



U.S. Department of Homeland Security Summary of Performance and Financial Information

Fiscal Year 2014



Homeland
Security

About this Report

The *U.S. Department of Homeland Security (DHS) Summary of Performance and Financial Information for Fiscal Year (FY) 2014* offers a high-level summary of performance and financial information. This report is designed for use by a wide variety of audiences and stakeholders within and outside government.

For FY 2014, the Department is using the alternative approach—as identified in the Office of Management and Budget’s Circular A-136—to produce its Performance and Accountability Reports, which consists of the following three reports:

- **DHS Agency Financial Report:** Delivery date: November 17, 2014.
- **DHS Annual Performance Report:** Delivery date: February 2, 2015. The *DHS Annual Performance Report* is submitted with the Department’s Congressional Budget Justification.
- **DHS Summary of Performance and Financial Information:** Delivery date: February 17, 2015.

When published, all three reports will be located on our public website at: <http://www.dhs.gov/performance-accountability>.

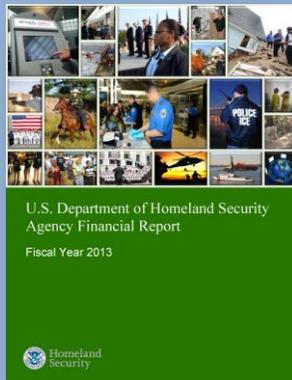
For more information, contact:

Department of Homeland Security
Office of the Chief Financial Officer
Office of Financial Management
245 Murray Lane, SW
Mailstop 200
Washington, DC 20528

Information may also be requested by sending an email to par@hq.dhs.gov.

Certificate of Excellence in Accountability Reporting

In May 2014, the U.S. Department of Homeland Security received the Certificate of Excellence in Accountability Reporting (CEAR) from the Association of Government Accountants (AGA) for its FY 2013 Agency Financial Report. The CEAR Program was established by the AGA, in conjunction with the Chief Financial Officers Council and the Office of Management and Budget, to further performance and accountability reporting.



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Overview

The Department of Homeland Security (DHS) has a fundamental duty—to secure the Nation from the many threats we face. This requires the dedication of more than 240,000 employees in jobs that range from aviation and border security to emergency response, from cybersecurity analyst to chemical facility inspector. Our duties are wide-ranging, but our goal is clear—keep America safe.

Our Organization

DHS's operational Components lead the Department's frontline activities to protect our Nation. The remaining DHS Components provide resources, analysis, equipment, research, policy development, and support to ensure the frontline organizations have the tools and resources to accomplish the DHS mission. The Department has recently undergone an efficiency and effectiveness assessment of DHS headquarters offices and has proposed appropriate realignments that will be in effect in FY 2015. For the most up to date information on the Department's structure, visit our Web site at <http://www.dhs.gov/organization>.

Our Components

The following is a description of the major Components that make up the Department of Homeland Security. See our Federal Program Inventory at <http://www.dhs.gov/publication/federal-program-inventory> for more detail regarding the major programs within the DHS Components. Components listed below are those for which Congress appropriates funds through the budgeting process, whereas the Components in the financial reporting section are those tracked in the Treasury Information Executive Repository system presented in [Note 1.A](#) in the Financial Section of the [DHS FY 2014 Agency Financial Report](#) (AFR). Click on the Component name for more information on their website.

Operational Components

[Federal Emergency Management Agency \(FEMA\)](#) supports our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

[Transportation Security Administration \(TSA\)](#) protects the Nation's transportation systems to ensure freedom of movement for people and commerce.

[U.S. Citizenship and Immigration Services \(USCIS\)](#) oversees lawful immigration to the United States and is responsible for granting immigration and citizenship benefits, promoting awareness and understanding of citizenship, and ensuring the integrity of our immigration system.

[U.S. Coast Guard \(USCG\)](#) is one of the five armed forces of the United States and safeguards our Nation's maritime interests and natural resources, defends our maritime borders, and saves those in peril. Additionally, the USCG is a law enforcement and regulatory agency with broad domestic legal authorities.

[U.S. Customs and Border Protection \(CBP\)](#) is responsible for securing America's borders to protect the United States against threats and prevent the illegal entry of inadmissible persons and contraband, while facilitating lawful travel and trade.

[U.S. Immigration and Customs Enforcement \(ICE\)](#) is the largest investigative arm of DHS and the second largest investigative agency in the Federal Government. ICE's primary mission is to promote homeland security and public safety through the criminal and civil enforcement of federal laws governing illegal immigration, customs, and trade within our borders.

[U.S. Secret Service \(USSS\)](#) carries out a unique dual mission of protection and investigations. The Service protects the President, Vice President, designated national leaders, other visiting heads of State and Government, and National Special Security Events; safeguards the Nation's financial infrastructure and payment systems to preserve the integrity of the economy; and investigates electronic and cybercrimes.

Remaining Components

[Analysis and Operations \(AO\)](#) manages the intelligence, information sharing, and operations coordination functions for DHS. Analysis and Operations includes the [Office of Intelligence and Analysis \(I&A\)](#) and the [Office of Operations Coordination and Planning \(OPS\)](#).

[Departmental Management and Operations \(DMO\)](#) provides support to the Secretary and Deputy Secretary in the overall leadership, direction, and management to the Department and all of its Components, ensuring the delivery of effective and efficient business and management services. DMO is responsible for Department budgets and appropriations, expenditure of funds, accounting and finance, procurement, human resources, information technology systems, facilities and equipment, and the identification and tracking of performance measurements.

[Domestic Nuclear Detection Office \(DNDO\)](#) works to enhance the nuclear and radiological detection efforts of federal, state, territorial, tribal, and local governments, and the private sector to ensure a coordinated response to such threats. DNDO is also responsible for advancing and integrating U.S. Government technical nuclear forensics efforts.

[Federal Law Enforcement Training Centers \(FLETC\)](#) provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently.

[National Protection and Programs Directorate \(NPPD\)](#) leads the Department's mission to reduce risk to the Nation's critical physical and cyber-infrastructure through partnerships that foster collaboration and interoperability and through regulation of security of high-risk facilities.

[Office of Health Affairs \(OHA\)](#) serves as DHS's principal authority for all medical and health issues. OHA provides medical, public health, and scientific expertise to the Department in support of the DHS mission to prepare for, respond to, and recover from all threats.

[Office of Inspector General \(OIG\)](#) was established by the *Homeland Security Act of 2002* (Pub. L. 107-296) by an amendment to the *Inspector General Act of 1978*. OIG has a dual reporting responsibility to the Secretary of DHS and to Congress. OIG serves as an independent and

objective audit, inspection, and investigative body to promote economy, effectiveness, and efficiency in DHS programs and operations, and to prevent and detect fraud, waste, and abuse.

[Science and Technology \(S&T\)](#) Directorate's mission is to strengthen America's security and resilience by providing knowledge products and innovative technology solutions for the Homeland Security Enterprise.

Our Strategic Framework

The DHS [Strategic Plan for FY 2012-2016](#) presents the Department's missions, goals, and objectives in place during the FY 2014 financial reporting period. On June 18, 2014, DHS published a new Quadrennial Homeland Security Review (QHSR), which continues the Department's efforts to prioritize front-line operations while maximizing the effectiveness and efficiency of every taxpayer dollar the Department receives. The new QHSR is available at <http://www.dhs.gov/publication/2014-quadrennial-homeland-security-review-qhsr>.

The Performance Overview section of the AFR is aligned to the new QHSR strategic framework and provides a clear path to the Department's recently published DHS FY 2014-2018 Strategic Plan. All future performance and accountability reports will align to the DHS FY 2014-2018 Strategic Plan. The financial information presented in this report is structured around the DHS FY 2012-2016 Strategic Plan.

Although there is significant continuity between the DHS FY 2012-2016 Strategic Plan and the DHS 2014 QHSR within the core missions, the following adjustments characterize the relationship:

- The focus area of *Providing Essential Support to National and Economic Security* was eliminated from the DHS FY 2012-2016 Strategic Plan and the corresponding programs and their related activities were integrated into the following QHSR missions:
 - *Mission 2: Secure and Manage our Borders;*
 - *Mission 5: Strengthen National Preparedness and Resilience; and*
 - *Mature and Strengthen Homeland Security.*
- A portion of *Mission 1: Preventing Terrorism and Enhancing Security* was realigned to *Mission 4: Safeguard and Secure Cyberspace.*
- A portion of *Maturing and Strengthening DHS* was realigned to *Mission 5: Strengthen National Preparedness and Resilience.*

The QHSR missions of the Department are:

Mission 1: Prevent Terrorism and Enhance Security

Preventing terrorism is the cornerstone of homeland security. Within this mission we focus on the goals of preventing terrorist attacks; preventing and protecting against the unauthorized acquisition or use of chemical, biological, radiological, and nuclear materials and capabilities; and reducing risk to the Nation's most critical infrastructure, key leaders, and events.

Mission 2: Secure and Manage Our Borders

Secure, well-managed borders must not only protect the United States against threats from abroad, they must also safeguard and expedite the flow of lawful trade and travel. Achieving this end requires that we focus on three interrelated goals: 1) secure U.S. air, land, and sea borders and approaches; 2) safeguard and expedite lawful trade and travel; and 3) disrupt and dismantle transnational criminal organizations and other illicit actors.

Mission 3: Enforce and Administer Our Immigration Laws

Immigration is essential to our identity as a nation of immigrants. Most American families have an immigration story, some recent, some more distant. Many immigrants have taken on great risks to work and contribute to America's prosperity or were provided refuge after facing persecution abroad. Americans are extremely proud of this tradition. Smart and effective enforcement and administration of our immigration laws remains a core homeland security mission.

Mission 4: Safeguard and Secure Cyberspace

Each and every day, the United States faces a myriad of threats in cyberspace, from the theft of trade secrets, payment card data, and other sensitive information through cyber-intrusions to denial-of-service attacks against Internet websites and attempted intrusions of U.S. critical infrastructure. DHS works closely with government and private sector partners to strengthen cybersecurity capabilities, investigate cybercrime, and share actionable information to ensure a secure and resilient cyberspace that protects privacy and civil rights and civil liberties by design, supports innovation and economic growth, and supports public health and safety.

Mission 5: Strengthen National Preparedness and Resilience

Despite ongoing vigilance and efforts to protect the United States and its citizens, major accidents, disruptions, and natural disasters, as well as deliberate attacks, will occur. The challenge is to build the capacity of American society to be resilient in the face of disruptions, disasters, and other crises. Our goals in this mission require us to: 1) enhance national preparedness; 2) mitigate hazards and vulnerabilities; 3) ensure effective emergency response; and 4) enable rapid recovery.

Mature and Strengthen Homeland Security

The Nation's experiences in the years since September 11, 2001 highlight the importance of joining efforts across all levels of society and government into a common homeland security. In considering the evolution of the Department and the ever-changing environment in which it operates, we have identified several key, cross-cutting functional areas of focus for action within the Department that must be accomplished in order for it to successfully execute its core missions. These functions, and the critical activities associated with them, serve as the supporting foundation that underpins all homeland security missions.

These activities also support the Unity of Effort Initiative, which builds important linkages between the Department's planning, programming, budgeting, and execution processes, ensuring that the

Department invests and operates in a cohesive, unified fashion, and makes decisions that are transparent and collaborative to drive the Secretary's strategic guidance to results.

In the Secretary's April 22nd memorandum on "Strengthening Departmental Unity of Effort," he directed specific activities across four main lines of effort: inclusive senior leader discussion and decision-making forums that provide an environment of trust and transparency; strengthened management processes for investment, including requirements, budget, and acquisition processes, that look at cross-cutting issues across the Department; focused, collaborative Departmental strategy, planning, and analytic capability that supports more effective DHS-wide decision-making and operations; and enhanced coordinated operations to harness the significant resources of the department more effectively. Our goal is better understanding of the broad and complex DHS mission space and empowering DHS components to effectively execute their operations.

Enhancing the effectiveness and unity of DHS operations to better fulfill our mission responsibilities is the primary reason for making these important changes. This approach represents a departure in some ways from current DHS and Component level approaches to management and operations. But in adding structure and transparency, combined with collaborative, forthright senior leader engagement we will build together a stronger, more unified, and enduring DHS.

Two new senior leader forums, the Secretary's Senior Leader Council and the Deputy's Management Action Group, will drive the decision making and synchronization of all these activities. The Department has not had a forum for its most senior leadership-Component and Deputy Component heads, Under Secretaries, and the heads of select other offices-to gather regularly with me and the Deputy Secretary in an environment of trust, and openly place on the table issues, arguments, and disagreements concerning our most challenging issues. These two new forums, which have each been meeting at least every two weeks since their inception, change that.

[Additional details](#) on this initiative are contained in the "Performance Overview" section of the report under "Mature and Strengthen Homeland Security."

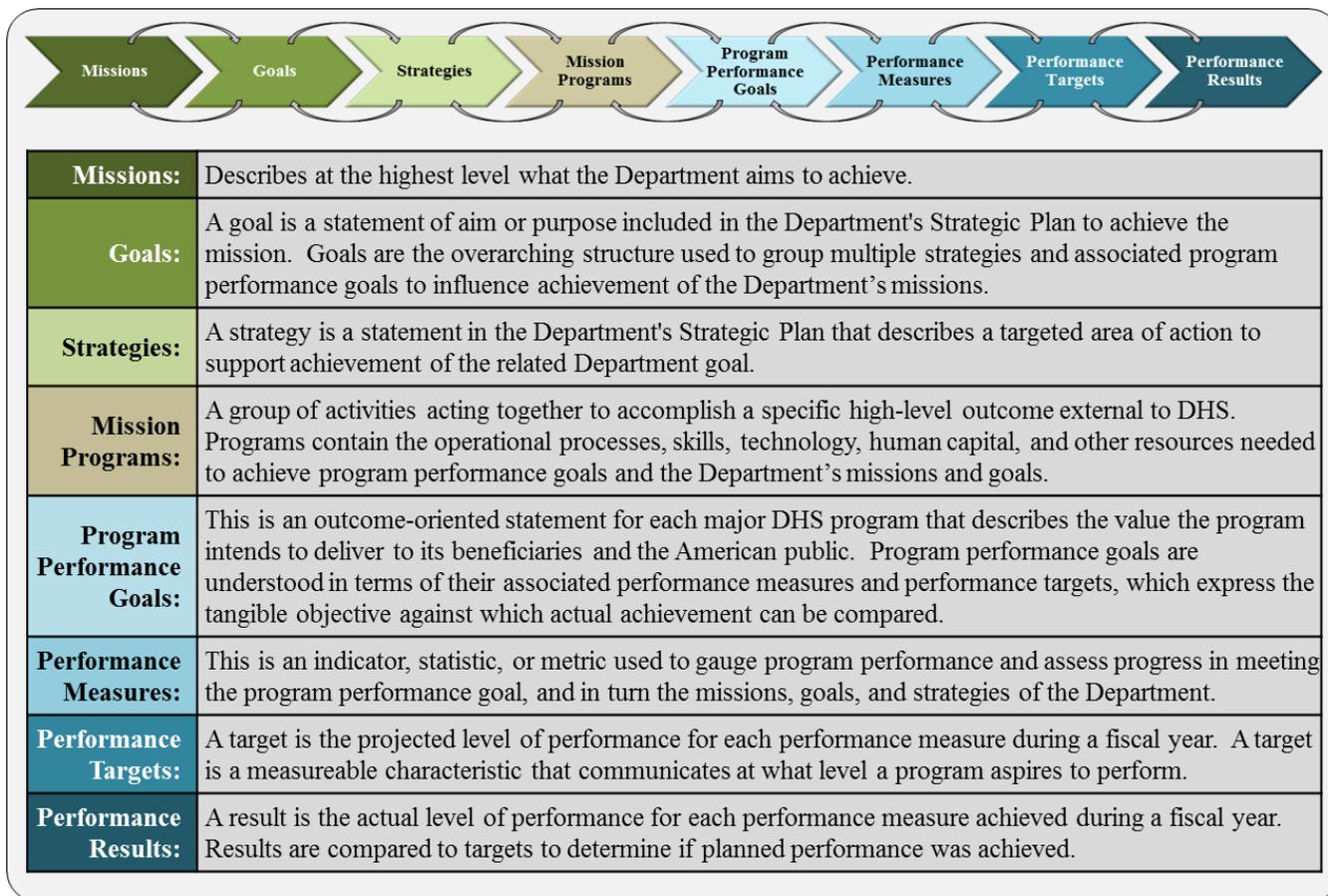
Performance Overview

The Performance Overview provides a summary of each homeland security mission, selected accomplishments, key performance measures, and forward looking initiatives to strengthen the Department’s efforts in achieving a safer and more secure Nation. A complete list of all performance measures and results is available in the DHS FY 2014-2016 Annual Performance Report and can be accessed at <http://www.dhs.gov/performance-accountability>.

Performance Management in DHS

DHS is committed to strengthening our ability to report on performance results in achieving our goals and delivering value to the American public. The figure below shows our performance management progression in support of our strategic framework. As the figure depicts, each segment is influenced by items before and after in our performance progression. As such, how and what we measure is directly influenced by our missions and goals. Likewise, our performance results influence our strategies, goals, and missions.

Department-wide measurement occurs each quarter and results are made available to DHS internal stakeholders. A subset of results is made available in the Agency Financial Report and detailed end-of-year results are made available to our external stakeholders through our Annual Performance Report.



Mission 1: Prevent Terrorism and Enhance Security

Preventing a terrorist attack in the United States remains the cornerstone of homeland security. Our vision is a secure and resilient nation that effectively prevents terrorism in ways that preserve our freedom and prosperity. Achieving this vision requires us to focus on the core goal of preventing terrorist attacks, highlighting the challenges of preventing attacks using chemical, biological, radiological, and nuclear weapons and managing risks to critical infrastructure.

Our goals for this mission are:

- Goal 1.1: Prevent Terrorist Attacks;
- Goal 1.2: Prevent and Protect Against the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities; and
- Goal 1.3: Reduce Risk to the Nation’s Critical Infrastructure, Key Leaders, and Events.



Preventive Radiological and Nuclear Detection Program

On December 3 and 4, 2013, DNDO worked with the Tampa Bay, Florida region to conduct a full-scale exercise called Operation Radiological Operations Preparedness Exercise (ROPE). Operation ROPE assessed Tampa Bay’s Preventive Radiological and Nuclear Detection Program’s ability to investigate a known or suspected radiological and nuclear threat. A total of 22 federal, state, and local emergency management and first responder agencies participated in the event, in addition to observers from 10 different Florida state and local agencies.

The exercise scenario involved the investigation of suspicious activities after receiving information from a confidential informant that a group’s leader claimed to have obtained a radiological and nuclear source for use in an attack against the public.

The exercise successfully demonstrated the Tampa Bay area’s capability to conduct joint tactical radiological and nuclear detection operations including wide-area search, primary and secondary screening and inspection, and alarm adjudication. The exercise also assessed the agency’s ability to implement a command and control structure over organizations in response to a radiological and nuclear event per established procedures. DNDO supported over 40 exercises with state and local partners in FY 2014 and plans to increase exercise support in FY 2015. Exercise events like Operation ROPE allow operators to work in a multi-jurisdictional environment to share and analyze information and plan tactical responses with critical federal partners.

The following five highlighted measures gauge our efforts to prevent terrorism and enhance security. Explanations of results, trend analysis, and corrective actions are provided for each measure as appropriate.

Percent of international air enplanements vetted against the terrorist watch list through Secure Flight (TSA)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	100%	100%	100%	100%	100%

TSA has maintained a 100 percent vetting of international travelers against the terrorist watch list for the past four years. Airlines submit passenger information to the Secure Flight Program which

performs watch list matching in order to prevent individuals on the No Fly List from boarding an aircraft and to identify individuals for enhanced screening. After matching passenger information against government watch lists, Secure Flight transmits the matching results back to airlines so they can issue boarding passes to cleared passengers.

Percent of inbound air cargo screened on international passenger flights originating from outside the United States and Territories (TSA)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	93.0%	99.5%	100%	100%

TSA reached the legislatively mandated target of 100 percent of inbound cargo screened beginning in January 2013 and has maintained 100 percent performance since that date. FY 2014 represents the first full year TSA has screened 100 percent of inbound air cargo on international passenger flights originating from outside the United States and territories. TSA's [Air Cargo Division](#) is responsible for working within TSA, across DHS, and with other governmental agencies—domestic and international—to develop air cargo regulations, technological solutions, and policies that continuously enhance the security of the air cargo supply chain while maintaining our commitment to ensure the flow of commerce.

Percent of overall compliance of domestic airports with established aviation security indicators (TSA)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
96.0%	95.9%	95.0%	94.4%	100%	94.0%

The performance results indicate the percentage which all airports, indirect air carriers, and aircraft operators have been found to comply with transportation security regulations through inspections. The target of 100 percent compliance by all regulated entities is not attainable in FY 2014 based on intelligence and security priorities that have led to an increased focus on high-risk areas for targeted inspections and testing activities. TSA has taken action to increase the rate of compliance, including increased industry outreach and Compliance Security Enhancement Through Testing (COMSETT) activities, a risk-based testing program for leading security indicators. TSA's intelligence-driven, risk-based COMSETT activities focus on security outcomes through testing and mitigation with airports and aircraft operators to close the gap in any identified security weaknesses. Improving airport compliance to meet aviation security indicators is part of our [multi-layered approach](#) to overall risk reduction.

Percent of performance standards implemented by the highest risk chemical facilities and verified by DHS (NPPD)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	46%	97%	78%

NPPD works with high-risk chemical facilities to implement security measures to improve site security compliance with the Chemical Facility Anti-terrorism Standards ([CFATS](#)) regulation. High-risk chemical facilities submit existing and planned security measures through their site security plans. Upon authorization, CFATS Chemical Security Inspectors conduct an authorization inspection of each covered facility to verify that the site security plan is compliant with the CFATS regulation and the applicable 18 risk-based performance standards. In FY 2014, the highest risk chemical facilities (Tiers 1 and 2) have implemented 78 percent of the required security measures in order to meet the CFATS performance standards. This is a significant improvement from FY 2013.

Due to the fluctuation in the risk-based classification for facilities and the significant amount of time required for approval of the performance standards, the program did not meet its target. The program is on track to continue its upward trend and will continue to authorize, inspect, and approve site security plans for the highest risk chemical facilities.

Security compliance rate for high risk maritime facilities (USCG)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	99.9%	98.7%	99.3%	100%	99.3%

This measure is a leading indicator of maritime facility security and resilience in our Nation’s ports. Compliance of high-risk facilities is determined based on whether a major problem is found during an inspection, requiring a notice of violation or civil penalty. High-risk maritime facilities are a subset of the entire national waterfront facility population which pose a greater risk for significant loss of life, environmental damage, or economic disruption if attacked. In total, 23 of the approximately 3,400 high-risk facilities were not in compliance. While performance did not fully achieve the aspirational target of 100 percent, the FY 2014 results are consistent with prior year results while remaining above 99 percent for three of the past four years.



\$4.5 Million in Fake U.S. Currency Seized in Peru

In May 2014, the U.S. Secret Service and the Peruvian National Police, Vetted Anti-Counterfeiting Forces, obtained information regarding an ongoing counterfeit U.S. currency printing operation in Lima, Peru. The investigation identified a Peruvian national, Pedro Sosa Inca Casana, as the primary suspect. Through investigative interviews, surveillance operations, and the execution of a search warrant, agents uncovered the scheme to operate a counterfeit currency manufacturing plant inside a storefront location in Lima. The Peruvian police arrested Inca Casana as he was driving through Lima and a search of the suspect’s vehicle uncovered the equivalent of \$1.95 million in counterfeit U.S. Federal Reserve Notes. After further investigation, law enforcement authorities seized a combined total equivalent of

\$4.5 million in counterfeit U.S. Federal Reserve Notes from Inca Casana’s vehicle and illicit manufacturing plant. They also seized a printing press, 21 printing plates bearing counterfeit images, uncut sheets of counterfeit \$100 bills, inks, glues, and other counterfeiting paraphernalia.

Established in 1865, the U.S. Secret Service’s original mandate was to investigate the counterfeiting of U.S. currency and the enforcement of counterfeiting statutes to preserve the integrity of United States currency, coin, and financial obligations.

Looking Forward

The United States has made significant progress in securing the Nation from terrorism. Nevertheless, the evolving and continuing threat from terrorists remains, as is witnessed in the Middle East over the past year. DHS and its many partners, internationally, across the federal, state, and local governments, tribal and territorial, public and private sectors, and communities across the country have strengthened the homeland security enterprise to better mitigate and defend against dynamic threats. Below are a few areas that advance our efforts to achieve the Department’s mission of preventing terrorism and enhancing security.

Information Sharing

Protecting the country from evolving transnational threats requires a strengthened homeland security enterprise that shares information across organizational boundaries while ensuring that information is available to all stakeholders. Four key elements of the homeland security [information sharing architecture](#) bring to bear the strength of the entire homeland security enterprise: 1) the [National Network of Fusion Centers](#) which serve as focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information; 2) the [Nationwide Suspicious Activity Reporting Initiative](#) which is a unified process for reporting, tracking, and accessing suspicious activity in coordination with the Department of Justice; 3) the [National Terrorism Advisory System](#) to communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector; and 4) the [If You See Something, Say Something](#) nationwide public awareness campaign which is a simple and effective program to raise public awareness of indicators of terrorism and violent crime, and to emphasize the importance of reporting suspicious activity to the proper state and local law enforcement authorities. Moving forward, concerted efforts are being placed on working with our European and other allied governments to improve our information sharing based on the increase in international terrorist related activities. In addition, we are continuing to look at enhancements to our information sharing tactics about suspicious individuals with our interagency partners in law enforcement and the intelligence community.

Risk-Based Security through Trusted Traveler Programs

To enable our agents to focus on the highest risk passengers, TSA and CBP continue to expand the use of trusted traveler programs, such as [TSA Pre✓[®]](#) and [CBP Global Entry](#) which are pre-screening initiatives for travelers to expedite screening at domestic checkpoints. These programs improve and strengthen the security of the Nation's transportation systems while ensuring the freedom of movement for people and commerce. As of the end of FY 2014, 44 percent of the traveling public was receiving expedited screening through TSA Pre✓[®] while Global Entry membership increased 81 percent. Both programs have dramatically improved wait times for qualified travelers. Future plans to accommodate the growth of these programs are to continue expansion of enrollment centers to improve the registration process and to increase the airport locations that employ expedited screening operations to better serve the public.

Radiological and Nuclear Material Detection

DHS seeks to evolve the [Global Nuclear Detection Architecture](#) in coordination with other DHS Components, the U.S. Attorney General, the intelligence community, and the Departments of State, Defense, and Energy. The architecture provides a comprehensive framework for detecting (through technical and nontechnical means), analyzing, and reporting on nuclear and other radioactive materials that are out of regulatory control. DNDO is working to ensure that capabilities to scan for radiological and nuclear threats at ports of entry can be maintained and sustained, including conducting an analysis of alternatives for radiation portal monitors and providing CBP with handheld radiation detectors. DNDO also continues to support DHS operational Component requirements and build upon efforts that integrate law enforcement, intelligence, and nuclear detection technologies. To enhance radiological and nuclear detection capabilities of state and local law enforcement, DNDO implements the Securing the Cities program, which was expanded in FY 2014 to include a third urban region, and supports the delivery of radiological and nuclear detection training courses with an annual target of 3,750 state and local participants. DNDO functions related to implementing the Global Nuclear Detection Architecture include: integrating

interagency efforts to develop and acquire radiological and nuclear detection technologies; evaluating detector performance; ensuring effective response to detection alarms; and conducting transformational research and development for radiological and nuclear detection and forensics technologies.

Mission 2: Secure and Manage Our Borders

A safe and secure homeland requires that we secure our air, land, and sea borders and disrupt and dismantle transnational criminal and terrorist organizations while facilitating lawful travel and trade.

Our goals for this mission are:

- Goal 2.1: Secure U.S. Air, Land, and Sea Borders and Approaches;
- Goal 2.2: Safeguard and Expedite Lawful Trade and Travel; and
- Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors.



Dismantlement of Transnational Criminal and Human Smuggling Organization

ICE's Homeland Security Investigations (HSI) office in Chicago, in coordination with its Panama, Ecuador, and Colombia field offices, conducted an investigation into the Fabian transnational criminal and human smuggling organization based in Turbo, Colombia, led by Colombian national Fabian Barrios. The investigation resulted in the disruption and dismantlement of the Fabian organization which was responsible for smuggling approximately 100 special interest aliens into the United States on a monthly basis from countries including Pakistan, Afghanistan, Syria,

Cuba, Colombia, India, Bangladesh, Nepal, Somalia, Eritrea, Sudan, and Kenya.

During FY 2013 and continuing through FY 2014, investigators discovered several smuggling routes through Ecuador, Colombia, Panama, and Guatemala and obtained information about a maritime smuggling event involving the transportation of 14 individuals across the Gulf of Uraba (between Colombia and Panama) and the accidental sinking of the vessel, which killed seven people. HSI coordinated an international enforcement and arrest operation which resulted in the arrest of 26 Fabian organization members, including seven in Panama, eight in Colombia, and eleven in Ecuador. The investigation also led to 81 foreign administrative arrests and the seizure of 10 foreign bank accounts.

Fabian Barrios pleaded guilty in September 2014 to human smuggling, conspiracy, and seven counts of negligent homicide under Colombian law. Other co-conspirators were charged with human smuggling, conspiracy, and public corruption. Prosecution for all members of the former human smuggling organization is ongoing in Panama, Colombia, and Ecuador, with assistance from the Department of Justice.

The following four highlighted measures gauge our efforts to secure and manage our borders. Explanations of results, trend analysis, and corrective actions are provided for each measure as appropriate.

Percent of people apprehended multiple times along the southwest border (CBP)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	16%	≤ 17%	14%

This measure observes the percent of deportable individuals who have been apprehended multiple times by the U.S. Border Patrol. In FY 2014, there was a reduction in individuals being apprehended multiple times. The U.S. Border Patrol has implemented a more effective and efficient consequence delivery system over the past two years which has improved the deterrence factor for multiple entry violations.

Rate of interdiction effectiveness along the southwest border between ports of entry (CBP)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	---	77%	79%

This measure reports the percent of detected illegal entrants who were apprehended or turned back after illegally entering the United States between the ports of entry on the southwest border. The U.S. Border Patrol achieves this desired strategic outcome by maximizing the apprehension of detected illegal entrants or confirming that illegal entrants return to the country from which they entered. In FY 2014, DHS exceeded the target achieving a 79 percent interdiction effectiveness rating.

Percent of imports compliant with U.S. trade laws (CBP)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
98.89%	97.67%	96.46%	97.66%	97.50%	97.99%

This measure reports the percent of imports that are compliant with U.S. trade laws including customs revenue laws. The FY 2014 results improved from FY 2013 and have improved year-over-year for the past two years. CBP works with our international trade partners through several [trade programs](#) to build a solid and efficient trade relationship to accomplish safer, faster, and more compliant trade. Through the Importer Self-Assessment program, the Customs-Trade Partnership program, and the Centers of Excellence and Expertise, CBP closely monitors importers to reduce non-compliance rates.

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)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	23.5%	25.0%	59.0%

Transnational child exploitation and sex trafficking investigations are a priority area for ICE. These crimes are some of the most heinous crimes that ICE investigates and in their worst manifestation, are akin to modern-day slavery. The focus of ICE's effort is to disrupt or dismantle entire organizations and high-threat individuals. These cases can become complex and many times take years to build a case and prosecute. In FY 2014, ICE achieved its goal and improved from their FY 2013 results by prioritizing resources on high-threat cases.

In addition to ICE's investigative activities, ICE counts on tips from the public to dismantle these organizations and encourages individuals to keep their eyes and ears open to suspicious activity.

Trafficking victims are often hidden in plain sight, voiceless, and scared. To report suspicious activity, call ICE's Tip Line at 1-866-DHS-2-ICE or [report tips online](#).

Looking Forward

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 global economy is increasingly a seamless economic environment connected by systems and networks that transcend national boundaries. The United States is deeply linked to other countries through the flow of goods and services, capital and labor, and information and technology across our borders. As much as these global systems and networks are critical to the United States and our prosperity, they are also targets for exploitation by our adversaries, terrorists, and criminals. Thus, border security cannot begin simply at our borders.

Southern Border and Approaches Campaign Plan

DHS Components, including U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, and the Coast Guard, already perform at an extremely high level in the border environment. However, to best accomplish our border security goals with respect to the Southern border and its approaches, the Secretary directed in his April 22, 2014 memo on "Strengthening Unity of Effort," the development of a campaign plan to set the Department on a different path than in the past to plan and organize ourselves as a Department to meet these challenges.

In the short history of DHS, this is the first time that the Department has engaged in a deliberate, steady-state, day-to-day campaign planning effort involving all of our Components to meet true cross-Departmental strategic goals. In constructing our campaign plan, both the Secretary and the Deputy Secretary met repeatedly with the heads of our Components and debated our overall goals, the metrics by which we would measure ourselves, and the priorities on which we would focus. As a result of these debates and discussions, the leaders across the Department of Homeland Security have a greater understanding what we need to accomplish together, and how we will need to accomplish it. These steps on their own represent a tremendous enhancement in our Department's ability to act in a true Unity of Effort manner.

To that end, the Secretary has directed the establishment of new Departmental task forces, directed by senior Component operational officials, to direct assets and activities in our maritime borders and approaches and across the Southern land border. A third Departmental task force is to be established to support the other two with investigation capability from across DHS.

Together, these efforts—unified strategic guidance, cross-Departmental campaign planning, and joint operational structures—will enable more effective, more efficient, and more unified homeland security operations today across our Southern border and approaches and allow us to better assess our requirements and invest together, as a Department, in the future.

Below are a few additional areas that advance our efforts to secure and manage our borders.

Risk-Based Border Patrol Strategy and Geospatial Intelligence

CBP's Border Patrol will continue to seek opportunities to ensure maximum impact through risk-based strategies. Border Patrol will continue to expand activities to implement its

[FY 2012-FY 2016 strategic plan](#) that places risk management at the core of strategic planning and ensures it can put the greatest capabilities in place to combat the greatest threats. Moving forward, this new strategy involves the Border Patrol moving from a resource-dependent approach to a risk-based approach that enables rapid response to areas of greatest risk in the immediate border area. This is an ongoing process that will continue to adapt as the threat environment changes. In areas characterized as low risk, Geospatial Intelligence (GEOINT) resources will be used to enhance and maintain situational awareness along the U.S. border. GEOINT gathers and analyzes imagery and geospatial information for the purpose of detecting change within specific geographical areas of the border environment. This allows the Border Patrol to continue focusing capabilities on areas where the highest risk exists, but ensures that any threat adaptation can be identified quickly through information and intelligence culminating in appropriate steps being taken to rapidly minimize any new risk.

Surveillance Technology on the Southwest Border

In FY 2014, CBP awarded a major contract to acquire and deliver Integrated Fixed Tower (IFT) systems to priority areas of the southwest border. An IFT system is a network of surveillance towers that will serve as a force multiplier that increases border agent safety, situational awareness, and operational effectiveness. For remote areas, the IFTs were selected to enhance security of high-traffic corridors that are tactically advantageous to the smugglers and traffickers, but also to maintain security and situational awareness with persistent, wide-area surveillance. By detecting and identifying the threat from a safe distance, CBP's Border Patrol agents are able to determine the time, method, and location of an interdiction. An increase in situational awareness translates into more accurate and timely information that contributes to an agent's ability to rapidly respond to threats as they appear. The initial delivery of IFTs is forecasted to be completed by June 2015. Once installed, the use of information from IFTs will be integrated into daily operations and will enhance our risk-based border patrol tactics to improve our ability to secure the border.

Automated Commercial Environment

By December 2016, CBP will deliver critical upgrades to the information technology system called [Automated Commercial Environment](#) that supports imports and exports of cargo in the United States. The upgrades will comply with the President's Executive Order on Streamlining the Export/Import Process for America's Businesses (signed February 19, 2014). Meeting this goal requires all federal agencies with roles in export/import processes to transition from paper-based to electronic data collection, allowing businesses to transmit, through an electronic "single-window," the data required by the U.S. Government to import or export cargo. Currently, businesses must submit data to multiple agencies through various means. Implementation of this Executive Order will save businesses time and money, and dramatically reduce the number of forms they must fill out in order to import or export cargo.

Mission 3: Enforce and Administer Our Immigration Laws

A fair and effective immigration system enriches American society, unifies families, and promotes our security. Our Nation's immigration policy plays a critical role in advancing homeland security.

Our goals for this mission are:

- Goal 3.1: Strengthen and Effectively Administer the Immigration System; and
- Goal 3.2: Prevent Unlawful Immigration.



USCIS International Operations Division Wins 2014 Award for Customer Focus

USCIS’ International Operations Division won the 2014 *Government Contact Services Excellence Award* in the category of Customer Focus. Each year, the Government Contact Services Community of Practice (Cgov) recognizes organizations that excel in teamwork, technical excellence, customer focus, and overall excellence.

Cgov recognized USCIS’ international offices for their excellent customer service practices such as providing timely and accurate customer responses, treating customers with the highest level of respect, and assisting customers in their native languages, which resulted in a high level of customer satisfaction as shown by the results of a 2013 survey.

The survey was a collaborative effort between the USCIS Office of Policy and Strategy and the Refugee, Asylum and International Operations Directorate. The international offices scored 89 out of 100 on the survey, which is 23 points higher than the American Customer Satisfaction Index aggregated Federal Government benchmark. This high score, along with the large volume of positive survey comments, demonstrated how the international office’s customer service practices made a significant positive impact on staff, customers, and service quality.

The following four highlighted measures gauge our efforts to enforce and administer our immigration laws. Explanations of results, trend analysis, and corrective actions are provided for each measure as appropriate.

Overall customer service rating of the immigration process (USCIS)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	80%	93%	87%	85%	86%

Accuracy of information, responsiveness to customer inquiries, accessibility to information, and customer satisfaction are the factors that comprise the evaluation criteria for this measure. [USCIS](#) is dedicated to proactively providing information and guidance to USCIS applicants, petitioners, and advocates regarding immigration benefits. USCIS achieved an 86 percent customer service rating in FY 2014, similar to FY 2013 results. Over the past four years, USCIS has exceeded industry averages for customer service by listening to our customers and taking deliberative action.

Average of processing cycle time (in months) for naturalization applications (N 400) (USCIS)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
4.5	4.6	4.6	4.7	≤ 5.0	5.5

An [N-400](#), Application for Naturalization, is filed by an individual applying to become a U.S. citizen. Although not the most common form filled out for USCIS administered benefits, it constitutes the most important benefit—American citizenship—and thus requires a significant amount of time to adjudicate properly. The average processing time for an N-400 in FY 2014 was 5.5 months—missing the FY 2014 target. The upward trend over the past few years is attributed to an increase in overall applications for benefits and the need to shift immigration officer adjudication

hours across application types with the greatest pending volumes. USCIS will continue to focus on quality, employee training, and supervisory engagement to increase the efficiency of case processing.

Percent of initial mismatches for authorized workers that are later determined to be “Employment Authorized” (USCIS)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	0.28%	0.24%	0.22%	≤ 1.0%	0.19%

U.S. law requires companies to employ only individuals who may legally work in the United States; either U.S. citizens, or foreign citizens who have the necessary authorization. This diverse workforce contributes greatly to the vibrancy and strength of our economy, but that same strength also attracts unauthorized employment. [E-Verify](#) is a fast and free internet-based system that allows businesses to determine the eligibility of their employees to work in the United States. This measure gauges the accuracy of the E-Verify process by assessing the percent of employment verification requests that result in a confirmation that are not positively resolved during initial review. USCIS continues to improve its processes through E-Verify enhancements such as mismatch notices to employees and [Self Check](#), a free online service that allows an individual to check his or her employment eligibility prior to applying for a job. FY 2014 results met the target and the overall trend for the past four years is a steady positive improvement.

Number of employers audited, sanctioned, or arrested for violating immigration related employment laws or otherwise brought into compliance with those laws (ICE)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	4,743	1,854	2,191

One area of focus within this mission is to reduce the demand for illegal labor. This measure assesses the number of enforcement-related actions against employers that hire illegal labor including criminal arrests, audits, and final orders of fines. This measure demonstrates the impact of [worksite enforcement](#) operations to ensure that employers do not violate immigration-related employment laws. Although below FY 2013 results, the FY 2014 results met their target. Results are indicative of effective efforts to focus resources in the worksite enforcement program on the criminal prosecution of employers who knowingly hire illegal workers in order to target the root cause of illegal immigration.



Worksite Enforcement

In FY 2014, ICE's Homeland Security Investigations (HSI) office in St. Paul, Minnesota, closed their investigation of Ali Bayram and Ali Sengul following a guilty plea for harboring illegal aliens and making false statements on tax returns. The investigation started in August 2011, when HSI received information that Ali Bayram and Ali Sengul, the owners of six Oskaloosa Family Restaurants in Iowa and Illinois were employing undocumented aliens at their restaurants and harboring them at residences near their places of employment. The undocumented aliens worked approximately sixty hours per week and received neither sick leave nor vacation days. Bayram and Sengul

did not pay an appropriate amount of taxes and deductions to the appropriate federal, state, and local authorities.

HSI Des Moines executed search warrants at the six locations owned by the Bayram and Sengul families. The warrants and subsequent judicial proceedings impacted the organization's ability to continue its normal business operations and interrupted their ability to profit from their illegal workforce. The guilty pleas of both Ali Bayram and Ali Sengul for harboring illegal aliens and making false statements on tax returns represent a successful disruption.

Looking Forward

The success of our Nation's immigration policy plays a critical role in advancing homeland security. DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. Effective administration of the immigration system depends on ensuring that immigration decisions are impartial, lawful, and sound; that the immigration system is interactive and user friendly; that policy and procedural gaps are systematically identified and corrected; and that those vulnerabilities that would allow persons to exploit the system are eliminated. Enforcement efforts must prioritize the identification and removal of dangerous foreign nationals who threaten our national security or the safety of our communities and must include safe and humane detention conditions and respect for due process and civil rights as accorded by law. Below are a few initiatives that advance our efforts to achieve the Department's immigration enforcement and administration goals.

U.S. Citizenship and Immigration Services Customer Service Initiatives

USCIS secures America's promise as a nation of immigrants by granting citizenship and immigration benefits, promoting awareness and understanding of citizenship, ensuring the integrity of the immigration system, and providing accurate and useful information to its customers. Below are a few of USCIS' recent efforts to improve the customer experience each with future plans for improvement:

- **Redesigned Website:** Debuting in early FY 2014, the new and improved [USCIS website](#) offers a simplified and streamlined approach to Web design, incorporates current Web best practices, and introduces a new content management system to improve functionality. Two enhancements were implemented in FY 2014 to E-Verify based on suggestions posted by employers. Plans include an expansion of the E-Verify search tool to include a new search category for E-Verify employer agents.
- **USCIS Electronic Immigration System (ELIS):** USCIS continues to modernize the process for receiving and adjudicating immigration benefits. USCIS is using [USCIS ELIS](#) to change from a paper-based process to an electronic one. Regular releases will add benefit

types and functionality to the system, which will gradually expand to cover all USCIS immigration benefits.

- **National Customer Service Center (NCSC):** Through the [NCSC](#), USCIS provides nationwide telephone assistance to customers calling from within the United States about immigration services and benefits. Service is available in English and Spanish. During the next fiscal year, the NCSC will significantly improve how customers interact with the agency, including Web chat and email.
- **Customer Engagement Center:** USCIS is moving toward a new customer service model, evolving from traditional call centers to a full-scale customer engagement center. The Customer Engagement Center is an initiative that expands customer communication channels—such as live chat and secure messaging—and offers self-service tools to create a more user-friendly experience. In FY 2015, USCIS plans to integrate multiple tools into a new customer service model.

Detention and Removal of Criminal Illegal Aliens

ICE Enforcement and Removal Operations ([ERO](#)) is responsible for ensuring that every alien ordered to leave the United States does so. ERO identifies, arrests, detains, prosecutes, and removes 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 our border control efforts. These include, but are not limited to aliens engaged in or suspected of terrorism or espionage, violent criminals, felons and repeat offenders, and organized criminal gang members. This strategy allows ICE to place low-risk, nonmandatory detainees in lower cost alternatives to detention programs, such as electronic monitoring and intensive supervision. During FY 2015, ICE will continue to focus on delivering results associated with the Agency Priority Goal to prioritize the detention and removal activities of criminal aliens. This will be accomplished through targeted Criminal Alien Program Surge Enforcement Team and Fugitive Operations Team operations both regionally and nationwide. ICE is also pursuing improvements in the handling of cases involving alternate removal methods such as stipulated and reinstated orders of removal. More information on ICE's Agency Priority Goal is available at www.performance.gov.

Mission 4: Safeguard and Secure Cyberspace

Our economic vitality and national security depend on a vast array of interdependent and critical cybersystems, systems, services, and resources. By statute and Presidential Directive, DHS is the lead for the Federal Government to secure civilian government computer systems, works with industry to defend privately owned and operated critical infrastructure, and works with state, local, tribal, and territorial governments to secure their information systems.

Our goals for this mission are:

- Goal 4.1: Strengthen the Security and Resilience of Critical Infrastructure;
- Goal 4.2: Secure the Federal Civilian Government Information Technology Enterprise;
- Goal 4.3: Advance Law Enforcement, Incident Response, and Reporting Capabilities; and
- Goal 4.4: Strengthen the Ecosystem.



DHS Launches the C³ Voluntary Program

To help address both physical and cyber-infrastructure risks including acts of terror, natural disasters, and cyberattacks, President Obama signed Executive Order 13636 on Improving

Cybersecurity Critical Infrastructure, and Presidential Policy Directive-21 on Critical Infrastructure Security and Resilience. The Executive Order directed DHS to establish a voluntary program for critical infrastructure cybersecurity to serve as a federal coordination point for cybersecurity resources and support cyberresilience by promoting use of the [Cybersecurity Framework](#) developed by the National Institute for Standards and Technology.

On February 12, 2014, NPPD announced the creation of the [Critical Infrastructure Cyber Community C³ Voluntary Program](#). The C³ Voluntary Program emphasizes three Cs: **Converging** critical infrastructure community resources to support cybersecurity risk management and resilience through use of the Cybersecurity Framework; **Connecting** critical infrastructure stakeholders to the national resilience effort through cyberresilience advocacy, engagement and awareness; and **Coordinating** critical infrastructure cross sector efforts to maximize national cyberresilience.

The C³ Voluntary Program gives state and local governments as well as companies that provide critical services (e.g., cell phones, email, banking, and energy) direct access to cybersecurity experts within DHS who have knowledge about specific threats we face, ways to counter those threats, and how, over the long term, we can design and build systems that are less vulnerable to cyberthreats. Read more about the C³ Voluntary Program at www.dhs.gov/ccubedvp.

The following four highlighted measures gauge our efforts to safeguard and secure cyberspace. Explanations of results, trend analysis, and corrective actions are provided for each measure as appropriate.

Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to manage risks to cyberspace (I&A)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	88%	94%	94%	94%

Providing timely and actionable intelligence is a key element to DHS’s success in identifying, mitigating, and responding to potential threats to homeland security. This measure gauges the extent to which the DHS Intelligence Enterprise is satisfying their customers' needs related to understanding threats to cyberspace so they can manage risks and respond effectively to incidents. In FY 2014, results remained high and met expectations.

Percent of organizations that have implemented at least one cybersecurity enhancement after receiving a cybersecurity vulnerability assessment or survey (NPPD)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	100%	55%	63%

This measure demonstrates the percent of assessed asset owners and operators that are not only developing a better understanding of their cybersecurity posture, but also implementing cybersecurity enhancements to improve that posture following a [cybersecurity assessment](#) or survey. The FY 2014 result met the target and is in line with expected results based on the voluntary nature of this program and the current fiscal environment. In total, 24 out of 38 responses indicated a cybersecurity enhancement was made following an onsite assessment. FY 2013 results were unexpectedly high, primarily due to a small survey response.

Percent of traffic monitored for cyber intrusions at civilian Federal Executive Branch agencies (NPPD)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	73.0%	82.4%	85.0%	88.5%

This measure assesses DHS's scope of coverage for potential malicious cyber-activity across participating civilian Federal Government Agencies.¹ Federal Executive Branch network monitoring uses [EINSTEIN](#) network flow and intrusion detection system sensors which are deployed to trusted internet connection locations at agencies or internet service providers. These sensors capture network flow information and provide alerts when signatures, indicative of malicious activity, are triggered by inbound or outbound traffic. In FY 2014, the target was exceeded, achieving 88.5 percent of traffic monitored. The long-term trend is positive for this measure as there continues to be an aggressive plan to consolidate internet traffic of the civilian Federal Government Agencies through the EINSTEIN intrusion detection system sensors.

Percent of planned cybersecurity products and services transitioned to commercial and open sources (S&T)					
FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	89%	65%	93%

This measure reflects the percent of S&T's projects that identify and complete planned transitions of a cybersecurity product and/or service to a commercial or open source. S&T's [Cyber Security Division](#) identifies, funds, and coordinates cybersecurity research and development resulting in deployable security solutions. These solutions include user identity and data privacy technologies, end system security, research infrastructure, law enforcement forensic capabilities, secure protocols, software assurance, and cybersecurity education. In FY 2014, S&T exceeded expectations, completing 93 percent of planned cybersecurity product and service transitions. The measure outperformed its target due to continued process maturity in the Cyber Security Division. The target was set to prevent risk aversion in research and development while still enforcing realistic performance expectations.

Looking Forward

Cyberspace and critical infrastructure across the country are vulnerable to a wide range of physical and cyberthreats and hazards that transcend traditional borders and boundaries. Given these wide risks and the potential consequences associated with an attack, strengthening the security and resilience of cyberspace is critical to homeland security. This requires partnerships and engagement with all of society—from government and law enforcement to the private sector and most importantly, members of the public—to mitigate malicious activities while bolstering defensive capabilities. Below are a few areas that advance our efforts to achieve the Department's Safeguard and Secure Cyberspace mission.

Securing Federal Civilian Agencies' Networks

The Continuous Diagnostics and Mitigation (CDM) program provides hardware, software, and services designed to implement cybersecurity tools and services to improve the monitoring and

¹ Defined as Chief Financial Officers (CFO) Act agencies (other than the Department of Defense) as well as non-CFO Act agencies that are Trusted Internet Connection Access Provider agencies.

defense of all federal civilian networks. CDM involves the procurement, operations, and maintenance of monitoring equipment, diagnostic sensors and tools, and dashboards to provide situational awareness at federal enterprise and agency levels. Providing the tools for near real-time risk information, federal agency officials will be able to rapidly detect and respond to information security events and prioritize and mitigate risks. In FY 2015, the Department will expand this capability across federal networks in support of mitigation activities designed to strengthen the operational security posture of federal civilian networks to better mitigate advanced, persistent cyberthreats that are emerging in a dynamic threat environment. In addition, the National Cybersecurity Protection System (NCPS) serves as an integrated intrusion detection, analytics, information sharing, and intrusion prevention system that uses hardware, software, and other components to support DHS responsibilities. NCPS will continue to expand traffic protocols covered by intrusion prevention services and acquire failover capabilities at internet services providers to ensure system redundancy and improve service to geographically distributed federal networks. In addition, NCPS will support the expansion of multi-directional information sharing capabilities in support of government and private sector cybersecurity operations.

Critical Infrastructure Cybersecurity

As physical and cyber-infrastructure become increasingly connected, critical infrastructure and emergency response functions are inseparable from the information technology systems that support them. The government's role in this effort is to share information and encourage enhanced security and resilience, while identifying and addressing gaps not filled by the private sector. The Department will work with critical infrastructure, on a voluntary basis, to support private sector risk management at the nexus of physical and cyber-infrastructure. The Industrial Control Systems Cyber Emergency Response Team (ICS-CERT) will continue to reduce risks within and across all critical infrastructure sectors by collaborating with law enforcement agencies and the intelligence community and coordinating efforts among federal, state, local, and tribal governments and control systems owners, operators, and vendors. Over the next two years, ICS-CERT is planning to conduct more than 100 voluntary cybersecurity assessments across the Nation's critical infrastructure and key resources sectors. ICS-CERT will also revise and update the cybersecurity evaluation tool, a self-assessment tool provided freely to critical infrastructure partners that identifies potential cybersecurity vulnerabilities within a network. Through the DHS Loaned Executive Program, the Department will continue working with the private sector on innovative solutions to homeland security challenges, including cybersecurity.

Cybercrime Law Enforcement and Incident Response

Cybercrime remains the fastest growing criminal activity worldwide and law enforcement capabilities are critical to safeguarding and securing cyberspace. DHS is actively working to mitigate cybercrime by focusing on identity theft, financial crime, and national security-related crimes committed over the internet. In FY 2015, ICE and USSS will continue to provide computer forensics support and training for investigations into domestic and international criminal activities including computer fraud, network intrusions, financial crimes, access device fraud, bank fraud, identity crimes and telecommunications fraud, benefits fraud, arms and strategic technology, money laundering, counterfeit pharmaceuticals, child pornography, and human trafficking occurring on or through the internet.



Agents Coordinate Arrest in the Maldives of Most Prolific Russian Cybercriminal

The USSS's Cyber-Intelligence Section tracked the activities of Roman Seleznev, a senior member of organized online criminal networks operating within the former Soviet Union. Over several years and through numerous court orders, search warrants, review of email accounts, computer servers, and business records, agents identified Seleznev as the computer hacker behind multiple network intrusions of over 100 businesses as well as the marketing and selling of hundreds of thousands of stolen credit card account numbers on multiple underground internet forums. In January 2012, the Secret Service indicted 50 suspects involved in the "Carder.su" criminal organization, to include Seleznev, who was a vendor on that website. The indictment charged Seleznev with multiple offenses to include violations of the Racketeer Influence and Corrupt Organization Act. Unlike many cybercriminals, Seleznev made the theft and sale of financial data his long-term profession—investigations indicate actual losses of over \$20 million.

In June 2014, USSS discovered Seleznev was located in the Republic of the Maldives which is a location from which he could be extradited. The USSS coordinated with many federal law enforcement partners to allow the government of the Republic of the Maldives to turn over Seleznev to the United States. The Maldivian authorities turned over Seleznev to Secret Service agents for multiple violations: aggravated identity theft, access device fraud; computer fraud; bank fraud; and participation in a racketeer influenced corrupt organization. This case continues pending adjudication.

Mission 5: Strengthen National Preparedness and Resilience

Despite ongoing vigilance and efforts to protect this country and its citizens, major accidents and disasters, as well as attacks, may occur. The challenge is to build the capacity of American communities to be resilient in the face of disasters and other threats. Our vision of a resilient nation is one with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Our goals for this mission are:

- Goal 5.1: Enhance National Preparedness;
- Goal 5.2: Mitigate Hazards and Vulnerabilities;
- Goal 5.3: Ensure Effective Emergency Response; and
- Goal 5.4: Enable Rapid Recovery.



National Fire Academy Training

During FY 2014, the National Fire Academy actively worked on the development and delivery of a number of Wildland-Urban Interface (WUI) courses directed at both company officers that primarily respond to structural fires as well as fire service personnel who have organizational responsibility for WUI risk reduction operations in their agency or jurisdiction. WUI areas are defined as areas where homes are built near or among lands prone to wildland fire.

Depending on the area of the country, fire departments might refer to wildland fires as brush fires, forest fires, rangeland fires, or something else; however, they are all part of the WUI and all pose the same threat to local assets. The increase in the WUI threat has been steep because of continued development and increased fire hazard conditions of fuel, weather, and topography.

WUI courses are designed to prepare responders to address fires that occur in these areas. Individual courses range in duration from two to six days in length and topics include: WUI Interface Firefighting, Command and Control of WUI Fire Operations, Cooperative Leadership Issues in WUI, and WUI Fire Adapted Communities. In addition to these courses, the National Fire Academy, in cooperation with the National Fire Programs Division, has developed a series of “coffee break” style training vignettes that are available [on-line](#).

The following five highlighted measures gauge our efforts to strengthen national preparedness and resilience. Explanations of results, trend analysis, and corrective actions are provided for each measure as appropriate.

Percent of communities in high earthquake, flood, and wind prone areas adopting disaster resistant building codes (FEMA)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	48%	56%	57%	57%	61%

For every dollar spent on mitigation, four dollars are saved during post-storm cleanup. Mitigation also saves lives. This measure assesses the number of communities adopting building codes containing provisions that adequately address earthquake, flood, and wind hazards. FEMA works with code adoption and enforcement organizations to support community implementation of disaster resistant building codes. FEMA also conducts training and outreach efforts to communities and businesses. Expectations were exceeded in FY 2014 with 61 percent of communities adopting disaster-resistant building codes and year-over-year results show a steady positive trend.

Percent of states and territories with a Threat and Hazard Identification and Risk Assessment (THIRA) that meets current DHS guidance (FEMA)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	86%	100%	71%

The National Preparedness System outlines an organized process for everyone in the [whole community](#) to move forward with their preparedness activities to achieve the National Preparedness Goal. Developing and maintaining an understanding of risks faced by communities and the Nation is an essential component of the National Preparedness System. The THIRA is a tool that enables a community to maintain a baseline understanding of the risks that they face, facilitates efforts to identify capability and resource gaps, focuses capability improvements, and informs the community

of actions they can take to manage their risks. For FY 2014, FEMA updated the Comprehensive Preparedness Guide 201 to support the more specific requirements that states and territories estimate the resources needed to meet capability targets. States and territories experienced challenges estimating resources, as well as with development of measurable targets consistent with core capability definitions in the National Preparedness Goal. Moving forward, FEMA will continue to provide technical assistance to states and territories to improve their resource estimations to achieve alignment with guidance in FY 2015.

Percent of incident management and support actions necessary to stabilize a jurisdiction within 72 hours or by the agreed upon time (FEMA)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	100%	100%	100%

As part of the [National Response Framework](#), FEMA is responsible for effectively responding to any threat or hazard, with an emphasis on saving and sustaining lives within 72 hours, in support of state, local, tribal, and territorial governments. Actions necessary to stabilize an incident in order to ensure the best outcomes for survivors are defined as those functions that must be initiated immediately following an incident such as: interoperable communications between FEMA-supported incident sites; deploying urban search and rescue resources; rapidly activating response coordination centers; and issuing timely alerts, warnings, operations orders, and situation reports. In FY 2014—for the second year in a row—FEMA achieved its target of 100 percent.

Percent of people in imminent danger saved in the maritime environment (USCG)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
74.4%	77.3%	77.3%	79.0%	100%	79.0%

This is a measure of the percent of people who were in imminent danger on the oceans and other waterways and whose lives were saved by the U.S. Coast Guard. Several factors hinder successful response including untimely distress notification to the U.S. Coast Guard, incorrect distress site location reporting, severe weather conditions at the distress site, and distance to the scene. While the U.S. Coast Guard has set an aspirational goal of saving 100 percent of people in imminent danger, the results for FY 2014 are in line with long-term results. “Always Ready,” the U.S. Coast Guard will continue to plan, train, develop better technologies, and invest in capable assets to continue their exemplary performance in saving lives in the maritime environment.

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)

FY10 Result	FY11 Result	FY12 Result	FY13 Result	FY14 Target	FY14 Result
---	---	---	94.5%	92.0%	91.5%

This measure reflects FEMA’s role in delivering quality services to disaster survivors based on several factors: housing assistance cases; call center timeliness; staffing levels; grants management system availability; disaster case management; and customer satisfaction. In the aftermath of a disaster, taking steps toward restoring safety and comfort can make a big difference in a survivor’s ability to recover. [Recovery assistance](#) helps individuals affected by disasters and emergencies return to normal quickly and efficiently. In FY 2014, FEMA narrowly missed its target, achieving a 91.5 percent quality rating, down from FY 2013. FEMA did not meet its targeted performance for

one of the disaster case management cases and has already implemented improved procedures and quality controls to monitor disaster case management applications in FY 2015.



Disability Support during Disasters

Mr. Mike Houston, Disability Integration Advisor with the FEMA National Incident Management Assistance Team ([IMAT](#)), and members of FEMA's Disaster Survivor Assistance Team, assisted disaster survivor, Paul Barnes, Jr. in applying for federal disaster assistance after torrential rain from a pair of thunderstorms triggered major flash flooding in his Pensacola, Florida neighborhood in May of 2014. They communicated in their shared first language—American Sign Language.

Mr. Houston is deaf, and was raised by deaf parents. His full-time role with the IMAT is coordinated with the FEMA Office of

Disability Integration and Coordination and their national Disability Integration Cadre. Disability Integration Advisor Cadre members are experts on disability inclusive emergency management. The Cadre has grown to almost 70 members in 2014 whose efforts are to guide equal access to FEMA programs and services. These subject matter experts advise and provide technical assistance on providing effective communication access for disaster survivors with disabilities and others with access and functional needs. There are 20 sign language interpreters in the Cadre and all are deployable in disasters. In addition, the Office of Disability Integration and Coordination works with the FEMA Individual Assistance program to ensure that Disaster Recovery Centers are accessible to survivors with disabilities. This includes physical accessibility, assistive technology devices, materials in alternate formats, symbol signage, and on-site and remote qualified sign language interpreters as tools for meeting the accessibility requirements of disaster survivors with disabilities. Disability Integration Advisors have deployed to over 80 disasters since 2011 and on virtually every FEMA deployment in 2014.

Looking Forward

DHS coordinates 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, and federal, state, local, tribal, and territorial partners to ensure a swift and effective recovery effort. 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. Below are a few initiatives that advance our efforts to achieve our resilience goals.

Increasing Preparedness through America's PrepareAthon!

Ensuring the American public is informed about the steps needed to be prepared for all hazards is critical to our Nation's resilience. Through America's [PrepareAthon!](#)—a national, grassroots campaign for individuals, organizations, and communities—DHS provides tools and resources for people across the country to take action to prepare for specific hazards through group discussions, drills and exercises. DHS is challenging all Americans to learn more about the hazards that could threaten our communities—from tornadoes and wildfires to floods and hurricanes—and to practice preparedness actions before a disaster or emergency strikes. Twice a year, a national day of action,

National PrepareAthon! Day, focuses attention on the importance of creating a more resilient nation by bringing stakeholders, communities, and individuals together to take action and join the conversation on resilience. National PrepareAthon! Day takes place every spring and every fall, with the fall day of action culminating in National Preparedness Month in September. Moving forward, the Department will continue to support America's PrepareAthon! and other efforts to improve readiness through action.

Developing Prepared Online Communities through Social Media

With the increasing connectivity of Americans on social media, DHS is connecting with the whole community online to ensure preparedness information is available. Discussing topics such as community resilience, building codes, emergency plans, pet preparedness, and more—FEMA is, and will continue to reach out to ensure we are connected on [Facebook](#), [YouTube](#), [Twitter](#), [IdeaScale](#), and [Thunderclap](#). Spreading accurate information before, during, and following a disaster is crucial to having a more resilient Nation.

Improving Assessment of Disaster Recovery Assistance

To improve the administration of disaster recovery assistance, the DHS Office of the Inspector General is increasing its involvement in projects earlier in the process of awarding public assistance. This early involvement can reduce the misuse of funds awarded from the Disaster Relief Fund, clarifying the eligible projects and costs for state and local governments who are recovering from a disaster. Audits of disaster funding in recent years have found billions of dollars of potentially misused funds, ultimately decreasing the effectiveness of federal disaster assistance and increasing the burden on recovering communities. Moving forward, FEMA and the Inspector General will improve the administration of recovery funding and help communities spend assistance wisely and effectively by partnering early in the award process.

Mature and Strengthen Homeland Security

The strategic aims and objectives for maturing and strengthening DHS are drawn from the common themes that emerge from each of the mission areas. Ensuring a shared awareness and understanding of risks and threats, building capable communities, creating unity of effort, and enhancing the use of science and technology underpin our national efforts to prevent terrorism and enhance security, secure and manage our borders, enforce and administer our immigration laws, safeguard and secure cyberspace, and ensure resilience to disasters.

Our mature and strengthen goals are:

- Integrate Intelligence, Information Sharing, and Operations;
- Enhance Partnerships and Outreach;
- Conduct Homeland Security Research and Development;
- Train and Exercise Frontline Operators and First Responders; and
- Strengthen Service Delivery and Manage DHS Resources.

Unity of Effort Initiative

The strategic decisions of the Department's senior leadership are only as good as the processes that support and give effect to those decisions through investments and in the conduct of operations. Historically, DHS has generally developed and executed Component-centric requirements, which

has resulted in inefficient use of limited resources. Much work has been done to date in the areas of joint requirements analysis, program and budget review, and acquisition oversight, including an effort over the past four years by the DHS Management Directorate to improve the Department's overall acquisitions process, reforming even the earliest phase of the investment life cycle where requirements are first conceived and developed. To make further progress, the Department will make use of existing structures and create new capability, where needed, as revealed by the recent Integrated Investment Life Cycle Management pilot study. That effort tested process linkages and underscored the need to further strengthen all elements of the process, particularly the up-front development of strategy, planning, and joint requirements so that these elements are developed based on DHS-wide missions and functions, rather than focusing on those of an individual Component.

The Department is capitalizing on these previous efforts and broadening them in the Unity of Effort Initiative. This effort focuses on improving the DHS planning, programming, budgeting, and execution processes through strengthened Departmental structures and increased capability. In making these changes, the Department will have better traceability between strategic objectives, budgeting, acquisition decisions, operational plans, and mission execution to improve Departmental cohesiveness and operational effectiveness—realizing the vision of a true “guidance to results” framework for DHS. Individual components have taken this commitment to heart, as evidenced, for example, by the U.S. Coast Guard Unity of Effort Management Imperative.

Specifically, the Department is prioritizing its efforts on the following focus areas that are intended to build organizational capacity to develop action plans and implement change:

Departmental Leadership Forums: The Secretary (Senior Leaders Council) and Deputy Secretary (Deputy's Management Action Group) chair twice-monthly forums of the DHS Components and select headquarters counterparts, gathering in an environment of trust, and openly placing on the table issues, arguments, and disagreements concerning the Department's most challenging issues. These meetings, convened to discuss issues of overall policy, strategy, operations, and Departmental guidance, are already moving forward specific initiatives in joint requirements development, program and budget review, acquisition reform, operational planning, and joint operations.

Departmental Management Processes for Investments: The DHS Chief Financial Officer is strengthening and enhancing the Department's programming and budgeting process by incorporating the results of strategic analysis and joint requirements planning into portfolios for review by cross-Component issue teams. Substantive, large-scale alternative choices have been presented to the Deputies Management Action Group as part of the annual budget development. This review process also includes the Department's existing programmatic and budgetary structure, not just new investments, as well as the ability for DHS to project the impact of current decisions on resource issues such as staffing, capital acquisitions, operations and maintenance, and similar issues that impact the Department's future ability to fulfill its mission responsibilities.

In addition, the Department has established a joint requirements council to lead an enhanced DHS joint requirements process. This new council has already begun to identify priority gaps and overlaps in Departmental capability needs, and will use DHS's analytic capabilities to develop feasible technical alternatives to meet capability needs, and provide them, along with

recommendations for creation of joint programs and joint acquisitions to meet Departmental mission needs, where appropriate, for senior leader decision.

Finally, Under Secretary of Management has conducted a full review of the Department's acquisition oversight framework and is taking action to update the processes, ultimately resulting in a transparent, comprehensive continuum of activities that link and integrate Departmental strategy and planning, development of joint requirements, programming and budgeting decisions, capital investment planning, and the effective and efficient execution of major acquisitions and programs.

DHS Headquarters Strategy, Planning, and Analytical Capability: The Department has taken action to focus its Departmental level strategy, planning, and analytical capability to more robustly understand and coordinate with DHS Component level functions to support more effective DHS-wide operations. This enhanced capability better supports the Secretary in executing the responsibility to understand from a Departmental perspective how the activities, operations, and programs of each individual Component fit together in order to best meet Departmental mission responsibilities in a constrained resource environment. The goal in focusing the collective DHS Headquarters capability, which will harness a number of existing analytic cells throughout DHS, is not to eliminate the need for Component-level planning or analysis. To the contrary, this new, focused DHS Headquarters capability will work together with the planning and analytical organizations within each Component to develop a comprehensive picture of the Department's mission responsibilities and functional capabilities, and to identify points of friction or gaps, thus framing the corresponding choices that must be made. This capability will be integrated into, not created and employed in isolation from, existing Departmental functions that are critical to day-to-day mission execution and mission support activities.

Departmental Processes for Enhancing Coordinated Operations: The strategic decisions of the Department's senior leadership and the investments our Department makes in current and future capabilities will only be effective if cross-Department operations are planned and executed in a coordinated fashion. Many DHS operations are conducted solely by a single Component, although successful examples of joint operational activities exist in seaports such as Charleston, South Carolina, Miami, Florida, San Diego, California, and Seattle, Washington, and through organizations chartered under the National Interdiction Command and Control Plan such as Joint Interagency Task Force-South in Key West, Florida, the El Paso Intelligence Center in El Paso, Texas, and the Air and Marine Operations Center in Riverside, California.

Supporting this objective, the Department is exploring, concurrent with the development of joint operational plans, additional strategic alternatives for future coordinated operations. Enhancing the effectiveness and unity of DHS operations to better fulfill the Department's mission responsibilities is the primary reason for making these important changes, which represent a degree of departure from current DHS and Component level approaches to management and operations. But in adding structure and transparency, combined with collaborative, forthright senior leader engagement the Department will build together a stronger, more unified, and enduring DHS.



FLETC Expands Active Threat Training

Acts of violence resulting in multiple casualties—such as the recent random shootings in schools, theaters, and shopping malls—have increasingly alarmed Americans. While they continue to constitute a small proportion of overall crime, the fear they inflict on the national consciousness has compelled researchers and policymakers to take action to deter and better respond to this type of violence.

FLETC—in collaboration with its law enforcement partner organizations—developed and deployed highly effective and dynamic active shooter training programs for law enforcement officers and instructors nationwide to enhance the ability of law enforcement to effectively respond to calls of “shots fired/active shooter.” To support President Obama’s plan to reduce gun violence, FLETC received \$4.5 million in FY 2014 to expand delivery of active threat training across the public security sector.

FLETC trained over 2,400 law enforcement officers, instructors, and leadership from across the Nation to recognize pre-incident indicators to mitigate threats, to properly respond to an active threat event, and to save the lives of officers and citizens through the tactical medical response. FLETC will continue to improve its active shooter training programs and offer courses for our Nation’s law enforcement officers.

Looking Forward

Maturing and strengthening DHS and the entire homeland security enterprise—the collective efforts and shared responsibilities of federal, state, local, tribal and territorial, nongovernmental 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.

Unity of Effort

As noted [above](#), the Secretary directed in his April 22nd memorandum on “Strengthening Departmental Unity of Effort” specific activities to mature and strengthen DHS. The establishment of inclusive senior leader discussion and decision-making forums that provide an environment of trust and transparency; strengthening of management processes for investment, including requirements, budget, and acquisition processes, that look at cross-cutting issues across the Department; focusing of collaborative Departmental strategy, planning, and analytic capability supporting more effective DHS-wide decision-making and operations; and enhancing coordinated operations harnessing the significant resources of the department more effectively allows DHS to better understand the broad and complex DHS mission space and empowers DHS components to more effectively execute their operations.

Below are a few additional areas that advance our efforts to mature and strengthen the Department.

Workforce Initiatives

The Office of the Chief Human Capital Officer (OCHCO) continued to strengthen the human capital line-of-business throughout FY 2014 by building on the goals set forth in the DHS Workforce Strategy, FY 2011-2016. FY 2014 efforts included an OCHCO-led review of DHS’s current and future human capital needs and the completion of a new Human Capital Strategic Plan for FY 2015-2019. Moving forward under the framework of the new human capital strategy,

OCHCO will conduct quarterly performance reviews (HRStat) and deploy a human capital dashboard with key indicators to senior leadership to support informed decision-making and enhanced program performance. In addition, OCHCO will continue to enhance workforce planning guidance and accessibility to tools and resources. In order to foster a Departmental culture of excellence through inclusion and engagement, OCHCO will execute the DHS Coordinated Recruiting and Outreach Strategy to address short and long-term staffing gaps, including diversity, and documenting recruiting events and associated costs. OCHCO will also continue to: advance its leadership development framework to educate supervisors, managers and executive on ways to enhance organizational effectiveness, employee engagement and recognize/reward employees; provide guidance to Components on assessing and documenting their learning and development needs and publish information on policies and programs to address them; educate employees on strategies to successfully navigate the selection process for promotional and developmental opportunities; and focus on achieving efficient and effective human resource operations and systems.

Consolidated Asset Portfolio and Sustainability Information System

The Consolidated Asset Portfolio and Sustainability Information System (CAPSIS) is an information repository designed to capture data and report on DHS's entire portfolio of assets and their related performance and sustainability activities and costs. This asset portfolio includes real property, fleet vehicles, aviation, marine, personal property, and their environmental and sustainability programs. CAPSIS is designed to provide a foundation to consolidate Departmental information for reporting, analysis, and decision-making purposes.

Much of the system development and Real Property data migration was completed in FY 2013. In FY 2014, a vast majority of the remaining asset types and functions were moved into CAPSIS. Through the CAPSIS system in FY 2014, the Chief Readiness Support Office (CRSO) was able to generate each Component's Asset Portfolio (Real and Personal Property) for the Departmental CFO Profile and met the Federal Real Property reporting requirements to the General Services Administration (GSA) and the Office of Management and Budget (OMB). In addition, data and reporting capabilities from the CAPSIS system supported two exercises (Alaska Shield and Eagle Horizon) to geographically depict impacted assets.

In FY 2015, CRSO will expand CAPSIS reporting capabilities and improve data quality and accuracy through rigorous data validation processes. CAPSIS will also be matured to include operational and sustainability data for facilities, motor vehicle, and aviation assets to allow for lifecycle, enterprise wide portfolio level analysis.

Strategic Sourcing

DHS's Strategic Sourcing Program Office, within the Office of the Chief Procurement Officer, enhances mission efficiency and effectiveness by critically analyzing relevant data across the Department to identify ways to leverage spending, reduce redundancy, increase standardization, and streamline the acquisition of products and services. Through the development of Department-wide contracts, strategic sourcing consolidates resources (both dollars and people) to save millions in taxpayer dollars. Since the program's inception in 2005, DHS has saved more than \$2 billion. These savings accomplishments are a direct result of effective collaboration among stakeholders across the Department, and support the DHS Secretary's "Unity of Effort" initiative by convening working groups comprised of DHS subject matter experts, acquisition professionals, legal staff, and other stakeholders that are focused on developing shared solutions that effectively leverage the

Department's buying power, reduce administrative costs through the elimination of redundant contracts and processes, and foster continuous cooperation on future challenges and events.

The impact of strategic sourcing is rapidly growing as the program continues to evolve and become more institutionalized across the Department. With over 56 active strategic sourcing initiatives covering 493 individual contracts, the program's current challenge is to further increase utilization of the strategic sourcing vehicles by spreading awareness of their availability and benefits to the DHS acquisition community. In addition, over the course of the next one to two years, the program will be establishing or renewing approximately 27 initiatives that will cover a range of products and services such as detection equipment, cybersecurity skills, software licenses, language services, ammunitions, and uniforms.

Financial Stewardship

Through the development and implementation of policies, procedures, and internal controls, the Department has been able to achieve substantial progress in ensuring the efficient and effective use of the Department resources and stewardship of taxpayer dollars. We continued to execute our strategy of targeted risk assessment and strong oversight of corrective actions, ultimately earning an unmodified audit opinion on all five financial statements. Also in FY 2014, the Department was able to provide reasonable assurance that its internal controls over financial reporting are effective, with the exception of the material weaknesses identified in the [Secretary's Assurance Statement](#) in the FY 2014 AFR.

The Department continues working toward our audit goals for FY 2015 and beyond, to include obtaining an unqualified audit opinion of internal controls over financial reporting. DHS will continue to implement a risk-based approach to audit remediation, working closely with Components to mitigate any risk of new material weaknesses or audit qualifications and to sustain prior-year successes. The Department will monitor critical corrective action milestones to ensure they are completed on schedule and assist Components with implementation efforts to remediate and downgrade the severity of internal control deficiencies.



DHS Veterans Hiring

Creating pathways to civilian employment for our veterans and service members returning home has been a high priority for President Obama and members of Congress given that the Department of Defense (DOD) estimates over 250,000 service members will transition out of the military each year for the next several years.

DHS is widely recognized as a leader across the Federal Government in veterans' employment. For the past several years, only DOD and the Department of Veterans Affairs hired more veterans than DHS across the Federal Government. More than 54,000 veterans are employed across DHS, comprising 28 percent of the civilian workforce. Of this total, 14,000 are disabled veterans. For FY 2014, DHS continued its commitment to hiring both veterans and disabled veterans.

DHS was recognized by the Office of Personnel Management Director, Katherine Archuleta, who announced a new government-wide initiative to enhance employment opportunities for women veterans and asked DHS's Chief Human Capital Officer (CHCO) to lead the initiative. Earlier in FY 2014, DHS's CHCO also had a leading role in developing the new government-wide Veterans Employment Performance Model for FY 2015-2019 which was formally adopted by the Council on Veterans Employment which will enable greater assessment of performance in this area across the Federal Government. DHS recognizes the unique talents contributed by veterans and is proud to be a leader in the employment of those who have served our country.

Priority Goals

Agency Priority Goals

In the FY 2014 Budget, the Obama Administration defined Agency Priority Goals (APGs) which represent areas in which the Administration has identified opportunities to significantly improve near-term performance. DHS's FY 2014-2015 APGs are a set of focused initiatives that support the Agency's longer-term strategic framework. A brief overview of each of the Department's APGs is provided below. Additional detail is available at www.performance.gov.

<i>Agency Priority Goal 1: Strengthen Aviation Security Counterterrorism Capabilities and Improve the Passenger Experience by Using Intelligence Driven Information and Risk Based Decisions</i>	
Goal Statement	Strengthen aviation security counterterrorism capabilities and improve the passenger experience by using intelligence driven information and risk-based decisions. By September 30, 2015, TSA will expand the use of risk-based security initiatives to increase the percentage of travelers eligible for expedited screening at airports to 50 percent and enhance the passenger experience.
<i>Agency Priority Goal 2: Enforce and Administer our Immigration Laws through Prioritized Detention and Removal of Criminal Aliens</i>	
Goal Statement	Enforcing and administering our immigration laws through prioritized detention and removal of criminal aliens. By September 30, 2015, ICE will increase criminal alien removals, as a percentage of total removals, by 5 percent.
<i>Agency Priority Goal 3: Ensure Resilience to Disasters by Strengthening Disaster Preparedness and Response Capabilities</i>	
Goal Statement	Ensure resilience to disasters by strengthening disaster preparedness and response capabilities. By September 30, 2015, 39 states and territories will demonstrate improvement towards achieving their core capability targets established through their Threat and Hazards Identification and Risk Assessment.

Cross-Agency Priority Goals

Cross-Agency Priority (CAP) goals were established and are being led by the Administration with participation from the relevant federal agencies to address cross-cutting issues of importance to government stakeholders. Fifteen CAP Goals were announced in the 2015 Budget, comprised of seven mission-oriented and eight management-focused goals with a four-year time horizon.

One of the mission-oriented CAP Goals where DHS plays a major role is focused on improving cybersecurity. DHS is also a contributor, along with many other federal agencies, for the following management-oriented CAP goals to: improve energy efficiency to affect climate change; mitigate insider threat risks; identify job-creating opportunities; modernize infrastructure permitting modernization; and improve science, technology, engineering, and mathematics education opportunities.

Each of the CAP goals has goal leads, co-leads, and collaboration from other federal agencies. They are in various stages of developing and implementing their project plans, establishing performance measures and targeted levels of performance, and processes for the regular reporting of progress and results. The CAP goal leads direct the activities of agencies and their staffs to drive cross-cutting results. For more information on both the mission and management CAP goals, see www.performance.gov for the latest information.

Financial Overview

DHS’s budgetary resources were approximately \$85.3 billion for FY 2014, about \$9.8 billion less than in FY 2013, primarily due to a significant decrease in FEMA’s disaster funding levels. The budget represents our plan for efficiently and effectively achieving the strategic objectives set forth by the Secretary to carry out our mission and to ensure that DHS manages its operations within the appropriated amounts using budgetary controls. DHS prepares its Balance Sheet, Statement of Net Cost, and Statement of Changes in Net Position on an accrual basis, in accordance with generally accepted accounting principles; meaning that economic events are recorded as they occur, regardless of when cash is received or disbursed. These financial statements provide the results of our operations and financial position, including long-term commitments and obligations. Budgetary accounting principles require recognition of the obligation of funds according to legal requirements, which in many cases occurs prior to the occurrence of a transaction under accrual basis. The recognition of budgetary accounting transactions is essential for compliance with legal constraints and controls over the use of federal funds, and are reported in the Statement of Budgetary Resources. The Statement of Custodial Activity is prepared using the modified cash basis. With this method, revenue from cash collections is reported separately from receivable accruals, and cash disbursements are reported separately from payable accruals. The audit of the Department’s principal financial statements was performed by KPMG LLP. For more detailed financial information, please see our AFR located at <http://www.dhs.gov/performance-accountability>.

Balance Sheet

The Balance Sheet presents the resources owned or managed by DHS that have future economic benefits (assets) and the amounts owed by DHS that will require future payments (liabilities). The difference between DHS’s assets and liabilities is the residual amount retained by DHS (net position) that is available for future programs and capital investments.

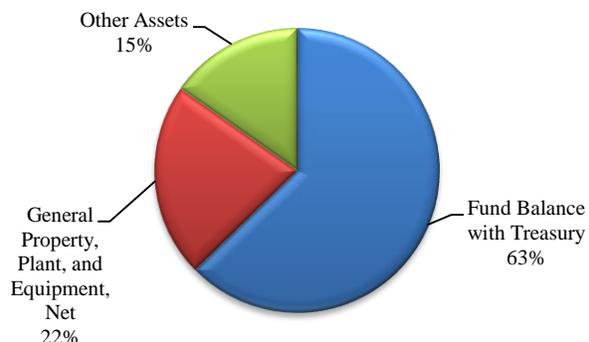
Assets – What We Own and Manage

Assets represent amounts owned or managed by DHS that can be used to accomplish its mission. As of September 30, 2014, DHS had \$94 billion in assets, representing a \$2 billion increase from FY 2013.

Fund Balance with Treasury (FBwT), the Department’s largest asset, comprises 63 percent of the total assets. Included in FBwT is the remaining balance of DHS’s unspent prior-year budgets plus miscellaneous receipts.

Property, Plant, and Equipment (PP&E) is the second largest asset, comprising 22 percent of total assets. The major items in this category include buildings and facilities, vessels, aircraft,

Total Assets		
As of September 30 (in Millions)	FY 2014	FY 2013
Fund Balance with Treasury	\$ 59,041	\$ 58,002
General Property, Plant, and Equipment, Net	20,783	19,878
Other Assets	14,334	14,022
Total Assets	\$ 94,158	\$ 91,902



construction in progress, and other equipment. In acquiring these assets, DHS either spent resources or incurred a liability to make payment at a future date; however, because these assets should provide future benefits to help accomplish the DHS mission, DHS reports these items as assets rather than expenses. PP&E is recorded at cost, and depreciated over the estimated useful life of the asset. PP&E is presented net of accumulated depreciation.

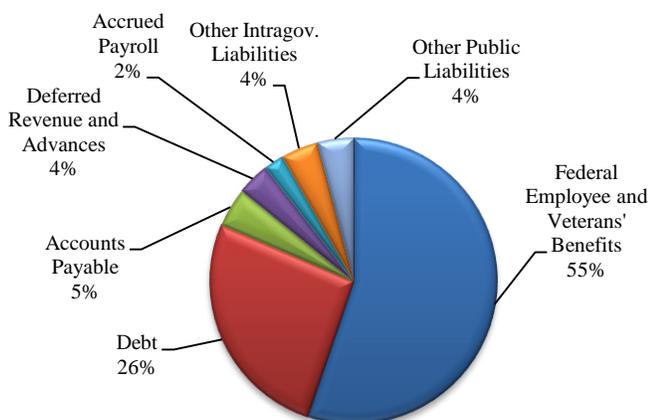
Other Assets represents 15 percent of total assets, and includes investments, accounts receivable, cash and other monetary assets, taxes, duties and trade receivables, direct loans, inventory and related property, and other.

Liabilities – What We Owe

As of September 30, 2014, DHS reported approximately \$92 billion in total liabilities. Liabilities are the amounts owed to the public or other federal agencies for goods and services provided but not yet paid for; to DHS employees for wages and future benefits; and for other liabilities.

DHS’s largest liability is for *Federal Employee and Veterans’ Benefits*, representing 55 percent of total liabilities. DHS owes these amounts to current and past civilian and military personnel for pension and other post-employment benefits. The liability also includes medical costs for approved workers’ compensation cases and an estimate for incurred but not yet reported workers’ compensation costs. For more information, see [Note 16](#) in the Financial Information section of the AFR. This liability is not covered by current budgetary resources, and DHS will use future appropriations to cover these liabilities (see [Note 14](#) in the Financial Information section of the AFR).

As of September 30 (in Millions)	FY 2014	FY 2013
Federal Employee and Veterans’ Benefits	\$ 50,700	\$ 51,223
Debt	24,081	24,076
Accounts Payable	4,019	3,923
Deferred Revenue and Advances	3,363	3,180
Accrued Payroll	2,053	1,807
Other Intragovernmental Liabilities	3,826	3,558
Other Public Liabilities	3,774	3,986
Total Liabilities	\$ 91,816	\$ 91,753



Debt is DHS’s second-largest liability, representing 26 percent of total liabilities. This debt results from Department of Treasury loans and related interest payable to fund FEMA’s National Flood Insurance Program (NFIP) and Disaster Assistance Direct Loan Program. Given the current premium rate structure, FEMA will not be able to pay its debt from the premium revenue alone; therefore, legislation will need to be enacted to provide funding to repay the Bureau of Fiscal Service. This is discussed further in [Note 15](#) in the Financial Information section.

Accounts Payable, representing 5 percent of total liabilities, includes amounts owed to other federal agencies and the public for goods and services received by the Department.

Deferred Revenue and Advances represents amounts received by the Department for goods or services that have not been fully rendered, which are 4 percent of total liabilities.

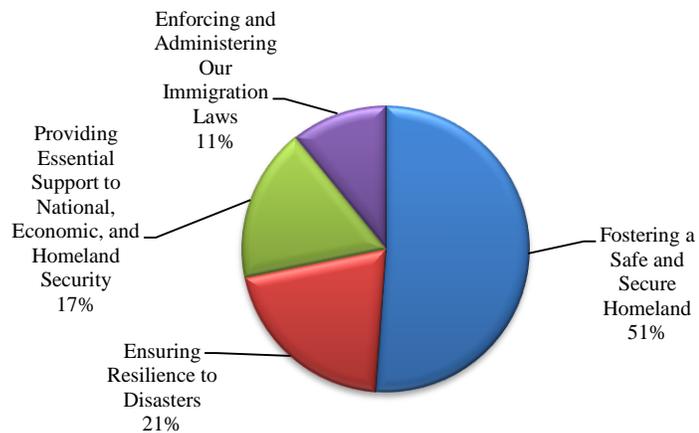
Accrued Payroll includes unpaid wages and benefits for current DHS employees, and represents 2 percent of total liabilities. The increase in accrued payroll in FY 2014 is due to an additional weekday in September during the last pay period of the fiscal year, compared to FY 2013. Because the pay period spans across fiscal years, the Department accrues the liability until it is paid in the following fiscal year.

Other Intragovernmental Liabilities, comprising 4 percent of the Department’s liabilities, includes amounts due to the Treasury’s general fund, and other. *Other Public Liabilities* includes insurance liabilities, environmental liabilities, refunds and drawbacks, and other, and represents 4 percent of total liabilities.

Statement of Net Cost

Net Cost of Operations represents the difference between the costs incurred and revenue earned by DHS programs. The Statement of Net Cost groups the five missions and two focus areas described in the DHS [FY 2012-2016 Strategic Plan](#) into four major missions to allow the average reader of the Statement of Net Cost to clearly see how resources are spent towards the common goal of a safe, secure, and resilient Nation. [Note 1.B](#), Basis of Presentation, shows the relationship between the Department’s five missions and two focus areas in the DHS Strategic Plan and the major missions presented in the Statements of Net Cost and related footnotes.

For the Year Ended September 30 (in Millions)	FY 2014	FY 2013
Fostering a Safe and Secure Homeland	\$ 25,220	\$ 26,264
Ensuring Resilience to Disasters	10,126	22,682
Providing Essential Support to National, Economic, and Homeland Security	8,396	8,728
Enforcing and Administering Our Immigration Laws	5,288	5,277
Net Cost Before (Gain)/Loss	\$ 49,030	\$ 62,951



Fostering a Safe and Secure Homeland, includes Strategic Plan Missions 1, 2, and 4, *Preventing Terrorism and Enhancing Security, Securing and Managing Our Borders*, and *Safeguarding and Securing Cyberspace*, respectively. This major mission involves the security and prevention aspects of the DHS Strategic Plan, representing 51 percent of the Department’s net cost. *Ensuring Resilience to Disasters* is Mission 5 of the strategic plan and represents 21 percent of total net costs. *Providing Essential Support to the National, Economic, and Homeland Security* consists of the two focus areas of the DHS Strategic Plan: Providing Essential Support to National and Economic Security and Maturing and Strengthening DHS, and represents 17 percent of the Department’s net cost. *Enforcing and Administering Our Immigration Laws* is Mission 3 of the strategic plan and represents 11 percent of

total net costs. [Note 23](#) in the Financial Information section of the AFR shows costs by responsibility segment aligned to the major missions.

The net cost of Ensuring Resilience to Disasters decreased by \$12.6 billion in FY 2014 because the Department incurred fewer expenses related to disaster relief and recovery efforts. In FY 2013, the net cost of this major mission had increased primarily to support the response to Hurricane Sandy. This decrease in FY 2014 reduced net cost before gains and losses across the Department by \$13.9 billion.

During FY 2014, the Department earned approximately \$11.7 billion in revenue; this is an increase of about \$493 million from \$11.2 billion as of September 30, 2013. The Department classifies revenue as either exchange (“earned”) or non-exchange revenue. Exchange revenue arises from transactions in which DHS and the other party receive value and that are directly related to departmental operations. DHS also collects non-exchange duties, taxes, and fee revenue on behalf of the Federal Government. This non-exchange revenue is presented in the Statement of Custodial Activity or Statement of Changes in Net Position, rather than the Statement of Net Cost.

Statement of Changes in Net Position

Net position represents the accumulation of revenue, expenses, budgetary, and other financing sources since inception, as represented by an agency’s balances in unexpended appropriations and cumulative results of operations on the Statement of Changes in Net Position. Financing sources increase net position and include, but are not limited to, appropriations, user fees, and excise taxes. The net costs discussed in the section above as well as transfers to other agencies decrease net position. Total net position increased in FY 2014 by approximately \$2.2 billion because there was a lower net cost of operations as a result of less cost incurred for relief and recovery efforts. In FY 2013, significant costs were incurred for Hurricane Sandy relief and recovery efforts.

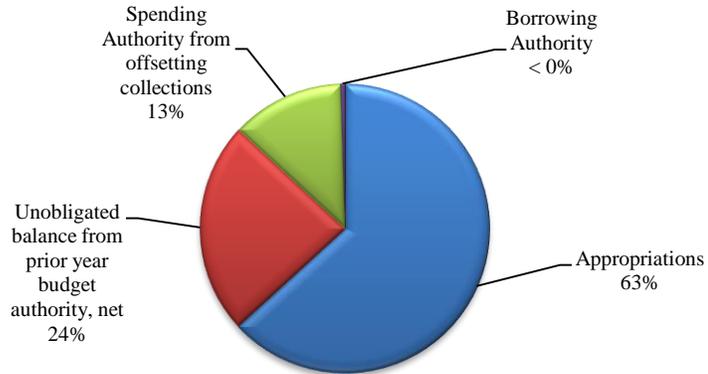
Statement of Budgetary Resources

This statement provides information on the status of the approximately \$85.3 billion in budgetary resources available to DHS during FY 2014. The authority was derived from appropriations of \$54.4 billion, \$20.4 billion in authority carried forward from FY 2013, and \$10.9 billion in collections, and \$(0.4) billion in borrowing authority. The total amount of resources available decreased by approximately \$9.8 billion from FY 2013.

Budgetary Resources by Authority Type		
For the Year Ended September 30 (in Millions)	FY 2014	FY 2013
Appropriations	\$ 54,385	\$ 64,245
Unobligated Balance from Prior Budget Authority	20,434	13,251
Spending Authority from Offsetting Collections	10,879	10,854
Borrowing Authority	(378)	6,705
Total Budgetary Resources	\$ 85,320	\$ 95,055

The change is primarily due to a significant decrease in FEMA’s disaster funding levels. In FY 2013, the Department’s budgetary authority increased due to Hurricane Sandy relief and recovery efforts. In FY 2014, no major disasters occurred.

As of September 30, 2014, \$17.8 billion of the \$85.3 billion was not yet obligated. The \$17.8 billion represents \$14.3 billion in apportioned funds available for future use, and \$3.5 billion in unapportioned funds. Of the total budget authority available, DHS incurred a total of \$67.5 billion in obligations from salaries and benefits, purchase orders placed, contracts awarded, or similar transactions. These obligations will require payments during the same or future period.

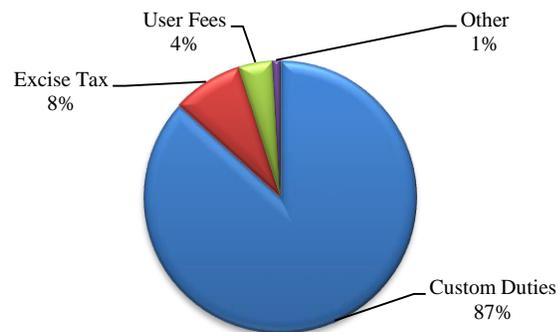


Statement of Custodial Activities

This statement presents the revenue collected by DHS on behalf of others, and the disposition of that revenue to the recipient entities. Non-exchange revenue is either retained by the Department to further its mission or transferred to Treasury’s General Fund and other federal agencies.

For the Year Ended September 30		
(in Millions)	FY 2014	FY 2013
Custom Duties	\$ 33,856	\$ 31,663
Excise Tax	3,273	3,163
User Fees	1,576	1,586
Other	327	213
Total Cash Collections	\$ 39,032	\$ 36,625

Custom duties collected by CBP account for 87 percent of total cash collections. The remaining 13 percent is comprised of excise taxes, user fees, and various other fees. An example of non-exchange revenue for the Department includes user fees that CBP collects on behalf of the Federal Government. These fees are considered non-exchange because they are a result of the Federal Government’s sovereign powers rather than as a result of providing goods or services for a fee. Total cash collections increased by approximately \$2.4 billion in FY 2014 primarily because of an increase in importing activity and duties collection.



Stewardship Assets and Investments

DHS’s stewardship assets primarily consist of USCG heritage assets, which include ship equipment, lighthouses and other aids to navigation, communication items, military uniforms, ordnance, artwork, and display models. S&T also has a [fourth-order Fresnel lens](#) from the Plum Island Animal Disease Center lighthouse that is on loan for display at the East End Seaport Museum in Greenport, New York. A heritage asset is any personal property that is retained by DHS because of its historic, cultural, educational, or artistic value as opposed to its current usefulness to carrying out the mission of the Department.

When a heritage asset is predominantly used for general government operations, the heritage asset is considered a multi-use heritage asset. The USCG has over 150 memorials, recreational areas, and other historical areas designated as multi-use heritage assets. CBP has four historical buildings and structures located in Puerto Rico, and FEMA has one training facility that is used by the Emergency Management Institute and the U.S. Fire Administration's National Fire Academy for training in Emmitsburg, Maryland.

In addition, CBP, USCIS, TSA, S&T, and USSS have collection-type assets that consist of documents, artifacts, immigration and naturalization files, architectural and building artifacts used for education, and a historical lighthouse at Plum Island Animal Disease Center.

Stewardship investments are substantial investments made by the Federal Government for the benefit of the Nation. When incurred, stewardship investments are treated as expenses in calculating net cost, but they are separately reported as Required Supplementary Stewardship Information to highlight the extent of investments that are made for long-term benefits. Included are investments in research and development, human capital, and non-federal physical property.

Limitations of Financial Statements

The principal financial statements have been prepared to report the financial position and results of operations of the Department, pursuant to the requirements of Title 31, United States Code, Section 3515(b) relating to financial statements of federal agencies. While the statements have been prepared from the books and records of the entity in accordance with generally accepted accounting principles for federal agencies and the formats prescribed by OMB, the statements are in addition to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records. The statements should be read with the realization that they are for a component of the Federal Government, a sovereign entity.

Audit Results and Management Assurances

In FY 2014, DHS obtained its second consecutive unmodified audit opinion on all its financial statements. We continued to execute our strategy of targeted risk assessment and strong oversight of corrective actions, making progress toward our goal of achieving an unqualified internal control audit opinion. Also in FY 2014, the Department was able to provide reasonable assurance that its internal controls over financial reporting are effective, with the exception of the material weaknesses identified in the [Secretary's Assurance Statement](#) in the AFR.

In FY 2015, DHS will continue to implement a risk-based approach to audit remediation, working closely with Components to mitigate any risk of new material weaknesses or audit qualifications and to sustain prior-year successes. In addition, the Department is executing incremental Component-level financial system modernization projects in order to deliver functionality that will enable full conformance with Federal financial management systems requirements. The DHS financial systems modernization concept streamlines and adjusts its IT financial portfolio so that the DHS Chief Financial Officer and Components have the flexibility to meet their mission and the changing demands for financial visibility and accountability.

Summary of Major Management and Performance Challenges Facing the Department of Homeland Security

For Fiscal Year 2014, the DHS Office of Inspector General (OIG) identified the Department’s major challenges in nine broad areas.

Summary of OIG’s Assessment of DHS’s Major Challenges	
DHS Operations Integration	DHS needs to continue to improve its cross-Component coordination and communication and reaffirm department-level authority.
Acquisition Management	DHS continues to experience challenges in planning, coordinating, overseeing, and ensuring compliance with Departmental guidance.
Financial Management	DHS has made progress in correcting some of the conditions that contributed to material weaknesses in internal controls, but the Department needs to continue its remediation efforts to eliminate the remaining weaknesses and obtain a clean opinion on internal control over financial reporting.
IT Management and Privacy Issues	DHS continues to encounter challenges in developing an integrated, cost-effective, and secure information technology infrastructure and protecting personally identifiable information.
Transportation Security	TSA operations need to evolve continuously to address new and changing threat environments and in using staff and technology resources efficiently and effectively.
Border Security and Immigration Enforcement	DHS needs to continue developing new and better methods to interdict illegal entry into the United States, ensure that it consistently applies immigration laws and policies, effectively addresses challenges such as the influx of unaccompanied children, and fully communicates decisions related to retention and release of detainees.
Grants Management	FEMA needs to do more to mitigate risks associated with its disaster assistance program. FEMA also needs to ensure that states improve grant administration.
Employee Accountability and Integrity	DHS and its Components face various allegations of wrongdoing. Drug trafficking organizations that seek to corrupt employees at the Nation’s borders present a major challenge.
Infrastructure Protection, Cybersecurity and Insider Threat	NPPD faces challenges in capturing and maintaining critical infrastructure vulnerability assessment data. NPPD also needs to improve coordination of cyberthreat information among the five federal cyber-operations centers.

Overcoming these challenges requires long-term strategies for ensuring stable operations as well as sustained management attention and resources. DHS carries out multiple complex and highly diverse missions. While the Department continually strives to improve the efficiency and effectiveness of its programs and operations, as progress is achieved and as new initiatives begin, new management and performance challenges can arise.

Additional background, OIG observations, and management progress and next steps for each challenge can be found in OIG’s report “Major Management and Performance Challenges Facing DHS” located at [DHS-OIG reports \(http://www.oig.dhs.gov/assets/Mgmt/2015/OIG_15-09_Nov14.pdf\)](http://www.oig.dhs.gov/assets/Mgmt/2015/OIG_15-09_Nov14.pdf).

Acronyms

AFR – Agency Financial Report	NCSC – National Customer Service Center (NCSC)
AO – Analysis and Operations	NFIP – National Flood Insurance Program
APG – Agency Priority Goals	NPPD – National Protection and Programs Directorate
CAP – Cross-Agency Priority	OCHCO – Office of the Chief Human Capital Officer
CAPGIS – Consolidated Asset Portfolio and Sustainability Information System	OHA – Office of Health Affairs
CBP – U.S. Customs and Border Protection	OIG – Office of Inspector General
CDM – Continuous Diagnostics and Mitigation	OMB – Office of Management and Budget
CFATS – Chemical Facility Anti-terrorism Standards	OPS – Office of Operations Coordination and Planning
COMSETT – Compliance Security Enhancement Through Testing	PP&E – Property, Plant, and Equipment
CRSO – Chief Readiness Support Office	QHSR – Quadrennial Homeland Security Review
DHS – Department of Homeland Security	ROPE – Radiological Operations Preparedness Exercise
DMO – Departmental Management and Operations	S&T – Science and Technology Directorate
DNDO – Domestic Nuclear Detection Office (DNDO)	THIRA – Threat and Hazard Identification and Risk Assessment
DOD – Department of Defense	Treasury – U.S. Department of the Treasury
ELIS – Electronic Immigration System	TSA – Transportation Security Administration
ERO – Enforcement and Removal Operations	U.S. – United States
FBwT – Fund Balance with Treasury	USCG – U.S. Coast Guard
FEMA – Federal Emergency Management Agency	USCIS – U. S. Citizenship and Immigration Services
FLETC – Federal Law Enforcement Training Centers	USSS – U.S. Secret Service
FY – Fiscal Year	WUI – Wildland-Urban Interface
GEOINT – Geospatial Intelligence	
GSA – General Services Administration	
I&A – Office of Intelligence and Analysis	
ICE – U.S. Immigration and Customs Enforcement	
ICS-CERT – Industrial Control Systems Cyber Emergency Response Team	
IFT – Integrated Fixed Tower	
IMAT – Incident Management Assistance Team	
HSI – Homeland Security Investigations	
NCPS – National Cybersecurity Protection System	



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