level, under the direction of the COO and the PIO, along with guidance provided by the Chief Financial Officer, PA&E performance analysts facilitate and manage GPRPA Modernization Act performance initiatives for the Department. PA&E performance analysts are the liaison among internal and external stakeholders on performance matters, managing implementing of the framework outlined above, and ensuring the Department meets its GPRPA Modernization Act responsibilities. PA&E brings together this community, shown in the diagram below, to drive performance initiatives.

**DHS Organizational Performance Community**



**Annual Process to Review and Improve Performance Measurement**

With the support of senior leadership and the PIO, PA&E initiates the annual measure improvement process to improve our set of publicly reported measures as well as other measures the Department oversees to more effectively convey the results delivered to meet our missions. Improvement ideas are driven by a number of factors: feedback provided by senior leadership either in performance review meetings or in the vetting of proposed measure changes; suggestions from OMB examiners desiring more visibility into program performance and connection to program resources; suggestions from PA&E performance analysts working to fill gaps and improve quality; and Component leadership and program managers wishing to better characterize the results of their efforts. This process typically begins in the second quarter of the fiscal year (FY) and culminates with proposed changes by the Components submitted by the end of the third quarter. DHS senior leadership reviews and approves these proposed changes and submits the set of measures and associated targets to OMB for final review and concurrence. The measures and targets are included in the Annual Performance Report, the Strategic Context of the Congressional Justification, the Future Years Homeland Security Program (FYHSP) Report to Congress, and support other strategic management processes such as Senior Executive Service (SES) certification and personnel performance plans.

**Verification and Validation Process**

The Department recognizes the importance of collecting complete, accurate, and reliable performance data since this helps determine progress toward achieving program and Department goals and objectives. Performance data are considered reliable if transactions and other data that

support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. OMB Circular A-136, Financial Reporting Requirements, OMB Circular A-11, and the Reports Consolidation Act of 2000 (P.L. No. 106-531) further delineate this responsibility by requiring Agency heads to attest to the completeness and reliability of the performance data they report. DHS implemented a two-pronged approach to effectively mitigate risks and reinforce processes that enhance the Department's ability to report complete and reliable data for performance measure reporting. This approach consists of 1) the GPRA Performance Measure Checklist for Completeness and Reliability; and 2) independent assessments of the completeness and reliability of GPRA performance measures.

### ***GPRA Performance Measure Checklist for Completeness and Reliability***

The GPRA Performance Measure Checklist for Completeness and Reliability is used by Components to self-evaluate key controls over GPRA performance measure planning and reporting actions. For each key control, Components are required to describe their control activities and provide their assessment regarding their level of achievement at the end of each fiscal year. Components also factor the results of any internal or independent measure assessments into their rating. The GPRA Performance Measures Checklist for Completeness and Reliability supports the Component Head assurance statements attesting to the completeness and reliability of the performance data. Individual Component Head assurance statements serve as the primary basis for the Secretary's assertion whether or not the Department has effective controls over financial and performance reporting as well as efficiencies of our operations.

### ***Independent Assessment of the Completeness and Reliability of GPRA Performance Measures***

PA&E conducts an assessment of performance measure data for completeness and reliability on a sample of its performance measures annually using an independent review team. An independent review team assesses selected measures using the methodology prescribed in the DHS Performance Measure Verification and Validation Handbook, documents their findings, makes recommendations for improvement, and performs a subsequent follow-up review within a year after the initial assessment to observe the Component's implementation of their recommendations. Corrective actions are required for performance measures determined to be unreliable. The Handbook is distributed and made available to all Components to encourage the development and maturation of internal data verification and validation capabilities, increase transparency, and facilitate the review process. The results obtained from the independent assessments are also used to support the Component's assertions over the reliability of its performance information reported in the GPRA Checklist and Component Head Assurance Statement. DHS has shared our process with other Agencies in support of their verification and validation improvement efforts.

### ***Management Assurance Process for GPRA Performance Measure Information***

The Management Assurance Process requires all Component Heads in DHS to assert that performance measure data reported in the Department's Performance and Accountability Reports are complete and reliable. If a measure is considered unreliable, the Component reports the measure on the GPRA Performance Measure Checklist for Completeness and Reliability along with the actions the Component is taking to correct the measure's reliability.

The DHS Office of Risk Management and Assurance, within the Office of the CFO, oversees management of internal controls and the compilation of many sources of information to consolidate into the Component Head and the Agency Assurance Statements. The Annual Financial Report contains statements attesting to the completeness and reliability of performance measure information in our Performance and Accountability Reports. Any unreliable measures and corrective actions are specifically reported in the Annual Performance Report.

Based on the process described above, all performance information is deemed complete and reliable except for the measure below:

- Performance Measure: Percent of high-risk urban areas designated within the Urban Areas Security Initiative (UASI) able to demonstrate increased Emergency Communications capabilities
  - The National Protection and Programs Directorate, Office of Emergency Communications did not have the mechanism to collect the data required to report results for this measure. The measure is being retired as the program does not have the ability to develop a reliable methodology to collect the needed data.

## Reporting and Reviews

The Department has implemented a quarterly review process of performance information, led by the COO and supported by the PIO, in accordance with the GPRM Modernization Act. The emphasis of these meetings has been on both the review of performance measure information related to our APGs (a set of ambitious, but realistic goals that reflect short-term priorities within our mission areas), along with the review of our strategic measures and their associated results that reflect achievement of our missions. These meetings have resulted in several improvements to include:

- Performance information is reviewed across Components by mission regarding performance within the space, the emphasis of programs, and how to better capture results from our efforts;
- Improved the quality of the performance measures used to assess our mission outcomes;
- Enhanced communication and coordination across Components supporting similar mission activities;
- Elevated the importance and visibility of performance information; and
- Increased accountability of SES to achieve our APGs and mission outcomes.

During FY 2012, the COO led six mission-focused performance reviews and had five follow-up meetings during FY 2012. The Deputy Secretary was instrumental in improving our publically reported performance measures to better communicate to our stakeholders the value being delivered in regards to our strategic missions and goals. These discussions led to Component leadership working with their program staffs to craft improved measure proposals to mature the measure set. These proposals resulted in continued dialog among senior leadership of how to best capture meaningful results. This deliberative process resulted in the implementation of 27 new measures, and retirement of those agreed to be less informative for leadership. The quarterly review process provided the venue for leadership to examine and illuminate areas where we need to improve the information the Department uses to assess our progress in meeting our mission.

The Department also produces quarterly APG and DHS performance measure reports to promote transparency and provide timely information to leadership on performance. These quarterly reports not only provide actual performance results to date, but also an assessment by program managers of whether they believe they are going to achieve their targets by the end of the fiscal year. If it appears that targets may not be met, program managers are required to initiate corrective actions to address performance shortfalls.

At the end of the fiscal year, program managers report fiscal year-end results, along with analyses of their results and corrective action plans for those performance measures not meeting their targets. These performance results are then incorporated into the Department's Annual Performance Report and made available on the DHS public website as well as linked from Performance.gov.

## **Planning, Programming, Budgeting, and Execution (PPBE) and the Performance Budget**

Performance management is relevant to each stage of the Department's PPBE process. PPBE is an annual process that incorporates long-term planning decisions and serves as the basis for developing the Department's annual budget submission and out year spending profile as enumerated in the FYHSP Report, in accordance with the provisions of the [Homeland Security Act of 2002](#).

In Planning, goal setting, risk assessment, and mission scoping are conducted to determine and prioritize the capabilities necessary to meet the needs of the Department in light of current performance. In Programming, resources are allocated to best meet the prioritized needs within projected resources, considering potential performance gains in the process. In Budgeting, budget estimates are developed ensuring the efficient and effective use of funding to meet priorities and the planned levels of performance are integrated with the levels of funding requested. Finally, in Execution, program execution and performance results are compared to plans to assess accomplishments, shortfalls, and inform future planning and performance targets.

## Performance by Mission

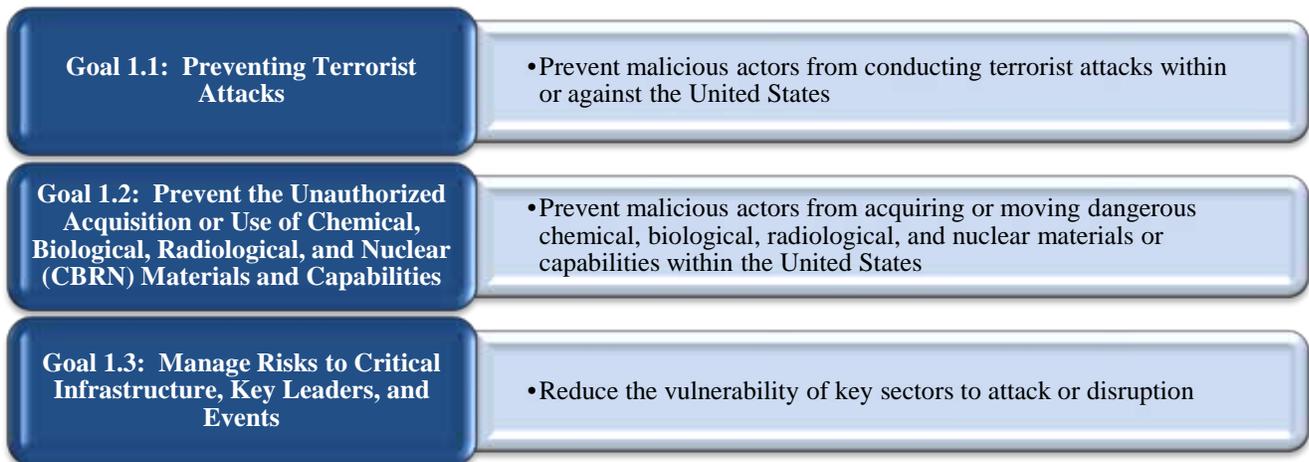
This section of the Annual Performance Report provides an analysis of the Department’s missions and responsibilities. Each section includes the goals and the performance measures used to assess our success in accomplishing each goal. Also included are highlights of DHS’s accomplishments across the mission areas in FY 2012.

DHS continues to improve the measures it uses to gauge the results delivered by the Department. Within the measure tables for each mission, new and retired measures are specifically identified, and in most instances the new measures are replacing one or more retired measures. In some cases, new measures have been developed to fill an identified information need. In some cases, measures have been retired as they no longer provide the level of information to support the assessment of the mission outcomes.

### Mission 1: Preventing Terrorism and Enhancing Security

Protecting the United States from terrorism is the cornerstone of homeland security. DHS’s counterterrorism responsibilities focus on three goals: preventing terrorist attacks; preventing the unauthorized acquisition, importation, movement, or use of chemical, biological, radiological, and nuclear materials and capabilities within the United States; and reducing threats to and vulnerability of critical infrastructure, key resources, essential leadership, and major events from terrorist attacks and other hazards.

We will achieve this mission through meeting the following goals:



### DHS Performance

In FY 2012, there were 22 performance measures used to assess the Department’s efforts in *Mission 1: Preventing Terrorism and Enhancing Security*. For the FY 2013 – 2014 plan, two new measures are being introduced and four measures are being retired. Detailed results for each performance measure are provided in the following tables.

**Table 1: Performance Measures for Goal 1.1: Preventing Terrorist Attacks**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to understand the threat (AO)	---	---	---	---	80%	90%	90% <sup>1</sup>	90%
Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to anticipate emerging threats (AO)	---	---	---	---	80%	89%	Retired	
Percent of international air enplanements vetted against the terrorist watch list through Secure Flight (TSA)	---	---	---	100%	100%	100%	100%	100%
Percent of domestic air enplanements vetted against the terrorist watch list through Secure Flight (TSA)	---	---	---	100%	100%	100%	100%	100%
Percent of air carriers operating from domestic airports in compliance with leading security indicators (TSA)	96%	98%	98%	99.2%	100%	98.1%	100%	100%
Explanation: More rigorous risk-based operational security requirements built on key performance indicators impacted the FY 2012 compliance rate. TSA communicates inspection findings to air carriers for corrective action where compliance is below acceptable levels and conducts additional inspection and assessment activities to bring the air carrier into full compliance. In addition, TSA conducts outreach sessions to help industry understand new and revised regulations to increase compliance rates.								
Average number of days for DHS Traveler Redress Inquiry Program (TRIP) redress requests to be closed (TSA)	---	---	---	99	< 97	93	< 93 <sup>2</sup>	< 91

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of air cargo screened on commercial passenger flights originating from the United States and territories (TSA)	---	---	100%	100%	100%	100%	100%	100%
Percent of inbound air cargo screened on international passenger flights originating from outside the United States and territories (TSA)	---	---	---	---	85%	93%	100%	100%
Percent of law enforcement officials trained in methods to counter terrorism and other violent acts that rate the training as effective (DHS HQ - CRCL)	---	---	---	84%	82%	86%	84%	86%

Note 1: The FY 2013 target previously published as 80 percent in the FY 2011 – 2013 Annual Performance Report was changed to 90 percent based on FY 2012 results.

Note 2: The FY 2013 target previously published as < 95 in the FY 2011 – 2013 Annual Performance Report was changed to < 93 based on FY 2012 results.

### TSA Pre✓™



The Transportation Security Administration (TSA) employs risk-based, intelligence-driven operations to prevent terrorist attacks and to reduce the vulnerability of the Nation’s transportation system to terrorism. TSA

Pre✓™ is a pre-screening initiative that allows eligible passengers to volunteer information about themselves to possibly expedite their screening experience. Eligible passengers enter a separate security lane, and may pass through metal detectors without needing to remove shoes, light outerwear, belts, or remove laptops and 3-1-1 compliant liquids/gels from their carry-on.

Currently, eligible passengers include U.S. citizens flying on participating airlines as well as those who are members of U.S. Customs and Border Protection (CBP) Trusted Traveler programs, including Global Entry, SENTRI, and NEXUS. Since November 15, 2012, Canadian citizens traveling domestically in the United States who are members of NEXUS are also qualified to participate in TSA Pre✓™.

More than three million passengers have received expedited screening through TSA Pre✓™ security lanes since the initiative began in October 2011. TSA Pre✓™ is now available at 40 of the Nation’s busiest airports.

TSA will always incorporate random and unpredictable security measures throughout the airport and no individual will be guaranteed expedited screening.

**Table 2: Performance Measures for Goal 1.2: Prevent the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear (CBRN) Materials and Capabilities**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of inspected high-risk chemical facilities in compliance with the Chemical Facility Anti-Terrorism Standards (NPPD)	---	---	---	9.1%	20%	23.7%	Retired	
Percent of performance standards implemented by the highest risk chemical facilities and verified by DHS (NPPD)	---	---	---	---	New Measure		57% <sup>1</sup>	97%
Percent of containerized cargo conveyances that pass through fixed radiation portal monitors at sea ports of entry (DNDO)	---	---	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO
Percent of cargo conveyances that pass through radiation detection systems upon entering the nation via land border and international rail ports of entry (DNDO)	---	---	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO
Percent of targeted urban areas that are monitored for biological threats using BioWatch technology (OHA)	---	---	---	100%	100%	100%	Retired	

Note 1: An small proportion of these facilities have had their Site Security Plans (SSPs) approved by DHS as of FY 2012, so most work to approve SSPs will occur in FY 2013-2014. The targets are based on an analysis of how long it will take NPPD to authorize SSPs and number of Tier 2 facilities that will require technical assistance before their SSPs can be authorized.

**Table 3: Performance Measures for Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of owner/operators of critical infrastructure and key resources who report that the products provided by Infrastructure Protection enhance their understanding of the greatest risks to their infrastructure (NPPD)	---	---	---	---	75%	58%	80%	85%
Explanation: Initial results were lower than expected due to a lack of awareness of Infrastructure Protection tools and products by our stakeholders. NPPD has been working through its regional initiative and Protective Security Advisors (PSAs) program to enhance awareness. Through the regional initiative, NPPD is working to better coordinate with its partners on a region-by-region basis to better understand their needs and to promote awareness of the products offered. PSAs have also been directed to highlight a subset of tools that NPPD believes will be most helpful to its partners.								
Percent of facilities that have implemented at least one security enhancement that raises the facility's protective measure index score after receiving an Infrastructure Protection vulnerability assessment or survey (NPPD)	---	---	---	61%	50%	70%	65% <sup>1</sup>	70%
Percent of countermeasures that are determined to be in compliance with standards when tested in federal facilities (NPPD)	94%	94.4%	96.2%	N/A	N/A	N/A <sup>2</sup>	Retired	
Percent of high risk facilities that receive a facility security assessment in compliance with the Interagency Security Committee (ISC) schedule (NPPD)	---	---	---	---	New Measure		63% <sup>3</sup>	100%
Percent of tenants satisfied with the level of security provided at federal facilities (NPPD)	---	---	81.3%	77.8%	83%	78%	84%	85%
Explanation: FPS did not deliver completed facility security assessments in time to impact the results of the survey due to information technology issues. FPS is leading the Interagency Security Committee in establishing security standards for federal facilities. The three newly appointed Assistant Directors for Field Operations are meeting regularly with each Federal Employee Board to discuss more openly the role of FPS and obtain feedback to improve FPS operations and improve customer satisfaction.								

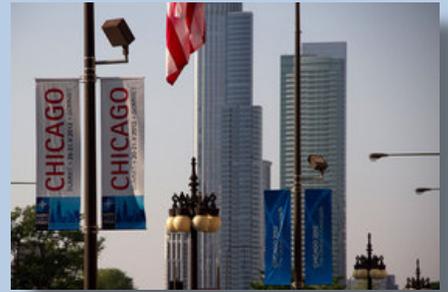
Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of overall compliance of domestic airports with established aviation security indicators (TSA) <sup>4</sup>	95%	95%	96%	95.9%	100%	95%	100%	100%
Explanation: TSA continues to improve the security posture at the Nation’s airports, with 95% of airports compliant with established aviation security indicators. TSA’s regulatory inspection program evaluates the security integrity of the 446 federalized U.S. airports. TSA communicates inspection findings to airports for corrective action, and where compliance is below acceptable levels, TSA conducts additional inspection and assessment activities to bring the airport into full compliance. Beginning in FY 2013, the regulatory inspection and enforcement program will conduct two types of inspections: 1) “Targeted” inspections which will be conducted annually and focus on operational performance through compliance testing; and 2) “Comprehensive” inspections consisting of the previously described “targeted” inspection in addition to reviews of supporting security requirements (i.e. records, signage, etc.), which will be conducted bi-annually.								
Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies (TSA) <sup>5</sup>	23%	23%	23%	28%	75%	39%	75% <sup>6</sup>	77%
Explanation: Implementation of recommended security enhancements has been impacted by budgetary constraints primarily at state and local governments. Transit agencies are assessed every three years. The Transportation Security Inspectors for Surface assess a percentage of the transit agencies each year and it takes approximately six years for all transit agencies assessed to demonstrate that vulnerabilities identified in the first assessment have been addressed. Improvements made by an agency would not be captured until the following cycle of assessments. Progress has been made toward the target; however, sustained progress is contingent on funding available to state and local agencies.								
Percent of currency identified as counterfeit (USSS)	0.0086%	0.0081%	0.0087%	0.0078%	<0.0098%	0.0085%	<0.0090%	<0.0088%
Financial crimes loss prevented through a criminal investigation (in billions) (USSS)	\$1.96	\$1.28	\$6.56	\$4.85	\$1.40	\$2.75	\$1.80	\$1.90
Percent of total U.S. Secret Service protection activities that are incident-free for protection of national leaders, foreign dignitaries, designated protectees and others during travel or at protected facilities (USSS)	100%	100%	100%	100%	100%	100%	100%	100%
Percent of National Special Security Events that were successfully completed (USSS)	---	---	---	100%	100%	100%	100%	100%

Note 1: The FY 2013 target previously published as 55 percent in the FY 2011 – 2013 Annual Performance Report was changed to 65 percent based on FY 2012 results.

- Note 2: The program has developed and recently implemented a new tool for Facility Security Assessments; however, the tool will not support the needed data to report this measure as written. As such, the measure will be retired and the program will propose a replacement measure in FY 2014.
- Note 3: Due to the design, implementation, and rollout of the Modified Infrastructure Survey Tool (MIST), FPS did not complete all facility security assessments as identified by the ISC schedule in FY 2011-2012. Beginning in FY 2013, FPS has established an adjusted schedule to bring these facilities back into a standard assessment review schedule.
- Note 4: Previous measure name: Percent of domestic airports that comply with established aviation security indicators.
- Note 5: Previous measure name: Percent of mass transit and passenger rail agencies that have effectively implemented industry agreed upon Security and Emergency Management Action items to improve security.
- Note 6: The FY 2013 target previously published as 80 percent in the FY 2011 – 2013 Annual Performance Report was changed to 75 percent based on FY 2012 results.

### 2012 NATO Summit Protection

The 2012 North Atlantic Treaty Organization (NATO) Summit—held in Chicago, Illinois in May 2012—was the largest gathering of world leaders on U.S. soil, outside of the United Nations General Assembly in New York City and was designated as a National Security Special Event (NSSE). When an NSSE is declared, the U.S. Secret Service becomes the lead agency for developing and executing a comprehensive operational security plan in coordination with Federal and local law enforcement partners, state and local governments, and the military.



In addition to securing nine different venues for 60 visiting delegations, the U.S. Secret Service provided protective details for 42 visiting heads of state or government in addition to the President. In total, more than 50 federal, state, local, and military agencies participated in the planning and execution of the security plan.

## Mission 2: Securing and Managing Our Borders

The protection of the Nation’s borders—land, air, and sea—from the illegal entry of people, weapons, drugs, and other contraband while facilitating lawful travel and trade is vital to homeland security, as well as the Nation’s economic prosperity. The Department’s border security and management efforts focus on three interrelated goals: effectively securing U.S. air, land, and sea borders; safeguarding and streamlining lawful trade and travel; and disrupting and dismantling transnational criminal and terrorist organizations.

We will achieve this mission through meeting the following goals:



### DHS Performance

In FY 2012, there were 13 performance measures used to assess the Department’s efforts in *Mission 2: Securing and Managing Our Borders*. For the FY 2013 – 2014 plan, six new measures are being introduced and six measures are being retired. Detailed results for each performance measure are provided in the following tables.

**Table 4: Performance Measures for Goal 2.1: Secure U.S. Air, Land, and Sea Borders**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Number of apprehensions on the Southwest Border between the ports of entry (CBP)	705,022	540,851	447,731	327,577	≤ 371,000	356,873	≤ 391,000 <sup>1</sup>	≤ 361,200 <sup>2</sup>
Percent of people apprehended multiple times along the Southwest border (CBP) <sup>3</sup>	---	---	---	---	New Measure		≤ 18%	≤ 17%
Percent of detected conventional aircraft incursions resolved along all borders of the United States (CBP)	---	---	---	95.3%	100%	96%	100%	100%
Explanation: In FY 2012, there were 303 conventional aircraft detected and classified as border incursions of which 291 were resolved. Twelve incursions were not resolved due to the difficulty in resolving incursions visually identified vs. being tracked by radar. The Air and Marine program will continue to evaluate and improve tactics, techniques, and procedures to track and resolve visually detected incursions in order to bring individuals that commit illegal incursions to a successful law enforcement resolution.								
Number of weapons seized on exit from the United States (CBP)	---	---	---	1,987	2,100	649	Retired	

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Explanation: The target for FY 2012 was based upon previous year's seizures, which included a large number of commercial shipper weapon seizures that did not meet firearms compliance requirements. Due to continuing outbound enforcement operations, together with outreach to shippers to clarify requirements, firearms seizures related to commercial shipper non-compliance have been substantially reduced and commercial firearms shippers are now considerably more compliant. This resulted in a significant drop in outbound-related firearms seizures. CBP will continue to conduct risk-based outbound enforcement operations to identify and seize weapons being transported out of the country illegally and work with other law enforcement agencies and both local and international partners to identify and disrupt outbound smuggling activities.								
Number of smuggled outbound weapons seized at the ports of entry (CBP)	---	---	---	---	New Measure		400	400
Amount of smuggled outbound currency seized at the ports of entry (in millions) (CBP) <sup>4</sup>	---	---	---	\$47	\$35	\$31.9	\$30	\$30
Explanation: CBP will continue to conduct risk-based outbound enforcement operations to identify and seize currency being transported out of the country illegally and work with other law enforcement agencies and local and international partners to identify and disrupt outbound smuggling activities.								

- Note 1: The FY 2013 target previously published as ≤ 352,000 in the FY 2011 – 2013 Annual Performance Report was changed to ≤ 391,000 based on FY 2012 results.
- Note 2: Due to the long-term uncertainty in border crossing attempts, out-year projections will be reevaluated on an annual basis.
- Note 3: This performance measure will track the program's effectiveness at reducing recidivism (individuals apprehended multiple times).
- Note 4: Previous measure name: Amount of currency seized on exit from the United States (in millions).



### Southwest Border Security

Under this Administration, DHS has dedicated historic levels of personnel, technology, and resources to the Southwest Border. Today, the Border Patrol is staffed at higher levels on the Southwest Border than at any time in its 88-year history, having more than doubled the number of agents from approximately 9,100 in 2001 to more than 18,500 today. Under the Southwest Border Initiative, DHS has doubled the number of personnel assigned to Border Enforcement Security Task Forces; increased the number of intelligence analysts focused on cartel violence; tripled deployments of Border Liaison Officers to work with

their Mexican counterparts; increased screening of southbound shipments for illegal weapons, drugs, and cash; and expanded unmanned aircraft system coverage to the entire Southwest Border.

Along the Southwest Border, DHS has deployed thousands of technology assets, including mobile surveillance units, thermal-imaging systems, large- and small-scale non-intrusive inspection equipment, and three Unmanned Aircraft Systems. For the first time, DHS unmanned aerial capabilities now cover the Southwest Border from California to Texas—providing critical aerial surveillance assistance to personnel on the ground. Attempts to cross the Southwest Border illegally, as measured by Border Patrol apprehensions, have decreased 49 percent in the past four years and are 78 percent less than what they were at their peak.

**Table 5: Performance Measures for Goal 2.2: Safeguard Lawful Trade and Travel**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines (CBP)	99.9%	97.5%	97.8%	95.1%	100%	94.5%	Retired	
Explanation: The overall compliance rate decreased after a number of companies were suspended or removed due to the implementation of strengthened C-TPAT security criteria, including new suspension and removal guidelines and increased management oversight. C-TPAT is working with partner companies to explain the enhanced security criteria and ensure they understand the validation requirements.								
Percent of requested cargo examinations conducted at foreign ports of origin in cooperation with host nations under the Container Security Initiative (CBP)	---	---	---	96%	100%	98%	Retired	
Explanation: The Container Security Initiative relies on the voluntary cooperation of host nation customs officials. CBP continually works with the host ports to resolve examination issues as they arise and works with foreign governments to increase the percentage of conducted examinations.								
Percent of inbound cargo identified by CBP as potentially high-risk that is assessed or scanned prior to departure or at arrival at a U.S. port of entry (CBP) <sup>1</sup>	---	---	---	---	FOUO	FOUO	FOUO	FOUO
Explanation: FOUO.								
Percent of cargo by value imported to the U.S. by participants in CBP trade partnership programs (CBP)	---	---	---	55.1%	45%	54.7%	57% <sup>2</sup>	59%
Percent of imports compliant with U.S. trade laws (CBP) <sup>3</sup>	---	---	---	97.67%	98%	96.46%	97.5% <sup>4</sup>	97.5%
Explanation: During the random sample review process, CBP found misclassification errors by importers that resulted in a reduced compliance rate. CBP will target importers to ensure shipments are classified correctly.								

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of air carriers operating flights from foreign airports that serve as last point of departure to the U.S. in compliance with leading security indicators (TSA)	---	---	---	85%	100%	94.1%	Retired	
Explanation: During FY 2012, TSA identified air carriers that were not compliant with requirements stipulated in their respective Standard Security Programs. In all instances where violations were identified, TSA notified the corporate security office of each airline with a detailed description of the infraction. Each corporate security office responded to TSA with additional information identifying the cause of the violation and their corrective action plan. TSA will continue to provide detailed, accurate, and timely feedback to the corporate security offices that regulate the air carriers to ensure that those responsible for resolving the issues have the information necessary to improve aviation security.								
Percent of foreign airports serving as last point of departure in compliance with leading security indicators (TSA)	---	---	---	95.3%	100%	94%	Retired	
Explanation: TSA is engaged with counterpart agencies governments whose airports are last points of departure (LPD) to the United States in order to track the implementation of security improvements; however, host governments of these sovereign nations are occasionally unwilling or unable to implement the required improvements. If these concerns persist, TSA may levy additional security requirements on airlines that operate from the locations to the United States to compensate for the ongoing shortfalls at these LPD airports. TSA will continue to provide detailed, accurate, and timely feedback to government authorities that regulate airports to ensure that those entities with the responsibility for resolving the issues have the information necessary to improve aviation security.								
Percent of foreign airports that serve as last points of departure and air carriers involved in international operations to the United States advised of necessary actions to mitigate identified vulnerabilities in order to ensure compliance with critical security measures (TSA)	---	---	---	---	New Measure		100%	100%
Security compliance rate for high risk maritime facilities (USCG) <sup>5</sup>	---	---	---	99.9%	100%	98.7%	100%	100%
Explanation: The U.S. Coast Guard conducted concerted enforcement efforts which yielded slightly more instances of Maritime Transportation Security Act (MTSA) related Notices of Violation and/or Civil Penalties than the previous year. In FY 2012, 41 of the 3,163 high-risk facilities were not in compliance. The notices of violation and/or civil penalties issued prompted corrective action at each of the 41 facilities to remedy the deficiencies. U.S. Coast Guard facility inspectors regularly follow up with facilities who received notice of violations and or civil penalties to ensure that the discrepancies have been corrected and are not repeated. The U.S. Coast Guard will continue to work with high-risk maritime facilities to meet MTSA related security requirements in efforts to reduce violations and improve security. In addition, the U.S. Coast Guard will continue to develop and enforce federal maritime security regulations by reviewing maritime facility security plans, conducting security and safety inspections, and enforcing Transportation Worker Identification Credential regulations.								

- Note 1: Previous measure name: Percent of inbound high-risk cargo transported by air, land, or sea that has been screened and entry status is resolved prior to or during processing at a United States port of entry.
- Note 2: The FY 2013 target previously published as 45.5 percent in the FY 2011 – 2013 Annual Performance Report was changed to 57 percent based on FY 2012 results.
- Note 3: Previous measure name: Percent of imports compliant with applicable U.S. trade laws.
- Note 4: The FY 2013 target previously published as 98 percent in the FY 2011 – 2013 Annual Performance Report was changed to 97.5 percent based on FY 2012 results.
- Note 5: Previous measure name: Percent of maritime facilities in compliance with security regulations as they have not received a notice of violation and/or civil penalty.

### Facilitating Legal Trade and Travel

**Active Lane Management:** CBP is leveraging its Trusted Traveler Programs and the growing prevalence of radio frequency identification travel documents to initiate the “active lane management” concept at our land border ports of entry (POEs). Active Lane Management (ALM) involves monitoring and making adjustments to a POE’s lane designations as traffic conditions and infrastructure limitations warrant expediting traffic and enhancing security. Ready Lanes, Dedicated Commuter Lanes, and Light Emitting Diode signage are established best practices being deployed so Port Directors can re-designate lanes and communicate to the public in order to expedite both trusted and “ready” traffic.



**Business Transformation at Ports of Entry:** In order to strengthen security and expedite legal travel and trade at POEs, CBP is engaged in a series of business transformation initiatives. These initiatives involve reassessing core processes, incorporating technology enhancements, assessing utilization of law enforcement staffing, and developing automation efforts. Efficiencies and new technologies that have already been implemented, such as the Western Hemisphere Travel Initiative, Radio Frequency Identification enabled documents, License Plate Readers, Trusted Traveler Programs, and Non-Intrusive Inspection equipment are saving CBP hundreds of millions of dollars and creating a workforce multiplier of several thousand positions.

**Table 6: Performance Measures for Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of significant high-risk transnational criminal investigations that result in a disruption or dismantlement (ICE)	---	---	---	---	16%	18%	Retired	
Percent of transnational drug investigations resulting in the disruption or dismantlement of high-threat transnational drug trafficking organizations or individuals (ICE)	---	---	---	---	New Measure		11%	12%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of transnational child exploitation or sex trafficking investigations resulting in the disruption or dismantlement of high-threat child exploitation or sex trafficking organizations or individuals (ICE)	---	---	---	---	New Measure		20%	21%
Percent of transnational gang investigations resulting in the disruption or dismantlement of high-threat transnational criminal gangs (ICE)	---	---	---	---	New Measure		15%	16%

### Mission 3: Enforcing and Administering Our Immigration Laws

DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. The Department has fundamentally reformed immigration enforcement, focusing on identifying and removing criminal aliens who pose a threat to public safety and targeting employers who knowingly and repeatedly break the law.

We will achieve this mission through meeting the following goals:

<b>Goal 3.1: Strengthen and Effectively Administer the Immigration System</b>	<ul style="list-style-type: none"> <li>•Promote lawful immigration, facilitate administration of immigration services, and promote the integration of lawful immigrants into American society while guarding against fraud and abuse of the immigration system</li> </ul>
<b>Goal 3.2: Prevent Unlawful Immigration</b>	<ul style="list-style-type: none"> <li>•Reduce conditions that encourage foreign nationals to illegally enter and remain in the United States, while identifying and removing those who violate our laws</li> </ul>

### DHS Performance

In FY 2012, there were 17 performance measures used to assess the Department’s efforts in Mission 3: *Enforcing and Administering Our Immigration Laws*. For the FY 2013 – 2014 plan, one new measure is being introduced and six measures are being retired. Detailed results for each performance measure are provided in the following tables.

**Table 7: Performance Measures for Goal 3.1: Strengthen and Effectively Administer the Immigration System**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Overall customer service rating of the immigration process (USCIS)	---	---	---	80%	80%	93%	85% <sup>1</sup>	85%
Average customer satisfaction rating with information provided about legal immigration pathways from USCIS call centers (USCIS)	---	---	---	84%	80%	91%	Retired	
Percent of Form I-485, Application to Register for Permanent Residence or to Adjust Status, approval decisions determined by quarterly quality reviews to have correctly followed established adjudication procedures (USCIS)	---	---	91%	91%	91%	95%	Retired	
Percent of Form N-400, Application for Naturalization, approval decisions determined by quarterly quality reviews to have correctly followed established adjudication procedures (USCIS)	---	---	97%	95%	96%	95%	Retired	
Explanation: The deviation from the target was slight and there was no effect on overall program performance. The measures for the N-400 and the I-485 were revised to focus on the correctness of the adjudication decision.								
Average of processing cycle time (in months) for adjustment of status to permanent resident applications (I-485) (USCIS)	13.6	4.4	3.8	4.4	≤ 4	5.1	≤ 4	≤ 4
Explanation: USCIS experienced an increase in applications over the projected volume for both the I-485 (employment) and N-400 form types. The increase in applications required a reallocation of staffing which affected USCIS's ability to process the I-485 application within the prescribed targets. The program will adjust staffing levels to be consistent with the Staffing Allocation Model (some hiring has already begun) and utilize overtime to alleviate the backlog of receipts that occurred from this year.								

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Average of processing cycle time (in months) for naturalization applications (N-400) (USCIS)	8.7	4.2	4.5	4.6	≤ 5	4.6	≤ 5	≤ 5
Percent of Citizenship and Integration Grant Program grantees that meet annual performance plan goals (USCIS)	---	---	---	---	90%	92%	90%	90%

Note 1: The FY 2013 target previously published as 80 percent in the FY 2011 – 2013 Annual Performance Report was changed to 85 percent based on FY 2012 results.

### USCIS's Electronic Immigration Application System

In 2012, U.S. Citizenship and Immigration Services (USCIS) launched the first two phases of its electronic immigration application system, known as USCIS ELIS. The system has been created to modernize the process for filing and adjudicating immigration benefits.

Historically, USCIS customers have had to apply for most benefits by mail and USCIS employees then review paper files and ship documents between offices to complete their adjudication. Under ELIS, eligible individuals can establish an account and apply online to extend or change their nonimmigrant status for certain visa types. ELIS also enables USCIS officers to review and adjudicate online filings from multiple agency locations across the country.

Benefits of using ELIS include filing applications and paying fees online, faster average processing times, and the ability to update user profiles, receive notices, and respond to requests electronically. The system also includes enhanced tools to combat fraud and identify national security concerns. As of September 30, 2012, 4,679 primary applications have been initiated online through ELIS.

Since the launch of ELIS in May 2012, the ELIS Customer Satisfaction Surveys show overwhelmingly positive results with 90.3 percent of respondents reporting a positive overall experience with ELIS and 94 percent of respondents would recommend ELIS to another USCIS applicant.



**Table 8: Performance Measures for Goal 3.2: Prevent Unlawful Immigration**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of initial mismatches for authorized workers that are later determined to be "Employment Authorized" (USCIS)	---	---	---	0.28%	≤ 1.0%	0.24%	≤ 1.0%	≤ 1.0%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Accuracy rate of USCIS's processing of manual verifications for Systematic Alien Verification for Entitlements (SAVE) referrals (USCIS)	---	---	---	---	98%	98%	Retired	
Percent of religious worker site visits conducted that result in a potential finding of fraud (USCIS)	---	---	---	1%	≤ 11%	7%	≤ 10% <sup>1</sup>	≤ 10%
Explanation: Although the target was met in FY 2012, USCIS implemented a more rigorous process through the use of Government Site Inspectors that are authorized to perform follow-up site visits or visit alternate locations if a beneficiary is not available at the site and on the date the initial visit is made. USCIS will continue to use this approach to uncover potential fraud.								
Percent of non-immigrant worker (H1-B) site visits conducted that result in a potential finding of fraud (USCIS)	---	---	---	1%	≤ 11%	15%	≤ 15% <sup>2</sup>	≤ 15%
Explanation: In FY 2012, USCIS implemented a more rigorous process through the use of Government Site Inspectors that are authorized to perform follow-up site visits or visit alternate locations if a beneficiary is not available at the site and on the date the initial visit is made. USCIS will continue to use this approach to uncover potential fraud.								
Dollar value of fines assessed for employers who have violated the I-9 requirements (ICE)	---	---	\$6,956,026	\$10,914,356	\$7,237,049	\$29,851,659	Retired	
Number of employers arrested or sanctioned for criminally hiring illegal labor (ICE)	---	---	433	624	478	735	Retired	
Number of employers audited, sanctioned, or arrested for violating immigration-related employment laws or otherwise brought into compliance with those laws (ICE)	---	---	---	---	New Measure		1,800	1,854
Number of convicted criminal aliens removed per fiscal year (ICE)	---	---	195,772	216,698	220,350	225,390	225,390 <sup>3</sup>	227,360
Percent of aliens arrested or charged who will be electronically screened through Secure Communities (ICE)	---	---	63.8%	75.57%	96%	97.96%	100% <sup>4</sup>	100%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Average length of stay in detention of all convicted criminal aliens prior to removal from the United States (in days) (ICE)	---	---	37	34.7	≤ 35	31.9	≤ 35	≤ 34.5
Percent of detention facilities found in compliance with the national detention standards by receiving an inspection rating of acceptable or greater on the last inspection (ICE)	---	---	---	95%	94%	97%	100% <sup>3</sup>	100%

Note 1: The FY 2013 target previously published as less than ≤ 11 percent in the FY 2011 – 2013 Annual Performance Report was changed to ≤ 10 percent based on FY 2012 results.

Note 2: The FY 2013 target previously published as ≤ 11 percent in the FY 2011 – 2013 Annual Performance Report was changed to ≤ 15 percent based on FY 2012 results.

Note 3: The FY 2013 target previously published as 224,000 in the FY 2011 – 2013 Annual Performance Report was changed to 225,390 based on FY 2012 results.

Note 4: The FY 2013 target previously published as 94 percent in the FY 2011 – 2013 Annual Performance Report was changed to 100 percent based on FY 2012 results.



### Detention and Removal of High-Risk Criminal Aliens

U.S. Immigration and Customs Enforcement (ICE) has implemented common sense policies that ensure our immigration laws are enforced in a way that best enhances public safety, border security and the integrity of the immigration system.

As part of this approach, ICE has adopted clear priorities that call for the agency's enforcement resources to be focused on removing from the country convicted criminals and other individuals that fall into priority areas for enforcement. ICE priorities include the identification and removal of those that have broken criminal laws, threats to national security, recent border crossers, and repeat violators of immigration law.

Through programs like Secure Communities and Operation Cross Check—and in conjunction with our local law enforcement partners—we have removed record numbers of criminal aliens from the United States. In FY 2012, ICE's Enforcement and Removal Operations (ERO) removed 225,390 criminal aliens, up from 195,772 in FY 2010, a 15.1 percent increase. Simultaneously, ERO has improved efficiencies and reduced the cost to detain criminal aliens. In FY 2012, the average length of stay in detention was 31.9 days, down 13.8 percent from the FY 2010 results of 37.0 days.

## Mission 4: Safeguarding and Securing Cyberspace

DHS is responsible for protecting the federal Executive Branch civilian agencies and while working collaboratively with the private sector to protect the Nation's critical infrastructure. This includes

the “dot-gov” world, where the government maintains essential functions that provide services to the American people, as well as privately owned critical infrastructure which includes the systems and networks that support the financial services industry, the energy industry, and the defense industry.

We will achieve this mission through meeting the following goals:

<b>Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment</b>	<ul style="list-style-type: none"> <li>•Ensure malicious actors are unable to effectively exploit cyberspace, impair its safe and secure use, or attack the Nation’s information infrastructure</li> </ul>
<b>Goal 4.2: Promote Cybersecurity Knowledge and Innovation</b>	<ul style="list-style-type: none"> <li>•Ensure that the Nation is prepared for the cyber threats and challenges of tomorrow</li> </ul>

### DHS Performance

In FY 2012, there were seven performance measures used to assess the Department’s efforts in *Mission 4: Safeguarding and Securing Cyberspace*. For the FY 2013 – 2014 plan, nine new measures are being introduced and four measures are being retired. Detailed results for each performance measure are provided in the following tables.

**Table 9: Performance Measures for Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to manage risks to cyberspace (AO)	---	---	---	---	80%	88%	90% <sup>1</sup>	90%
Percent of traffic monitored for cyber intrusions at civilian Federal Executive Branch agencies (NPPD)	---	---	---	---	55%	73%	70%	75%
Percent of Federal Executive Branch civilian networks monitored for cyber intrusions with advanced technology (NPPD)	---	---	---	31.9%	55%	52%	Retired	

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Explanation: The program made significant progress in FY 2012; however, the target was not met due to outstanding contract actions at 18 federal agencies that have delayed service initiation with their Managed Trusted Internet Protocol Service providers. Although this measure is being retired, the program office will continue to report monitoring status to the Office of Management and Budget, the National Security Staff, and the Office of the Director of National Intelligence.								
Number of cybersecurity vulnerability and resiliency assessments and self-assessments facilitated by DHS (NPPD)	---	---	---	---	New Measure		7,075	7,580
Percent of unique vulnerabilities detected during cyber incidents where mitigation strategies were provided by DHS (NPPD)	---	---	---	93%	95%	100%	Retired	
Percent of organizations that have implemented at least one cybersecurity enhancement after receiving a cybersecurity vulnerability assessment or survey (NPPD)	---	---	---	---	New Measure		50%	55%
Percent of cybersecurity mitigation strategies provided by DHS for unique vulnerabilities that are timely and actionable (NPPD)	---	---	---	---	50%	58%	60%	70%
Average amount of time required for initial response to a request for assistance from public and private sector partners to prevent or respond to major cyber incidents (in minutes) (NPPD)	---	---	---	138	< 90	14.1	Retired	
Percent of incidents detected by the U.S. Computer Emergency Readiness Team for which targeted agencies are notified within 30 minutes (NPPD)	---	---	---	---	New Measure		86%	87%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Financial crimes loss prevented by the Secret Service Electronic Crimes Task Forces (in millions) (USSS)	\$410.9	\$534.2	\$6,946	\$1,480	\$279	\$476.1	Retired	
Amount of dollar loss prevented by Secret Service cyber investigations (in millions) (USSS)	---	---	---	---	New Measure		\$800	\$900
Number of financial accounts recovered (in millions) (USSS)	---	---	---	---	New Measure		2.0	2.1
Terabytes of data forensically analyzed and protected from future malicious use (USSS)	---	---	---	---	New Measure		1,600	1,800
Number of law enforcement individuals trained in cyber crime and cyber forensics both domestically and overseas (USSS)	---	---	---	---	New Measure		1,000	1,000

Note 1: The FY 2013 target previously published as 80 percent in the FY 2011 – 2013 Annual Performance Report was changed to 90 percent based on FY 2012 results.

### Cyber Workforce Initiative

DHS is focused on building the next generation of cybersecurity professionals to support the Department’s work today and in the future. In June 2012, Secretary Napolitano announced a new initiative through the Homeland Security Advisory Council, in conjunction with public and private sector partners, to develop an agile cyber workforce across the Federal Government. Since its creation, the Department has increased its cybersecurity workforce by more than 600 percent while working with universities to develop and attract talent through competitive scholarships, fellowships, and internship programs.



**Table 10: Performance Measures for Goal 4.2: Promote Cybersecurity Knowledge and Innovation**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of planned cybersecurity products and services transitioned to commercial and open sources (S&T)	---	---	---	---	New Measure		60%	65%
Percent of projects that involve outside collaboration with DHS components, other government agencies, the private sector, universities and international offices to advance cybersecurity research efforts (S&T)	---	---	---	---	New Measure		60%	65%

### Industrial Control Systems Cyber Emergency Response Team

DHS provides key analysis and assistance through its Industrial Control Systems Cyber Emergency Response Team (ICS-CERT) to protect the industrial control systems that help operate the U.S. power grid, manufacturing systems and other essential critical infrastructure from dangerous malware and viruses that may cause damage or destroy key resources.

In early December 2011, ICS-CERT responded to a cybersecurity incident affecting a rail company. The initial report indicated that the rail company was experiencing a cyber attack to its secondary communications equipment. ICS-CERT, working in coordination with asset owners, analyzed various data and determined that the incident was not the result of a targeted attack. In this case, the rail company quickly implemented effective measures to maintain the safety of its operation and worked closely with ICS-CERT to understand the incident and take appropriate mitigation measures.

In addition, DHS's ICS-CERT has been working since March 2012 with critical infrastructure owners and operators in the oil and natural gas sector to address a series of cyber intrusions targeting natural gas pipeline companies. In conjunction with the FBI and other federal agencies, ICS-CERT is working with affected organizations to prepare mitigation plans customized to their current network and security configurations to detect, mitigate, and prevent such threats.



## Mission 5: Ensuring Resilience to Disasters

DHS coordinates the comprehensive federal efforts to prepare for, protect against, respond to, recover from, and mitigate a terrorist attack, natural disaster or other large-scale emergency, while working with individuals, communities, the private and nonprofit sectors, faith-based organizations, federal, state, local, tribal, and territorial partners to ensure a swift and effective recovery. The Department’s efforts to build a ready and resilient Nation include fostering a Whole Community approach to emergency management nationally; building the Nation’s capacity to stabilize and recover from a catastrophic event; bolstering information sharing and building unity of effort and common strategic understanding among the emergency management team; building plans and providing training to our homeland security partners; and promoting preparedness within the private sector.

We will achieve this mission through meeting the following goals:



### *DHS Performance*

In FY 2012, there were 15 performance measures used to assess the Department’s efforts in *Mission 5: Ensuring Resilience to Disasters*. For the FY 2013 – 2014 plan, eight new measures are being introduced and seven measures are being retired. Detailed results for each performance measure are provided in the following tables.

**Table 11: Performance Measures for Goal 5.1: Mitigate Hazards**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of households surveyed reporting they have taken steps to mitigate damage to property and protect themselves in the event of a disaster (FEMA)	---	---	---	27%	29%	36%	31%	33%
Percent of U.S. population (excluding territories) covered by planned mitigation strategies (FEMA)	---	---	---	68.7%	80%	70.96%	85%	85%
Explanation: Mitigation plans are updated on a five year review cycle. Although the target was not met, the Program is trending in a positive direction. The Program will continue to conduct targeted outreach and work with state and local governments to support their efforts in updating mitigation plans.								
Reduction in the potential cost of natural disasters to communities and their citizens (in billions) (FEMA)	\$2.53	\$3.12	\$2.98	\$3.40	\$2.40	\$2.97	\$2.40	\$2.40
Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes (FEMA)	---	---	---	48%	49%	56%	53%	57%

**Table 12: Performance Measures for Goal 5.2: Enhance National Preparedness through a Whole Community Approach to Emergency Management**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of households surveyed reporting they have taken steps to be prepared in the event of a disaster (FEMA)	---	---	---	36%	37%	35%	Retired	
Explanation: Although the target was not met, one survey element showed a 6% increase in the number of households that reported they were more informed, which included training, familiarity with alert and warning systems, and familiarity with local hazards. FEMA will continue to work with stakeholders across the country to increase preparedness.								

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of households that, aside from a fire drill, participated in a preparedness exercise or drill at their workplace, school, or home in the past two years (FEMA)	---	---	---	---	New Measure		30%	33%
Percent of states with a Threat and Hazard Identification and Risk Assessment (THIRA) that meets current DHS guidance (FEMA)	---	---	---	---	New Measure		100%	100%
Percent of high-priority core planning capabilities <sup>1</sup> rated as proficient by states and territories (FEMA)	---	---	---	---	New Measure		40%	43.5%
Number of corrective actions completed to improve performance following National Level Exercises (since FY 2007) (FEMA)	---	---	---	30	40	114	120 <sup>2</sup>	127

Note 1: Please see the [FY 2012 National Preparedness Report](#) for a description of the core capabilities.

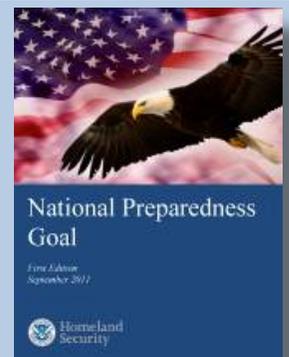
Note 2: The FY 2013 target previously published as 60 in the FY 2011 – 2013 Annual Performance Report was changed to 120 based on FY 2012 results.

### National Preparedness Goal

In October 2011, DHS announced the release of the country's first-ever National Preparedness Goal. The goal is the first deliverable required under Presidential Policy Directive (PPD) 8: National Preparedness. The goal sets the vision for nationwide preparedness and identifies the core capabilities and targets necessary to achieve preparedness across five mission areas laid out under PPD 8—prevention, protection, mitigation, response, and recovery.

In March 2012, the first National Preparedness Report (NPR) was released which focuses on the five mission areas outlined in the National Preparedness Goal. Within these mission areas are 31 core capabilities central to preparedness. The NPR assesses each core capability and identifies areas where the Nation has made significant progress, opportunities for improvement and reinforces the core principles of national preparedness. The NPR is an annual reporting requirement, and the 2013 report will focus on progress made over the past year within the 31 core capabilities.

The NPR is part of a series of deliverables required under PPD 8 aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters.



**Table 13: Performance Measures for Goal 5.3: Ensure Effective Emergency Response**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of the U.S. population directly covered by FEMA connected radio transmission stations (FEMA)	---	---	---	84%	90%	85%	90%	90%
Explanation: FEMA faced some implementation delays at seven stations in the latter part of FY 2012. Six of these stations are scheduled to be online in FY 2014 and the seventh station is scheduled to be online in FY 2014.								
Percent of time that critical communications for response operations are established within 12 hours (FEMA)	---	---	---	100%	100%	100%	Retired	
Percent of urban search and rescue teams arriving on scene within 12 hours of deployment notification (FEMA)	---	---	---	100%	100%	100%	Retired	
Percent of essential incident command functions (enabled through response teams and operations centers) that are established within 12 hours (FEMA)	---	---	---	100%	100%	100%	Retired	
Percent of Incident Management Assistance Teams establishing joint federal and state response objectives within 18 hours (FEMA)	---	---	---	---	New Measure		100%	100%
Percent of incident management and support actions necessary to stabilize a jurisdiction within 72 hours or by the agreed upon time (FEMA)	---	---	---	---	New Measure		100%	100%
Percent of orders for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets and generators) and key initial response resources delivered by the agreed upon date (FEMA)	---	---	97.5%	93.3%	95%	92.8%	95%	95%
Explanation: Several factors impacted this measure including: a lack of availability and delayed arrival of shipments for a number of transportation carriers during the Derecho in late June 2012; changes in original delivery locations of shipments without an adjustment to the established order requested delivery date; and a small number of								

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
partner-sourced vendors did not meet planned timelines for sourcing and movement during Hurricane Isaac. None of the 19 delayed orders (representing 80 of 3,063 separate shipments) impacted mission support. FEMA will continue to work with its ESF-7 Partners to ensure accurate and timely requested delivery dates are used to ensure effective response following a disaster.								
Percent of jurisdictions with access to the FEMA National Shelter System which allows users to locate and monitor open congregate shelters (FEMA)	---	---	---	24%	40%	23%	Retired	
Explanation: Thirteen states and territories have memoranda of agreements with FEMA to use the National Shelter System. FEMA has shifted efforts to develop data exchanges between systems that would allow states and territories to enter the shelter data in the IT system they currently use and the data would be instantly viewable in the FEMA National Shelter System. FEMA will continue to work with states and territories to increase the number of memoranda of agreements following the establishment of data exchanges.								
Percent of high-risk urban areas designated within the Urban Areas Security Initiative (UASI) able to demonstrate increased Emergency Communications capabilities (NPPD)	---	---	---	---	50%	N/A	Retired	
Explanation: This measure is being reported as unreliable for FY 2012. The Office of Emergency Communications did not have the mechanism to collect the data required to report results for this measure. The measure is being retired as the program does not have the ability to develop a reliable methodology to collect the needed data.								
Percent of urban area interoperable communications capabilities that are rated at the most advanced levels (NPPD)	---	---	---	---	New Measure		50%	55%
Percent of calls made by National Security/Emergency Preparedness users during emergency situations that DHS ensured were connected (NPPD) <sup>1</sup>	97.0%	94.2%	99.4%	97.8%	90%	99.4%	100% <sup>2</sup>	100%

Note 1: Previous measure name: Government Emergency Telecommunications Service call completion rate during emergency communication periods.

Note 2: The FY 2013 target previously published as 90 percent in the FY 2011 – 2013 Annual Performance Report was changed to 100 percent based on FY 2012 results.

### Hurricane Isaac Response and Recovery Efforts

On the evening of August 28, 2012, Hurricane Isaac made landfall along the coast of Louisiana and continued to impact Gulf Coast communities for days thereafter. Within hours, both Louisiana and Mississippi received Presidential disaster declarations allowing federal assistance to flow into those states. FEMA and other federal agencies deployed prior to the storm and located in states all along the Gulf Coast to prepare for and be ready to respond to the damages of Isaac. Supply centers in the anticipated impact areas were stocked with supplies including large and small generators in expectation of widespread power outages.



Hurricane Isaac demonstrated the value of mitigation projects put in place following Hurricane Katrina allowing communities along the Gulf Coast to successfully respond to and recover from Isaac's impact.

**Table 14: Performance Measures for Goal 5.4: Rapidly Recover from a Catastrophic Event**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of eligible applicants provided temporary housing (including non-congregate shelters, hotel/motel, rental assistance, repair and replacement assistance, or direct housing) assistance within 60 days of a disaster (FEMA)	---	---	99.5%	99%	97%	99.78%	Retired	
Percent of recovery services through Individual Assistance delivered to disaster survivors gauging the quality of program services, supporting infrastructure, and customer satisfaction following a disaster (FEMA)	---	---	---	---	New Measure		91%	92%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of recovery services through Public Assistance delivered to communities gauging the quality of program services, supporting infrastructure, and customer satisfaction following a disaster (FEMA)	---	---	---	---	New Measure		92%	93%

## Providing Essential Support to National and Economic Security

DHS leads and supports many activities that provide essential support to national and economic security including, but not limited to: maximizing collection of customs revenue; maintaining the safety and security of the marine transportation system; preventing the exploitation of children; providing law enforcement training; and coordinating the Federal Government’s response to global intellectual property theft. DHS contributes in many ways to these elements of broader U.S. national and economic security while fulfilling its homeland security missions.

We will achieve this through meeting the following goals:

<b>Goal : Collect Customs Revenue and Enforce Import/Export Controls</b>	<ul style="list-style-type: none"> <li>•Maximize the collection of customs revenue and protect U.S. intellectual property rights and workplace standards</li> </ul>
<b>Goal: Ensure Maritime Safety and Environmental Stewardship</b>	<ul style="list-style-type: none"> <li>•Prevent loss of life in the maritime environment, maintain the marine transportation system, and protect and preserve the maritime environment</li> </ul>
<b>Goal: Conduct and Support Other Law Enforcement Activities</b>	<ul style="list-style-type: none"> <li>•Prevent the exploitation of individuals and provide law enforcement training for the execution of other non-DHS federal laws and missions</li> </ul>
<b>Goal: Provide Specialized National Defense Capabilities</b>	<ul style="list-style-type: none"> <li>•Support national defense missions and post-conflict reconstruction and stabilization</li> </ul>

## DHS Performance

In FY 2012, there were eight performance measures used to assess the Department’s efforts in *Providing Essential Support to National and Economic Security*. Detailed results for each performance measure are provided in the following tables.

**Table 15: Performance Measures for Goal: Collect Customs Revenue and Enforce Import/Export Controls**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of import revenue successfully collected (CBP) <sup>1</sup>	---	---	---	99.12%	100%	98.88%	100%	100%
Explanation: During the random sample review process, CBP found misclassification errors that resulted in a reduction of revenue collected. CBP will target importers to ensure shipments are classified correctly.								

Note 1: Previous measure name: Percent of revenue directed by trade laws, regulations, and agreements successfully collected.

**Table 16: Performance Measures for Goal: Ensure Maritime Safety and Environmental Stewardship**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of people in imminent danger saved in the maritime environment (USCG)	76.8%	77.3%	74.4%	77.3%	100%	77.3%	100%	100%
Explanation: The Search and Rescue program strives to save 100% of lives in imminent danger in the maritime environment. Many uncontrollable variables influence the number and outcome of search and rescue incidents (weather, location, incident severity, life saving devices on board, etc.). In FY 2012, the U.S. Coast Guard saved 3,560 lives in 19,790 search and rescue cases; of the 726 lives lost, 424 (63%) were lost prior to U.S. Coast Guard notification. The remaining 302 (37%) lives were lost before assistance arrived on scene. To reduce the number of lives lost prior to notification, the U.S. Coast Guard works with stakeholders to provide outreach and education on boating safety through the Office of Auxiliary and Boating Safety. The U.S. Coast Guard will continue to allocate search and rescue assets to maximize effectiveness.								
Five-year average number of commercial and recreational boating deaths and injuries (USCG)	---	---	---	4,567	≤ 4,642	4,469	≤ 4,546	≤ 4,503
Availability of maritime navigation aids (USCG)	98.3%	98%	98.5%	98.5%	97.5%	98.3%	97.5%	97.5%
Number of detected incursions of foreign fishing vessels violating U.S. waters (USCG)	81	112	82	122	< 140	160	< 140 <sup>1</sup>	< 148 <sup>2</sup>

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Explanation: The U.S. Coast Guard documented 160 illegal Exclusive Economic Zone (EEZ) incursions by foreign fishing vessels in FY 2012. This represents a 31% increase in detected incursions from FY 2011 and there has been a positive trend in detected incursion of the U.S. EEZ since FY 2010. The increase in detected incursions is a result of increased U.S. Coast Guard patrol hours in high threat areas, such as the Gulf of Mexico. District 17 (Alaska) also gained additional capabilities to monitor international Vessel Monitoring Systems and Automated Identification Systems, resulting in increased detections. 25% of detected incursions involved the seizure of foreign fishing gear with no associated vessel nearby, which qualifies as a detected incursion. The U.S. Coast Guard will continue to conduct targeted patrols based on intelligence to best utilize available resources to deter foreign fishing vessels from entering the U.S. Exclusive Economic Zone.								
Fishing regulation compliance rate (USCG)	95.3%	96.7%	97.2%	97.4%	96%	98.3%	96%	96.5%

- Note 1: The FY 2013 target previously published as < 85 in the FY 2011 – 2013 Annual Performance Report was changed to < 140 based on FY 2012 results.
- Note 2: HC-144s, once delivered to Sector Corpus Christi, will provide greater on station capability, leading to a further increase in detections, both in close and far from shore.

### Protecting the Nation’s Living Marine Resources

Protecting the Nation’s living marine resources is an important law enforcement function and is one of the U.S. Coast Guard’s eleven Congressionally-mandated missions. Protecting commercial and recreational fisheries not only ensures sustainable fish stocks, it safeguards billions of dollars generated by the industry and preserves thousands of jobs for U.S. citizens.



Eighty miles south of Galveston, Texas, the crew of the U. S. Coast Guard Cutter Heron detected three radar contacts within a shrimp closure area. The boarding team geared up while the remaining crewmembers maintained cutter watches, continued tracking the vessels, and began collecting evidence for case packages. In coordination with the National Marine Fisheries Service, all three vessels were stopped, boarded, and escorted back to port. After working close to 24 hours, Heron’s crew and the National Marine Fisheries Service seized most of the catch, which brought in a fair market value of more than \$47,000. With a short turnaround time, the crew completed the evidence packages and forwarded them to the Fisheries Service to continue a formal investigation.

In less than a week’s time, Heron’s crew was responsible for five fisheries seizures, totaling more than 31,000 pounds of shrimp and netting a fair market value of more than \$69,000. The seizures exemplify the partnerships with federal and state entities to identify, disrupt, and eliminate illegal fishing in the Gulf of Mexico.

**Table 17: Performance Measures for Goal: Conduct and Support Other Law Enforcement Activities**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Number of Federal law enforcement training programs and/or academies accredited or re-accredited through the Federal Law Enforcement Training Accreditation process (FLETC)	---	50	52	66	74	83	99 <sup>1</sup>	107
Percent of National Center for Missing and Exploited Children (NCMEC) examinations requested that are conducted (USSS)	---	---	---	100%	100%	100%	100%	100%

Note 1: The FY 2013 target previously published as 82 in the FY 2011 – 2013 Annual Performance Report was changed to 99 based on FY 2012 results.

## Cross-Cutting Performance Measures

Some of the Components’ efforts, by the very nature of their work, support multiple missions in DHS. Specific examples include awareness and understanding of risks and threats offered by Analysis and Operations, research and development to advance technology and processes provided by Science and Technology, and law enforcement training both within DHS and with our law enforcement partners delivered by the Federal Law Enforcement Training Center. Below are the current measures to reflect cross-cutting results.

**Table 18: Cross-Cutting Performance Measures**

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of initial breaking homeland security blast calls initiated between the National Operations Center and designated homeland security partners within targeted timeframes (AO) <sup>1</sup>	---	88%	100%	100%	95%	100%	95%	95%

Performance Measures	Prior Year Results				FY 2012		Planned Targets	
	FY08	FY09	FY10	FY11	Target	Results	FY13	FY14
Percent of Partner Organizations that agree the Federal Law Enforcement Training Center training programs address the right skills (e.g., critical knowledge, key skills and techniques, attitudes/behaviors) needed for their officers/agents to perform their law enforcement duties (FLETC) <sup>2</sup>	79.75%	82%	96%	98.5%	97%	96%	97%	97%

Explanation: The deviation from the target was slight and there was no effect on overall program performance. FLETC is committed to providing the best training possible to all law enforcement organizations by establishing and maintaining a robust process to examine law enforcement trends and emerging issues.

- Note 1: Previous measure name: Percent of breaking homeland security situations integrated and disseminated to designated partners within targeted timeframes.
- Note 2: Previous measure name: Percent of Partner Organizations satisfied that the Federal Law Enforcement Training Center training programs address the right skills needed for their officers/agents to perform their law enforcement duties.

## Priority Goals

In the FY 2013 Budget, the Obama Administration defined Agency Priority Goals (APG), which represent areas in which the Administration has identified opportunities to significantly improve near-term performance. These goals are a subset of each agency's critical efforts, which also include long-term strategic goals and goals dependent on new legislation or additional funding.

Per the *GPR Modernization Act* requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to [www.Performance.gov](http://www.Performance.gov) for the agency's contributions to those goals and progress, where applicable.

## Cross-Agency Priority Goal

Per the GPR Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to [www.Performance.gov](http://www.Performance.gov) for the agency's contributions to those goals and progress, where applicable. The Department currently contributes to the following CAP Goal: Cybersecurity.

## Agency Priority Goals

### *Agency Priority Goal 1: Strengthen Aviation Security Counterterrorism Capabilities by Using Intelligence-Driven Information and Risk-Based Decisions*

**Goal Lead:** Howard Goldman, Senior Counselor and Director, Office of Policy Coordination and Intergovernmental Affairs, Office of the Administrator

**Goal Statement:** Strengthen aviation security counterterrorism capabilities by using intelligence driven information and risk-based decisions. By September 30, 2013, TSA will expand the use of risk-based security initiatives to double the number of passengers going through expedited screening at airports, thereby enhancing the passenger experience.

**Overview:** TSA performs and oversees security operations at the nation's airports, screening over 600 million passengers annually, to ensure the freedom of movement of people and commerce. In an effort to strengthen aviation security while enhancing the passenger experience, TSA is focusing on risk-based, intelligence driven security procedures and enhancing its use of technology. By learning more about travelers through information they voluntarily provide, and combining that information with our multi-layered system of aviation security, TSA can better focus limited resources on higher-risk and unknown passengers. Since efforts began in 2011, the agency has implemented several risk-based initiatives, such as: the deployment of modified screening protocols for passengers 12 and younger; passengers 75 and over; active duty service members; exempting Veterans on chartered Honor Flights from physical screening; and the deployment of the TSA Pre✓™ program.

While driving the growth of trusted traveler populations that comprise TSA Pre✓™ is key to the program's long term success, TSA faces challenges in aligning, planning, and executing activities for incorporating these various populations into the program. In addition, the success of achieving TSA's risk-based security milestones is in many ways reliant upon external and internal partners. For example, expansion and growth of TSA Pre✓™ is contingent upon airline technical integration, as well as the U.S. Customs and Border Protection's (CBP) Global Entry program. Accordingly, participation rates and application processing times can impact TSA Pre✓™ volume at some airports. Further challenging TSA, the agency is fundamentally changing the way it trains its officers under a risk-based security model since Transportation Security Officers were originally trained to screen all passengers in the same manner since its inception. This Priority Goal contributed to achieving DHS's Mission 1: Preventing Terrorism and Enhancing Security.

**Progress Update:** As of September 30, 2011, as a result of the nationwide deployment of screening protocols for passengers 12 and under and the Honor Flights policy decision, approximately 59,500 of the 1.7 million passengers per day were eligible for expedited screening based on assessed low risk. By the end of Q4 FY12, with the deployment of initiatives such as TSA Pre✓™ and modifying screening protocols for passengers 75 and older, this population has grown to 122,684 passengers per day.

As of the end of Q4 FY12, TSA Pre✓™ was operating at 24 airports for select frequent flyers of Alaska Airlines, American Airlines, Delta Air Lines, United Airlines, and/or US Airways and members of CBP Trusted Traveler programs. Since TSA Pre✓™ began in October 2011, more than 3 million passengers have received expedited screening through TSA Pre✓™ security lanes.

TSA kiosks have been placed at two airports with TSA Pre✓™ operations in order to solicit passenger feedback. The initial data shows that passengers are very satisfied with TSA Pre✓™ security screening.

**Next Steps:** Risk-based screening initiatives will continue to expand to additional airports during FY13 Q1 and Q2 as TSA explores integrating additional low risk populations who voluntarily provide information about themselves.

- **Milestone:** In order to expand the ability to conduct expedited screening, expand TSA Pre✓™ to eligible passengers flying on six participating airlines at 35 airports.

**Description:** As airline and airport participation grows, the volume of passengers able to participate in TSA Pre✓™ also grows, as does the value of the TSA Pre✓™ program to new participants. Expanding the TSA Pre✓™ program allows TSA to further focus its efforts on those passengers who are more likely to pose a risk to transportation while enhancing the travel experience for more travelers.

- **Milestone:** In order to expand the capacity to process crewmembers eligible for expedited screening, expand the Known Crewmember program to 31 airports.

**Description:** The Known Crewmember program collaborates with airports to build out their physical capacity to provide expedited screening for flight crew through designated portals.

- **Milestone:** In order to expand to other low risk populations, include Canadian NEXUS members in TSA Pre✓™.

**Description:** Canadian citizens traveling domestically in the U.S. who are members of the CBP and Canada Border Services Agency (CBSA) NEXUS program are eligible to participate and may receive expedited screening at participating U.S. airports.

- **Milestone:** In order to increase screeners’ ability to identify potentially suspicious behavior, behavioral awareness training will be provided to field personnel at 95% of federalized airports.

**Description:** This broadens the base of field screening workforce able to identify potentially suspicious behavior. This is not the Behavior Detection Officer (BDO) role; this training is targeted to non-BDOs to further enable TSA’s real-time threat assessment capabilities.

**Future Actions:** For FY 2013 (Q3 and Q4), additional airlines are forecasted to join TSA PreP™. TSA will continue deployment to additional airports and expand expedited screening to additional low-risk populations throughout the year.

- **Milestone:** In order to expand the ability to conduct expedited screening, expand TSA Pre✓™ to eligible passengers flying on 7 participating airlines at 50 airports.

**Description:** As airline and airport participation grows, the volume of passengers able to participate in TSA Pre✓™ also grows, as does the value of the TSA Pre✓™ program to new participants. Expanding the TSA Pre✓™ program allows TSA to further focus its efforts on those passengers who are more likely to pose a risk to transportation while enhancing the travel experience for more travelers.

**Results:**

**Table 19: Agency Priority Goal 1 Performance Measures**

Performance Measures	FY12 Target	FY12 Results	FY 13 Target
Number of daily passengers who have qualified for expedited physical screening based on assessed low risk	89,250	122,684	255,000
Percent of domestic air enplanements vetted against the terrorist watchlist through Secure Flight	100%	100%	100%
Percent of international air enplanements vetted against the terrorist watchlist through Secure Flight	100%	100%	100%
Level of passenger security screening assessment results, (including TSA Pre✓™ screening assessment results)	Classified	Classified	Classified

Performance Measures	FY12 Target	FY12 Results	FY 13 Target
Level of baggage security screening assessment results	Classified	Classified	Classified
Percent of passengers satisfied with TSA Pre✓™ security screening, calculated via checkpoint kiosk surveys.	90%	93%	95%
Percent of nationwide airport operational hours with wait times of less than 20 minutes	99%	99.05%	99%
Average number of days for DHS Traveler Redress Inquiry Program (TRIP) redress requests to be closed	< 97	93	< 93

***Agency Priority Goal 2: Enforcing and Administering our Immigration Laws through Detention and Removal Efficiency***

**Goal Lead:** Gary Mead, ICE Executive Associate Director, Enforcement and Removal Operations

**Goal Statement:** Improve the efficiency of the process to detain and remove criminal aliens from the United States. By September 30, 2013, reduce the average length of stay in immigration detention of all convicted criminal aliens prior to their removal from the country by 5 percent.

**Overview:**

U.S. Immigration and Customs Enforcement (ICE) is committed to identifying, arresting, detaining, prosecuting, and removing aliens who present a danger to national security or are a risk to public safety, as well as those who otherwise undermine the integrity of our immigration laws and the Department’s border security efforts. These include, but are not limited to, felons and repeat offenders, organized criminal gang members and aliens engaged in or suspected of terrorism or espionage. Also critical to ICE enforcement priorities are recent illegal border crossers. The five percent reduction in the average length of stay is based on the result of 37 days obtained when this goal was first initiated in FY 2010.

ICE is working to increase efficiencies in every step of the removal process to reduce the duration of an alien’s stay in ICE custody, while ensuring transparency, accountability, and detainees’ quality of life through improved detention standards. Increased efficiency in detention and removal operations will further enable ICE to focus finite resources on these priorities. Additionally, ICE is coordinating with countries outside of the United States to expand the use of an electronic travel document (eTD) system to support removals. The primary elements in this strategy include identifying and removing all high-risk fugitives; ensuring that aliens who have already been identified as convicted criminals are expeditiously removed; and developing and maintaining efficient removal programs. This Priority Goal contributed to achieving DHS’s Mission 3: Enforcing and Administering Our Immigration Laws.

**Progress Update:** By limiting detainee transfers (which increase the average length of stay), utilizing lower cost detention facilities, and renegotiating daily detention bed rates where possible, ICE has had success in keeping the average length and cost of stay below the target goals, while exceeding established federal detention standards. The average length of stay for criminal detainees is currently 31.9 days, below the FY 2012 target goal of 35 days. Additionally, the average bed cost per day is \$118.14, which is below the \$122.00 target goal set for FY2012.

ICE has continued to implement Secure Communities, a simple and common sense way to carry out ICE's priorities using an already-existing federal information-sharing partnership between ICE and FBI that helps to identify criminal aliens without imposing new or additional requirements on state and local law enforcement. In FY 2012 (as of September 30, 2012), Secure Communities activated a total of 3,074 jurisdictions nationwide, bringing coverage to approximately 98 percent of the foreign-born non-citizen population (individuals born outside the United States and who are not U.S. citizens). As of the first quarter of FY 2013, Secure Communities completed nationwide activation.

**Next Steps:** For FY 2013 Q1 and Q2, ICE has established the following milestones:

- **Milestone:** Conduct a review of ICE's Criminal Alien Program's (CAP) screening at all 24 field offices to evaluate the strengths, weaknesses, and potential realignment of resources for increased CAP jail coverage or expansion of at large operations in order to increase its current coverage of jails from FY 2012's approximate 37%.
- **Description:** CAP will evaluate program successes through statistical analysis of immigration arrests, encounters and charging documents issued to determine future realignment of resources to further enhance efficiency and effectiveness of the CAP program.
- **Milestone:** In order to increase program efficiency, provide a status report and recommendations to ICE Enforcement and Removal Operations (ERO) leadership on key indicators showing progress toward the targeted Average Length of Stay (ALOS) in detention and removal facilities.
- **Description:** Criminal ALOS, or the length of time a criminal alien remains in ICE custody prior to removal, is a significant cost driver. Custody Operations continue to monitor criminal ALOS and factors impacting criminal ALOS. Successful achievement of this milestone will help reduce criminal ALOS relative to the intake and removal of criminal aliens.

**Future Actions:** For remainder of FY 2013 (Q3 and Q4), the program has established the following milestones:

- **Milestone:** Deploy Institutional Removal Case Management (IRCM) standard procedures in two FOD locations. IRCM will work to achieve 100% screening of existing jail/prison facilities by dedicating its resources toward identifying and processing criminal aliens amenable to removal while incarcerated, with the end goal of obtaining an order of removal

prior to the alien being remanded into ICE custody. This is expected to reduce detention costs and expedite the removal of criminal aliens.

- **Description:** Upon implementation of the IRCM standard procedures, ERO estimates that a significant number of current removals will be expedited through the issuance of removal orders prior to the alien coming into ICE custody. This will significantly decrease ICE detention costs as proposed in future budgets. CAP will develop an action plan to establish IRCM in two field offices that actively conduct internal jail screenings.
- **Milestone:** In order to continue focusing on enforcement priorities, ICE will conduct two CAP surge operations in order to expand the jurisdictions where CAP is deployed in order to identify and remove increased numbers of criminal aliens. Surge Operations are the influx of CAP resources in jails and prisons, as well as at-large operations aimed at identifying and removing criminal aliens.
- **Description:** This milestone will be achieved through an analysis of the successes from the previous year's operations. These results and the determination of the FY 2013 operations funding will inform the ability of ERO to improve the efficiency of the process to use CAP resources to identify and remove criminal aliens from the United States.

**Results:**

**Table 20: Agency Priority Goal 2 Performance Measures**

Performance Measures	FY12 Target	FY12 Results	FY 13 Target
Average length of stay in detention of all convicted criminal aliens prior to removal from the United States	≤ 35 days	31.9 days	≤ 35 days
Number of convicted criminal aliens removed per fiscal year	220,350	225,390	225,390
Number of aliens removed convicted of the most serious crimes (level 1 offenders)	80,050	77,954	85,000
Explanation: The FY 2012 result of 77,954 was a 3.8 percent improvement over the FY 2011 record results of 75,086. Based on the FY 2011 results, ICE set very aggressive targets for this category of removals, and will continue to prioritize its enforcement resources to those that affect national security, border security, public safety, and the integrity of the immigration system.			
Estimated average bed cost per day	≤ \$122	\$118.14	≤ \$122
Percent of aliens arrested or charged who will be electronically screened through Secure Communities <sup>1</sup>	96%	97.96%	100%

Note 1: Secure Communities uses the interoperability between the Department of Justice fingerprint database (IAFIS) and the DHS immigration database (IDENT) which allows a single query by a participating local law enforcement agency to check both systems and confirm the identification and immigration status of an individual.

### ***Agency Priority Goal 3: Ensure Resilience to Disasters by Strengthening Disaster Preparedness and Response Capabilities***

**Goal Lead:** David Kaufman, Associate Administrator for Policy, Program Analysis, and International Affairs

**Goal Statement:** Ensure resilience to disasters by strengthening disaster preparedness and response capabilities. By September 30, 2013, every state will have a current, DHS-certified threat, hazard, identification, and risk assessment (THIRA).

**Overview:** As recognized in the National Preparedness Goal, a secure and resilient Nation is one that can, in the shortest time possible and under all conditions, successfully prevent, protect, respond, recover, or mitigate threats that pose the greatest risk to the country. The National Preparedness Goal was developed as required by the National Preparedness System, as established by Presidential Policy Directive 8: National Preparedness. FEMA is improving its capabilities and strengthening state, local, individual and private sector preparedness by ensuring every state has a current, DHS-certified Threat, Hazard, Identification, and Risk Assessment (THIRA). Analysis of the THIRA results will guide future efforts by educating individuals, families, businesses, organizations, and executive leaders on the risks facing a community and on their roles in preparedness. To complement these efforts, FEMA is also providing training to individuals at all levels of government to better prepare for disasters, while ensuring orders for life-sustaining commodities and resources are delivered on time during emergencies. This Priority Goal contributed to achieving DHS's Mission 5: Ensuring Resilience to Disasters.

**Progress Update:** The measures on the delivery of life-sustaining commodities and preparedness training are trending at or above the FY 2012 targets, and are projected to meet the annual targets. For the other two measures, baseline data base been established for "*Percent of high priority core capabilities rated as proficient by states and territories (Planning)*," and FEMA expects to have results for the THIRA measure during the second quarter of FY 2013. All milestones are projected to be met in FY 2012.

**Next Steps:** For FY 2013 Q1 and Q2, the program has established the following milestones:

- **Milestone:** All 56 states and territories submit their THIRA, developed using the process described in CPG 201.

**Description:** Development of a state THIRA is the first step in implementing the National Preparedness System. States will use the THIRA process to establish capability targets using a consistent, comprehensive, and integrated process of identifying threats and hazards.

- **Milestone:** All 56 states and territories submit their calendar year (CY) 2012 State Preparedness Report (SPR).

**Description:** Capability assessment is the next step in fully implementing the National Preparedness System. States and territories will assess their current capability levels against the capability targets identified in the THIRA process.

- **Milestone:** FEMA analyzes SPR results for inclusion in the 2013 National Preparedness Report.

**Description:** SPR results provide valuable information on the states' capabilities in building and sustaining the core capabilities in the National Preparedness Goal. This information informs findings in the annual National Preparedness Report.

- **Milestone:** FEMA regions review the THIRA for compliance with CPG 201 and provide feedback to the states and territories.

**Description:** FEMA will review the THIRAs for compliance with current guidance and continue to offer assistance to states and territories to improve future iterations of their THIRAs. FEMA regions and FEMA's National Integration Center assist states and territories with THIRA revisions and technical assistance on planning, as needed.

**Future Actions:** For remainder of FY 2013 (Q3 and Q4), the program has established the following milestones:

- **Milestone:** Conduct the National Preparedness Directorate Annual National Training, 2013.

**Description:** This annual event highlights new FEMA training and exercise initiatives and State best practices related to emergency management training and exercises.

- **Milestone:** FEMA publishes The National Preparedness Report (NPR), sent to the President March 30, which contains the aggregated SPR results from all states and territories.

**Description:** The National Preparedness System requires the submission of a yearly National Preparedness Report (NPR). The NPR identifies areas where the Nation has made significant progress, acknowledges remaining opportunities for improvement, and reinforces the important principles of national preparedness.

- **Milestone:** State and territory THIRA and SPR results are incorporated into FEMA Regional THIRAs.

**Description:** Consistent with the National Preparedness System, FEMA regions use the state and territory THIRAs and SPR results to inform the next iteration of the regional THIRAs. FEMA Regions, working with its partners, identifies and implements priority actions to address state and territory THIRA and SPR results.

- **Milestone:** FEMA publishes the CY 2013 SPR tool.

**Description:** To ensure consistency of data and continued implementation of the capability assessment aspect of the National Preparedness System, the CY 2013 SPR tool will continue to be an online, interactive tool that guides states and territories through the SPR assessment process.

- **Milestone:** Achieve full implementation of Logistics Supply Chain Management System (LSCMS) capabilities enabling the most efficient, streamlined warehousing, shipment, and transportation processes to ensure consistent attainment of 95 percent on time order delivery rate in support of disaster survivors.

**Description:** FEMA will transition from a partial manual supply chain management system that is currently being used to track assets to transitioning to the LSCMS. LSCMS will fully automate and integrate system and processes for complete end-to-end supply chain management and situational awareness enabling on-time delivery of critical life-sustaining resources to the States and disaster survivors. The current process and system requires entries from numerous disparate systems for tracking entries and reporting information from Distribution Centers, and other designated delivery sites. LSCMS will generate “real time” updated reports from data input through the (1) request, (2) ordering, (3) shipment, and (4) receiving capabilities.

**Results:**

**Table 21: Agency Priority Goal 3 Performance Measures**

Performance Measures	FY12 Target	FY12 Results	FY 13 Target
Percent of states with a Threat and Hazard Identification and Risk Assessment (THIRA) that meets current DHS guidance <sup>1</sup>	N/A	N/A	100%
Percent of orders for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets and generators) and key initial response resources delivered by the agreed upon date	95%	92.8%	95%
Explanation: Several factors impacted this measure including: a lack of availability and delayed arrival of shipments for a number of transportation carriers during the Derecho in late June 2012; changes in original delivery locations of shipments without an adjustment to the established order requested delivery date; and a small number of partner-sourced vendors did not meet planned timelines for sourcing and movement during Hurricane Isaac. None of the 19 delayed orders (representing 80 of 3,063 separate shipments) impacted mission support. FEMA will continue to work with its ESF-7 Partners to ensure accurate and timely requested delivery dates are used to ensure effective response following a disaster.			
Percent of attendees from all levels of government including tribal, public and private sector, and non-governmental organizations reporting they are better prepared to deal with disasters and emergencies as a result of training	96%	96.42%	96%
Percent of high priority core capabilities rated as proficient by states and territories (Planning)	N/A	39.6%	40%

## DHS Workforce Strategy

The DHS Workforce Strategy, signed by Secretary Napolitano in December of 2010, has continued to provide a unifying framework for human capital priorities across DHS. Overall, FY 2012 was an important year for maturing the Strategy; Component alignment to the Strategy improved, and the Office of the Chief Human Capital Officer (OCHCO) devoted increased staffing resources to implementation and oversight. Moreover, in conjunction with the 2012 Management Delegation, OCHCO anticipates that the DHS Workforce Strategy will strengthen the relationship between Components and OCHCO, and that the Workforce Strategy will also facilitate greater cross-Component dialogue around best practices and common challenges.

Key milestones have included revalidating the performance measures associated with the Strategy, and instituting a detailee position within OCHCO to further encourage Component investment and collaboration. Moreover, Components have submitted their FY 2012 performance data and FY 2013 operational plans.

Examples of key accomplishments in each of the four goal areas of the DHS Workforce Strategy follow below.

### **Goal 1: Build an effective, mission-focused, diverse and inspiring cadre of leaders.**

- DHS continued to make progress in implementing the DHS Leader Development Framework which provides a strategic roadmap for developing a consistent, seamless continuum of leader development opportunities across the Department over the next 3 to 5 years. The “Cornerstone” program, identified by the Deputy Secretary as a top priority, has reached roughly 80 percent of first-line supervisors. A pilot of the “Capstone” course for new Senior Executive Service (SES) and U.S. Coast Guard flag officers reached 24 new SES members.
- OCHCO implemented an improved selection process for the second cohort of the DHS-wide SES Candidate Development program. The new process is more cost-effective, and there was a more-than 100 percent increase in applications compared to the first cohort.

### **Goal 2: Recruit and build a highly qualified and diverse workforce.**

- Secretary Napolitano signed DHS’s first-ever Diversity and Inclusion Strategic Plan on September 17, 2012. The Plan, which has been reviewed by OPM and OMB, provides a basis for DHS and Component diversity metrics that are prepared and analyzed every quarter to gauge our progress in achieving the Department’s diversity goals.
- In FY 2012, DHS surpassed the Veterans Council hiring goals for veterans and for disabled veterans, and DHS also continues to exceed the Secretary’s goal of employing more than 50,000 veterans.
- OCHCO centralized the administration of DHS-wide internship programs, the recent graduates program, and the Presidential Management Fellows under the Student Programs

and Services office, and worked closely with the Office of Academic Engagement to develop the Secretary's Honors Program.

**Goal 3: Retain an engaged workforce.**

- The CHCO established and led the Employee Engagement Executive Steering Committee (EE ESC), which has met five times since the spring to develop a DHS employee engagement action plan. One key focus of the EE ESC was to encourage high levels of employee participation in the Federal Employee Viewpoint Survey, since this was the first year the survey was sent to all employees. This effort was successful, with an overall response rate of 47 percent. This is slightly higher than the government-wide average, despite the fact that much of our field-based workforce does not regularly log onto a computer.
- OCHCO added a new anti-harassment unit within the Diversity and Inclusion division to support the Department's anti-harassment policy for DHS Headquarters in compliance with new procedures developed by OCHCO, the Office for Civil Rights and Civil Liberties, and the Office of the General Counsel.

**Goal 4: Solidify a unified DHS culture of mission performance, adaptability, accountability, equity and results through linking overall priorities, strategy, risk and investments.**

- The Deputy Secretary signed the first-ever Human Resources Information Technology (HRIT) Strategic Plan in April of 2012, marking senior-level support for the work of the Human Capital Business Systems division of OCHCO and the HRIT Executive Steering Committee.
- OCHCO ensured alignment of DHS workforce planning processes to new government-wide practices by participating in the OPM-led Strategic Human Capital Management High Risk Initiative Integrated Product Team throughout FY 2012, and leveraged this effort to assist in establishing a skills gap assessment strategy to pilot with selected DHS mission critical occupations.

In conjunction with FEMA and the DHS Office of the Chief Information Officer, OCHCO developed an integrated project schedule with identified milestones for deployment of the Enterprise Personnel Accountability System; the pilot has been deployed within FEMA and will begin at other Components soon.

## Major Management Challenges and High-Risk Areas – Summary of Progress

DHS responds to reports on major management challenges and high-risk areas from both the DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO), respectively. Annually, OIG reports what is considered to be the most serious management and performance challenges facing the Department. OIG’s FY 2012 Major Management Challenges report included challenges in 11 broad areas.

### Mission Areas

- Intelligence
- Transportation Security
- Border Security
- Infrastructure Protection
- Disaster Preparedness and Response

### Accountability Issues

- Acquisition Management
- Financial Management
- IT Management
- Grants Management
- Employee Accountability and Integrity
- Cyber Security

Progress on the Department’s Major Management Challenges as identified by the OIG can be found in the Other Accompanying Information section of the [DHS Annual Financial Report for FY 2012](#).

Biannually, GAO identifies federal programs and operations that are high risk due to their greater vulnerabilities to fraud, waste, abuse, and mismanagement. In recent years, GAO has also included areas needing broad-based transformations to address major economic, efficiency, or effectiveness challenges. The GAO maintains these high-risk items until it is satisfied that acceptable progress has occurred to address them. The most recent report, *High Risk Series: An Update* ([GAO-13-283](#)), was published in February 2013. The four areas in which DHS is the lead federal agency, as well as, two Government-wide areas with significant DHS equities are listed below.

- Strengthening Department of Homeland Security Management Functions
- Establishing Effective Mechanisms for Sharing Terrorism-Related Information to Protect the Homeland
- Protecting the Federal Government’s Information Systems and the Nation’s Cyber Critical Infrastructure
- National Flood Insurance Program
- Strategic Human Capital Management (Government-wide)
- Managing Federal Real Property (Government-wide)

This year, GAO also reported on a newly-created Government-wide area, “Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks.” Pursuant to Executive Order 13514 and at the direction of the Secretary, DHS has been working in this area and formed the Climate Change Adaptation Executive Steering Committee in March of 2011. The body ensures that extreme weather is considered in the context of departmental missions and operations. We look forward to a productive dialogue with Congress and GAO on this newly created GAO High Risk area.

DHS carries out multiple complex and highly diverse missions. Although the Department continually strives to improve the efficiency and effectiveness of its programs and operations, the areas identified above merit a higher level of focus and attention. Overcoming challenges in these areas requires long-term strategies for ensuring stable operations, sustained management attention, and resources. As such, DHS’s Under Secretary for Management has implemented a quarterly review of the Department’s progress in addressing each of these areas.

The remainder of this section provides a brief summary of the Department’s efforts in addressing each of the GAO High-Risk areas.

## GAO High-Risk – Status Update

### GAO High-Risk Area: Strengthening Department of Homeland Security Management Functions

**GAO Overview:** In 2003, GAO designated “Implementing and Transforming DHS” as high risk because the Department had to transform 22 agencies—several with major management challenges—into one department. GAO’s prior work on mergers and acquisitions, undertaken before the creation of DHS, found that successful transformations of large organizations, even those faced with less strenuous reorganizations than DHS, can take years to achieve. GAO acknowledged the significant improvement DHS has made to date, by narrowing the High Risk area this year, from “Implementing and Transforming DHS” to “Strengthening DHS Management Functions.” The refocusing by GAO of this High Risk category is a reflection of the Management Directorate’s efforts to systematically address major management concerns. DHS, with more than 230,000 employees, is the third-largest federal department, and its transformation is critical to achieving its homeland security missions. This high-risk area includes challenges in strengthening DHS’s management functions, including acquisition, information technology, financial, and human capital management; the impact of those challenges on DHS’s mission implementation; and challenges in integrating management functions within and across the Department and its Components.

**DHS Lead Office and Official:** Office of the Under Secretary for Management, Dr. Ken Buck, Executive Director for Management Integration

**DHS Progress:** Initially, DHS (2010–2011) focused on strengthening the Department’s foundation so that it could support higher-level initiatives. Examples include strengthening the delegations of authority to clarify the roles between the Department and Components, elevating the role of the Program Accountability and Risk Management function to improve the quality and oversight of acquisition programs, improving the quality and integrity of The Department’s financial statements, and implementing the framework for the Integrated Investment Life Cycle Management (IILCM) to ensure the total budget is spent effectively and efficiently. Future phases (2011–2014) include several specific initiatives to reinforce good management principles, which will ultimately reduce the “degree” of risk.

The Department’s *Integrated Strategy for High Risk Management* was first published in January 2011 to address 31 Outcomes identified by GAO as necessary to manage the risk at DHS Headquarters. The *Integrated Strategy* has been updated every 6 months to reflect the progress made by the Department. This strategy is composed of 18 specific initiatives, each with detailed corrective action plans that contain goals and metrics that correlate directly to GAO’s 31 Outcomes.

In addition, the *Integrated Strategy* also includes a methodology to track progress toward addressing GAO's Outcomes. When the first *Integrated Strategy* was published, only 6.5 percent of the Outcomes were fully addressed, while another 6.5 percent had yet to be initiated. Less than a year later, 77 percent were at least partially addressed and the remaining 23 percent had been initiated.

Furthermore, the Department has made significant progress in implementing the 18 initiatives over the past 2 years. To illustrate this progress, DHS provided GAO with an update of the *Integrated Strategy* in September 2012. Overall, the *Integrated Strategy* has allowed the Department to realize greater efficiencies through good management practices, while also addressing the GAO High-Risk designation. The Department remains committed to demonstrating measurable, sustained progress over the coming years so that all management functions can be eligible for removal from the High-Risk list.

**Planned Actions and Key Milestones:** DHS will continue to implement the *Integrated Strategy for High Risk Management* and track the progress of the 18 initiatives using quarterly internal progress reviews. Over the next year, the Department expects to make important progress integrating and transforming DHS's management functions to create "One DHS." Specifically, DHS plans to:

- Enhance IT infrastructure by continuing to consolidate systems within DHS data centers.
- Continue establishing public and private cloud services to facilitate access to mission-enabling enterprise services.
- Develop a Workforce Transformation Playbook to enhance and empower the homeland security workforce.
- Execute the Department's Diversity and Inclusion Strategy.
- Consolidate Human Resource Information Technology efforts, including rolling out a Personnel Accountability System.
- Lead activities to increase employee engagement, morale, and leadership development.
- Issue a Financial Systems Modernization Playbook.
- Continue developing a centralized business intelligence solution that will provide management information across organizational boundaries and from disparate systems to support informed decision making by Department leadership.
- Issue a revision to the Acquisition Management Directive (MD-102) to enhance oversight of investments.
- Develop a sustainment plan to maintain a clean audit opinion and strengthen internal controls.

Of the 18 initiatives in the *Integrated Strategy*, two are considered transformational as they are cross-cutting and will likely take multiple years to implement. These initiatives are the IILCM and the Management Health Assessment (MHA). Once fully operational, the IILCM will transform the budget process to "strategy driving budget vs. budget driving strategy." During FY 2013, the Department will work with Components to develop an IILCM Playbook, which will identify the major business processes and key decision criteria for the associated Boards and Councils. The MHA is part of a broader effort to promote the integration of management dashboards to ensure better information sharing, allow for more comprehensive assessments of management health, and ultimately improve the efficiency and effectiveness of the Department. In FY 2013, the

Management Directorate will institutionalize MHA reporting and begin expanding the tool to the Components to improve communication and accountability.

**GAO High-Risk Area:** Establishing Effective Mechanisms for Sharing Terrorism-Related Information to Protect the Homeland

**GAO Overview:** In January 2005, GAO designated terrorism-related information sharing as high risk. GAO has since monitored federal efforts to implement the Federal Information Sharing Environment (Federal ISE) because the government faced serious challenges in analyzing key information and sharing among federal, state, local, and other security partners in a timely, accurate, and useful way to protect against terrorist threats.<sup>1</sup> The Federal ISE serves as an overarching solution to strengthening the sharing of intelligence, terrorism, law enforcement, and other information among these partners. DHS, in addition to the U.S. Department of Defense, and the U.S. Department of Justice Federal Bureau of Investigation (FBI), are the key federal participants in the Federal ISE.

In February 2011, GAO found that the government had begun to implement initiatives that improved information sharing, but did not yet have a comprehensive approach that was guided by an overall plan to help gauge progress and achieve desired results. In addition, the evolving nature of domestic threats makes continued progress in improving information sharing critical.

**DHS Lead Office and Official:** Office of Intelligence and Analysis, Glenn Krizay, Deputy Under Secretary for Plans, Policy, and Performance Management

**DHS Progress:** DHS has made progress in both its contributions to the Federal ISE as well as executing its own information-sharing and safeguarding mission. In September 2012, GAO found that DHS has demonstrated leadership in sharing terrorism-related information to protect the Homeland through its establishment and operation of the Information Sharing and Safeguarding Governance Board (ISSGB), which serves as the decision-making body for DHS information-sharing and safeguarding issues. The ISSGB has enhanced collaboration among DHS Components by identifying key information-sharing initiatives, while developing and documenting a process to prioritize initiatives for additional oversight and support. DHS has overseen an initial baseline assessment of the Department’s programs, systems, and initiatives to determine the magnitude of effort needed to implement key information-sharing capabilities. This includes a gap analysis that will form the basis for recommendations to the ISSGB regarding priority initiatives and related milestones to track the maturity of key capabilities, enabling the Department to fulfill its information-sharing vision.

DHS addressed all of GAO’s recommendations in the *FY 2013–2017 DHS Information Sharing and Safeguarding Strategy (DHS Strategy)* released in January 2013 and is currently developing the *Fiscal Years 2013–2017 Information Sharing and Safeguarding Implementation Plan (Implementation Plan)*, which is expected to be complete by May 2013.

**Planned Actions and Key Milestones:** The *DHS Strategy* specifically focuses on 16 priority objectives, including a gap analysis as well as key activities and milestones to address the identified

<sup>1</sup> The Federal ISE is an approach that facilitates the sharing of terrorism and homeland security information, which may include any method determined necessary and appropriate.

gaps. The *DHS Strategy* describes indicators and measures that (1) assess accomplishments, (2) facilitate decision making, (3) hold DHS leaders accountable, and (4) allow the Homeland Security Enterprise to continuously improve.

The development and execution of the Implementation Plan will allow the ISSGB to support the Department's investments in information-sharing solutions to most effectively reduce risks. DHS will update its current *Information Sharing and Safeguarding Roadmap (Roadmap)* as well as the *Roadmap Implementation Guide (Guide)* to track the implementation of the 16 priority objectives. The revised *Guide* and updates will also provide the Department with an institutional record to sustain ongoing implementation efforts that improve information sharing.

DHS, working closely with the FBI and other federal partners, has re-focused its information-sharing and production efforts to better address the needs of state and local governments and private-sector partners. DHS consults with law enforcement officials from major metropolitan areas, the directors of fusion centers, and State Homeland Security Advisors to tailor the Department's products and briefings to better support state and local law enforcement and homeland security officials.

Consistent with the direction the President has set for a robust information-sharing environment, DHS provides, in coordination with the FBI and other federal partners, regular training programs for local law enforcement and homeland security officials to help them identify indicators of terrorist activity. In addition, DHS continues to improve and expand the information-sharing mechanisms by which front-line personnel are made aware of the threat picture, vulnerabilities, and what it means for their local communities.

The Department expects to develop the *Implementation Plan* by May 2013, and update the *Roadmap* and revise the *Guide* by August, 2013.

### **GAO High-Risk Area:** Protecting the Federal Government's Information Systems and the Nation's Critical Infrastructure

**GAO Overview:** Federal agencies and our Nation's critical infrastructures—such as power distribution, water supply, telecommunications, and emergency services—rely extensively on computerized information systems and electronic data to carry out their operations. The security of these systems and data is essential to protecting national and economic security, and public health and safety. Safeguarding federal computer systems and the systems that support critical infrastructures—referred to as cyber Critical Infrastructure Protection (CIP)—is a continuing concern. Federal information security has been on GAO's list of high-risk areas since 1997; in 2003, GAO expanded this high-risk area to include cyber CIP. Risks to information systems include continuing insider threats from employees and business partners, escalating and emerging threats from around the globe, the ease of obtaining and using hacking tools, the steady advance in the sophistication of attack technology, and the emergence of new and more destructive attacks.

**DHS Lead Office and Official:** National Protection & Programs Directorate (NPPD) Office of Cybersecurity & Communications (CS&C)/Enterprise Performance Management Office, Matthew Shabat, Program Analyst

**DHS Progress:** DHS has made significant progress in improving its ability to protect against cyber

threats by advancing its cyber analysis and warning capabilities, acquiring enhanced analytical and technical capabilities, developing strategies for hiring and retaining highly qualified cyber analysts, and strengthening the effectiveness of its public-private-sector partnerships in securing cyber critical infrastructure. For example, DHS developed the National Cyber Incident Response Plan to coordinate incident management, enhance data flow, and support analytical collaboration between federal, state, and local government entities as well as private-sector partners. Additionally, the National Cybersecurity and Communications Integration Center has brought together partners from the public and private sector as well as law enforcement to improve information sharing and develop a common operational picture of the cybersecurity landscape across networks.

DHS is working with the Office of Management and Budget (OMB) to strengthen cybersecurity across Federal Executive Branch civilian agencies, including in the areas of continuous diagnostics and mitigations as well as automated asset, configuration and vulnerability management, two-factor authentication, and Trusted Internet Connections (TIC) Initiative compliance. DHS continues to build relationships and mechanisms to improve information sharing by sponsoring SECRET and TS/SCI clearances for critical infrastructure representatives and developing collaborative frameworks through which classified and unclassified threat, vulnerability, and mitigation information is shared. DHS's United States Computer Emergency Readiness Team provides Department and Agency Cybersecurity Reports, which provide individual agencies a better understanding of their intrusion detection data. Finally, DHS has significantly grown its federal cyber workforce over the last 4 years in order to ensure it maintains technical expertise commensurate with its critical mission.

The Administration's Executive Order 13636 on Cybersecurity and Presidential Policy Directive 21 on Critical Infrastructure and Resilience take a whole-of-government approach and reinforce the need for holistic thinking about security and risk management across critical infrastructure sectors. Furthermore, as DHS continues to develop and deploy new capabilities, such as Continuous Diagnostics and Mitigation and intrusion prevention technology, DHS will be better positioned to assist federal agencies as they improve their cybersecurity.

With respect to Federal Information Security Management Act reporting and future Continuous Diagnostics & Mitigation priorities, DHS has actively collaborated with other federal agencies in launching and administering the Federal Risk and Authorization Management Program for cloud computing services. To address outstanding GAO recommendations, DHS is working with the Federal Desktop Core Configuration and U.S. Government Configuration Baseline (USGCB) requirements to strengthen agency information security by (1) requiring stricter security settings on workstations than those previously in place and (2) standardizing agencies' management of workstations, making it easier to manage changes across the organization. As of September 30, 2012, 84 percent of DHS Components are USGCB-compliant.

Senior NPPD and GAO officials meet quarterly to keep abreast of ongoing cyber activities, discuss DHS's strategic direction in cybersecurity, and review the status of open recommendations. DHS has provided GAO with significant documentation to close 16 recommendations over the last year regarding cyber analysis and warning, the TIC initiative, and EINSTEIN. DHS has provided GAO with significant documentation to close its two recommendations focused on public-private information sharing.

Where recommendations remain open, DHS has demonstrated to GAO progress in strengthening

the effectiveness of partnerships and is continuing to support GAO's request for additional information on DHS's National Cybersecurity and Communications Integration Center.

**Planned Actions and Key Milestones:** To further protect the Federal Government's information systems, DHS has begun using continuous monitoring diagnostics and mitigation data feeds from Component tools to monitor the implementation of USGCB settings. As of December 2012, Components' progress in implementing and maintaining compliance with the DHS baseline configuration settings is being communicated to Executive Management in the monthly DHS Information Security Scorecard for monitoring and action when appropriate.

### GAO High-Risk Area: National Flood Insurance Program

**GAO Overview:** The National Flood Insurance Program (NFIP) is a key component of the Federal Government's efforts to limit the damage and financial impact of floods; however, it likely will not generate sufficient revenues to repay the billions of dollars borrowed from the Treasury Department to cover claims from the 2005 hurricanes or future catastrophic losses. The lack of sufficient revenues highlights structural weaknesses in how the program is funded. Also, weaknesses in NFIP management and operations, including financial reporting processes and internal controls, and oversight of contractors place the program at risk. The Federal Emergency Management Agency (FEMA), within DHS, is responsible for managing the NFIP. While FEMA has taken some steps to address these issues, including increasing the number of policyholders and implementing new contractor oversight processes, it continues to face complex challenges and Congress needs to act to restructure the program.

**DHS Lead Office and Official:** Flood Insurance and Mitigation Administration (FIMA), David L. Miller, Associate Administrator

**DHS Progress:** Within FEMA, FIMA continues to address the structural and operating challenges that confront the NFIP. With the passage of the *Biggert-Waters Flood Insurance Act of 2012* in July, the NFIP now has authority to implement actuarial rates for most policies, which will improve the financial and operational position of the program. Specifically, the Act raises the statutory limit on annual rate increases, mandates premium increases for many Pre-Flood Insurance Rate Map structures that do not pay full risk premiums, and requires grandfathered structures to pay premiums more closely related to their individual flood risk after a map change. The provision for a reserve fund will allow the NFIP to build surplus capital to pay losses in a greater-than-average loss year. A new grants program will allow NFIP to address frequently flooded properties, which represent 1 percent of policies and account for 25 percent to 30 percent of claims.

FIMA has been responsive in working with GAO to address the operating challenges identified in GAO's recommendations to improve management and operations. Revisions to procedures for monitoring contractors and sharing information on contractor performance resulted in closing two recommendations. FIMA changed the process for Write Your Own (WYO) company performance under the WYO Financial Control plan; initiated a new marketing bonus program to focus on areas with low market penetration; implemented procedures to select statistically representative samples of all claims for conducting claims re-inspections; and requested an independent audit of the NFIP's financial statements. Because of these actions, FIMA has requested that GAO close 11 of the 20 recommendations and is awaiting feedback.

**Planned Actions and Key Milestones:** In FY 2013, FIMA will begin implementation of the

provisions of the *Biggert-Waters Act*. FIMA has identified seven priorities, including phase-in of actuarial rates for non-primary residences, phase-in of actuarial rates for subsidized and newly mapped policies, grants, installment payments, reserve fund, flood mapping provisions, and residential condominium provisions. Focusing on these areas will result in revenue increases, which will help to stabilize the NFIP's financing.

**GAO High-Risk Area: Strategic Human Capital Management (Government-wide)**

**GAO Overview:** GAO initially designated strategic human capital management as a high-risk area because of the long-standing lack of leadership in this area. While significant steps have been taken, the area remains high risk because of a need to address current and emerging critical skills gaps that are undermining agencies' abilities to meet their vital missions. The Federal Government's current budget and long-term fiscal pressures underscore the importance of a strategic and efficient approach to recruitment, hiring, development, and retention of individuals with critical skills.

**DHS Lead Office and Official:** Office of the Chief Human Capital Officer, Catherine V. Emerson, Chief Human Capital Officer

**DHS Progress:** DHS is making progress towards achieving the OMB Cross-Agency Priority Goal for FY 2013 of closing skills gaps by 50 percent, and is taking actions as directed by the Office of Personnel Management (OPM) to achieve this goal. OPM and the Chief Human Capital Officer Council launched the Strategic Human Capital Management High-Risk Initiative (SHCM HRI) at the beginning of FY 2012 to develop a comprehensive plan to reduce skill/staffing gaps in targeted Mission Critical Occupations (MCOs) across the Federal Government and within agencies. In support of this initiative, DHS participated in the OPM-led SHCM HRI Executive Steering Committee and Integrated Project Teams, which developed a Federal Government-wide comprehensive plan to reduce skill/staffing gaps.

In FY 2012, DHS fully implemented the guidance of the SHCM HRI by rolling out a pilot process to identify and reduce staffing and competency gaps. Specifically, DHS conducted supply and demand analysis, gap/discrepancy identification, gap closure strategy development, and action planning for three DHS SCHM HRI MCOs. This process and supporting tools and templates have been documented in an updated *DHS Workforce Planning Guide* for use by Components. In addition, DHS developed a framework for competency models and launched a pilot for identifying competency gaps through the deployment of competency assessment surveys. Lastly, DHS has strengthened oversight of Component workforce planning efforts by developing and implementing a Workforce Planning Checklist used in DHS Accountability audits. Members of the Workforce Planning team also participate as team members in conducting these audits.

**Planned Actions and Key Milestones:** In FY 2013 and FY 2014, DHS plans to continue following the guidance set forth by the SHCM HRI. In addition, the pilot competency assessments for selected DHS occupations will continue throughout FY 2013 and will serve as the basis for competency gap identification and closure strategies to include action plans. To address staffing gaps, DHS plans to implement the action plans developed in FY 2012 that drive skill gap reductions in the SHCM HRI MCOs. DHS also plans to expand the SHCM HRI pilot process to other priority MCOs by applying the guidance documented in the *DHS Workforce Planning Guide*.

**GAO High-Risk Area: Managing Federal Real Property (Government-wide)**

**GAO Overview:** The federal real property portfolio is vast and diverse. It totals over 900,000 buildings and structures with a combined area of over 3 billion square feet. Progress has been made on many fronts, including significant progress with real property data reliability and management of the condition of facilities. However, federal agencies continue to face long-standing problems, such as overreliance on leasing, excess and underutilized property, and protecting federal facilities. As a result, this area remains on GAO’s High-Risk List, with the exceptions of government-wide real property data reliability and management of condition of facilities, which GAO found to be sufficiently improved to be no longer considered high risk.

**DHS Lead Office and Official:** Office of the Chief Readiness Support Officer (formerly, Office of the Chief Administrative Officer), Asset and Logistics Management, Richard Espinoza, Assistant Deputy Director for Real Estate.

**DHS Progress:** DHS continues to work through the Federal Real Property Council to improve property management and reduce overreliance on leasing, excess and underutilized property, and protecting federal facilities. The Department is committed to reducing real property spending in accordance with the presidential memo on Real Property Planning and Cost Savings. The DHS National Capital Region Housing Master Plan was designed to consolidate mission execution functions at a new DHS Headquarters at St. Elizabeths while reducing the number of mission support locations to decrease overall costs.

The St. Elizabeths Master Plan was approved in 2009 and the Phase 1 relocation of the U.S. Coast Guard Headquarters is on schedule for completion and start of occupancy by August 2013. However, in consideration of the current budget environment, the Department is working with the U.S. General Services Administration (GSA) and OMB to re-baseline the St. Elizabeths’ completion schedule. In the meantime, the Department is developing a plan to leverage flexible workspace technologies to achieve the goals of mission support consolidation through lease compression and realignment of existing space.

Finally, DHS is addressing remaining High-Risk Series issues in both its leased and owned facilities. The Department is working to deliver portfolio square-foot reduction and cost savings, while requiring the implementation of a risk management process to determine necessary levels of protection and development of Facility Security Plans.

**Planned Actions and Key Milestones:** The Department continues to meet regularly with GSA to discuss leasing strategies, while developing a flexible work strategy based on the results of a successful pilot conducted at the Office of the Chief Readiness Support Office. The information from the pilot will provide guidance to help facilitate the integration of workplace strategies, such as consistent space guidelines, into Component management of the Department’s real property inventory.

DHS Federal Protective Service continues to work directly with GAO auditors and is addressing previous recommendations to enhance the protection of federal facilities and their counterparts.

## Low-Priority Program Activities

The President's Budget identifies the lower-priority program activities, as required under the *GPRA Modernization Act*, 31 U.S.C. 1115(b)(10). The public can access the volume at:

<http://www.whitehouse.gov/omb/budget>.

## Component Acronyms

Below is the list of DHS Components and their Acronyms.

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AO – Analysis and Operations  
CBP – U.S. Customs and Border Protection  
DMO – Departmental Management and Operations  
DNDO – Domestic Nuclear Detection Office  
FEMA – Federal Emergency Management Agency  
FLETC – Federal Law Enforcement Training Center  
ICE – U.S. Immigration and Customs Enforcement  
NPPD – National Protection and Programs Directorate  
OHA – Office of Health Affairs  
OIG – Office of Inspector General  
S&T – Science and Technology Directorate  
TSA – Transportation Security Administration  
USCG – U.S. Coast Guard  
USCIS – U.S. Citizenship and Immigration Services  
USSS – U.S. Secret Service

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Homeland  
Security



Homeland  
Security