



# U.S. Department of Homeland Security Annual Performance Report Fiscal Years 2009 – 2011



Homeland  
Security

## About this Report

The U.S. Department of Homeland Security *Annual Performance Report for Fiscal Years 2009 – 2011* presents the Department's detailed performance information relative to our mission and the resources entrusted to us. The report also provides historical information regarding past performance, and communicates our performance plan for the future.

For FY 2009, 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 consisting of the following three reports:

- ***DHS Annual Financial Report:***  
Publication Date: November 16, 2009
- ***DHS Annual Performance Report:***  
Publication Date: February 1, 2010
- ***DHS Summary of Performance and Financial Information:***  
Publication Date: February 15, 2010

All three reports are located at our public website at the address to the left of this box.

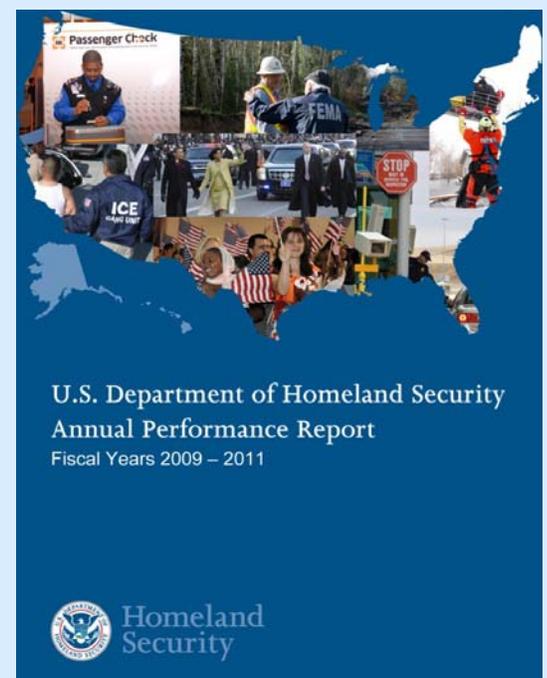
The U.S. Department of Homeland Security *Annual Performance Report, Fiscal Years 2009 – 2011* and its appendices are available at the following website:  
[http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm)

For more information, contact:

Department of Homeland Security  
Office of the Chief Financial Officer  
Program Analysis and Evaluation  
245 Murray Lane, SW  
Mailstop 200  
Washington, D.C. 20528

Information may also be requested by sending an email to [par@dhs.gov](mailto:par@dhs.gov) or calling (202) 447-0333.

February 1, 2010



## Table of Contents

Introduction.....	3
Secretary’s Priorities for Homeland Security.....	4
DHS Performance Summary.....	6
Performance Planning.....	8
Performance Reporting and Monitoring.....	8
Completeness and Reliability of Performance Measures.....	8
Verification and Validation Pilot.....	10
Management Assurance.....	10
High-Priority Performance Goals.....	11
Performance Results and Plans.....	13
Preventing and Protecting Against Terrorism.....	13
Summary of Performance.....	14
Measure Results and Plans.....	14
Domestic Nuclear Detection Office.....	15
National Protection and Programs Directorate.....	15
Transportation Security Administration.....	16
U.S. Coast Guard.....	18
U.S. Secret Service.....	19
Securing and Managing Our Borders.....	20
Summary of Performance.....	21
Measure Results and Plans.....	21
Departmental Management and Operations.....	22
National Protection and Programs Directorate.....	22
Transportation Security Administration.....	23
U.S. Coast Guard.....	23
U.S. Customs and Border Protection.....	25
Enforcing and Administering Our Immigration Laws.....	29
Summary of Performance.....	30
Measure Results and Plans.....	30
U.S. Citizenship and Immigration Services.....	31
U.S. Immigration and Customs Enforcement.....	33
Safeguarding and Securing Cyberspace.....	35
Summary of Performance.....	35
Measure Results and Plans.....	35
National Protection and Programs Directorate.....	36
Ensuring Resilience to Disasters.....	37
Summary of Performance.....	38

Measure Results and Plans .....	38
Federal Emergency Management Agency .....	39
National Protection and Programs Directorate.....	42
Office of Health Affairs .....	42
U.S. Coast Guard.....	43
Complementary Activities.....	45
Summary of Performance.....	45
Measure Results and Plans .....	46
U.S. Coast Guard.....	47
U.S. Customs and Border Protection .....	48
U.S. Secret Service.....	49
Mission Support Measures .....	50
Summary of Performance.....	50
Measure Results and Plans .....	51
Analysis and Operations.....	51
Domestic Nuclear Detection Office .....	53
Federal Law Enforcement Training Center.....	53
Office of Inspector General.....	54
Science and Technology Directorate.....	54
Business Support Measures.....	58
Summary of Performance.....	59
Measure Results and Plans .....	59
Departmental Management and Operations.....	60
Transportation Security Administration.....	62

Appendices provided in separate documents and are available on the DHS web site ([http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm)).

- Appendix A – Description of Performance Measures
- Appendix B – Changes to Program Goals, Performance Measures, and Performance Targets
- Appendix C – Summary of Program Evaluations

## Introduction

The Department of Homeland Security (DHS) Annual Performance Report (APR) for Fiscal Years (FY) 2009 – 2011 presents the Department's detailed performance information relative to our mission for FY 2009 and our proposed performance measures and associated performance targets for FY 2010 and FY 2011. It provides a sense of how we are performing to deliver results, provides historical information regarding past performance, and communicates our performance plan for the future.

The APR is part of the Office of Management and Budget's (OMB) alternative approach to the consolidated Performance and Accountability report and is submitted as part of DHS's FY 2011 Congressional Budget Justification. This report satisfies the *Government Performance and Results Act* (GPRA) requirement to report detailed information on all performance measures that were part of the DHS FY 2009 annual performance plan. This report also satisfies the GPRA requirement to publish the Department's FY 2010 – FY 2011 annual performance plan. DHS refers to those measures in its annual performance plan as its GPRA measure set. The contents of the APR and its associated appendices also fulfill the requirements of *OMB Circular A-11, Part 6: Preparation and Submission of Strategic Plans, Annual Performance Plans, and Annual Program Performance Reports*.

Based on best practices from other Agencies, a new format is being used in the FY 2009 – 2011 APR. First, performance measures are presented in easy to understand trend tables, grouped by Component, and listed under the major Secretarial priorities they support. Second, detailed program resources (both budget and FTEs) are integrated with the Congressional Budget Justification in each Component's Strategic Context section, and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

In addition to this document, there are three Appendices associated with the FY 2009 – 2011 APR listed below. This document and its appendices are located at: [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

- **Appendix A – Description of Performance Measures:** Includes detailed descriptions of each measure in the APR, along with its scope, data source, data collection methodology, and procedures to verify and validate data. Readers should refer to this appendix to gain a better understanding of each performance measure and how data is collected and calculated.
- **Appendix B – Changes to Program Goals, Performance Measures, and Performance Targets:** Provides explanations of changes as required by OMB Circular A-11 from the previous year's annual performance plan.
- **Appendix C – Summary of Program Evaluations:** Provides a selection of major program evaluations conducted by the Government Accountability Office (GAO) and the DHS Office of the Inspector General (IG) and presents excerpts from the original reports identifying the intent of the evaluation and recommendations made.

## Secretary's Priorities for Homeland Security

Once appointed, Secretary Napolitano reviewed the Department's existing strategic goals as a means to articulate her priorities for homeland security. The priorities below set the strategic foundation to guide the activities of all participants in homeland security toward a common end.

- **Preventing and Protecting Against Terrorism** focuses on protecting the American people from terrorist threats which is the founding purpose of the Department and our highest priority.
- **Securing and Managing Our Borders** prevents illegal movement of people and contraband across our borders while facilitating legitimate international trade and travel.
- **Enforcing and Administering Our Immigration Laws** ensures our federal immigration laws are followed while welcoming those who are legally entitled to enter our country.
- **Safeguarding and Securing Cyberspace** focuses on creating a safe cyber environment and preventing the hostile exploitation of cyberspace.
- **Ensuring Resilience to Disasters** focuses on the readiness of resources and individuals and then rapidly deploying those resources in the event of a disaster to ensure individuals and communities quickly get back to their normal lives.

The Secretary's priorities do not ignore the complementary safety, stewardship, and legislatively mandated responsibilities of various DHS Components. Some of these responsibilities are legacy missions of DHS Components; others are complementary functions to the Department's security responsibilities.

- **Complementary Activities** – Complementary activities currently include those designed to protect life, property, and the environment, facilitate trade and commerce, or support other governmental agencies. Through their regular execution, these activities enhance or expand the Component's ability to carry out interrelated security and law enforcement responsibilities, respond to or mitigate the consequences of disasters, or increase the resiliency of the Nation's critical infrastructures or key resources.

For instance, DHS has capabilities in place through the U.S. Coast Guard which, along with serving to control our maritime borders and prevent and protect against terrorism, are used to conduct waterways management operations to enhance the efficiency and resiliency of the Maritime Transportation System. Similarly, DHS is also positioned through the U.S. Customs and Border Protection, as the entity controlling access across our borders, to collect trade revenue as goods enter the country. Lastly, DHS has capabilities within the U.S. Secret Service to conduct financial crime investigations.

In FY 2010, the Department is engaging in a Bottom-Up Review (BUR) which is a comprehensive examination of Department activities and resources driven by the Secretary's priorities. The BUR is a major step forward in our ongoing effort to systematically link strategy to programs to budgets to the delivery of results. For one task of the BUR, programs will examine their current set of measures and evaluate their effectiveness in gauging results for both the Secretary's priority areas and the complementary activities. If gaps exist, programs will be encouraged to develop new measures that better quantify how they contribute to important Department outcomes.

Based on our initial alignment of performance measures to the Secretary's priorities, it was noted that the Department engages in a number of activities, with associated performance measures, which support the Secretary's priorities, but do not directly deliver mission outcomes. It also became clear that the performance measures do not reflect the entirety of the benefits provided by the multiple activities supporting of the Secretary's priorities. This is in part because we are aligning legacy GPRA measures to the current Secretary's priorities and there is not always a one-for-one alignment. There are also activities and associated performance measures gauging internal business operations, which again support but do not directly deliver mission outcomes. In this report, we present our current set of GPRA performance measures in terms of the six areas listed above, and in two additional categories below:

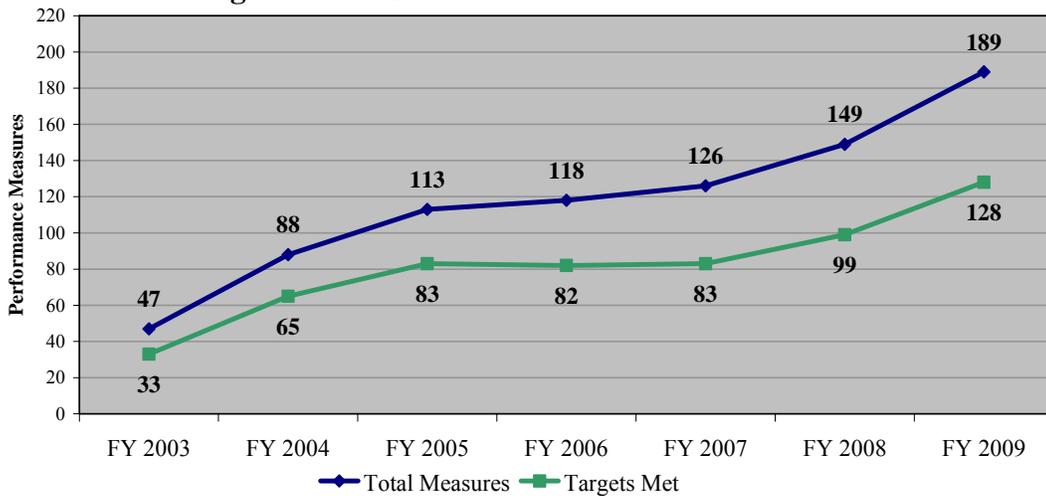
- **Mission Support Measures:** Measures associated with providing a product or service for, and tailored to, mission/operational activities. Examples of mission support activities include logistical support, research and development, and intelligence. Some of the activities in this category and their associated measures may be cross-cutting in nature and support achievement of, but are not necessarily tied directly to, a specific priority of the Secretary.
- **Business Support Measures:** Measures associated with activities providing enterprise business services. Examples of business support activities include information technology, human resources, financial support, public affairs, and legal counsel. Many DHS business support activities indirectly support accomplishment of the mission.

DHS has embarked on its annual process to improve our performance measure set in conjunction with the BUR. For our FY 2010 GPRA measure set, we have introduced 30 new measures aligned to the Secretary's priorities and complementary activities to improve our ability to gauge results. We will continue to work collaboratively with the Government Accountability Office (GAO), as one aspect of our performance measure improvement process, to review measures and refine them as needed based on their independent assessments. The outcomes from the BUR, in conjunction with our improvement process, will provide input to support to our FY 2012 – 2016 planning process by identifying gaps in our current measure set. Performance measure development efforts for these gaps in some cases may be a multi-year process, but efforts to close the gaps will begin in FY 2010. Refining the set of measures available to DHS leadership for internal decision-making, and presented to support resource requests, will assist decision makers in evaluating the efficacy of programs and trade-offs between them. As the Department moves through the BUR analyses and the measure development process during FY 2010, some revisions to the initial alignment of performance measures presented here may occur.

## DHS Performance Summary

Since its inception, DHS has diligently worked to quantify the impact of its activities to communicate its effectiveness. Since many of its activities are designed to manage and reduce risk, there are inherent challenges faced in quantifying the effectiveness of these deterrence and prevention efforts. While DHS has increased the number of performance measures publicly reported over the past six years, the quality, breadth, and scope of our set of measures needs continued improvement. The figure below shows the growth of the GPRAs publicly reported measure set used since DHS was formed, as well as the number of performance measures that met their FY 2009 targets.

**Figure 1. DHS Performance Measure Trends**



The chart below shows the total number of measures and the number of measures that met their FY 2009 performance targets by the Secretary’s priorities.

**Figure 2. FY 2009 DHS Performance Measures Met by Secretary’s Priorities**

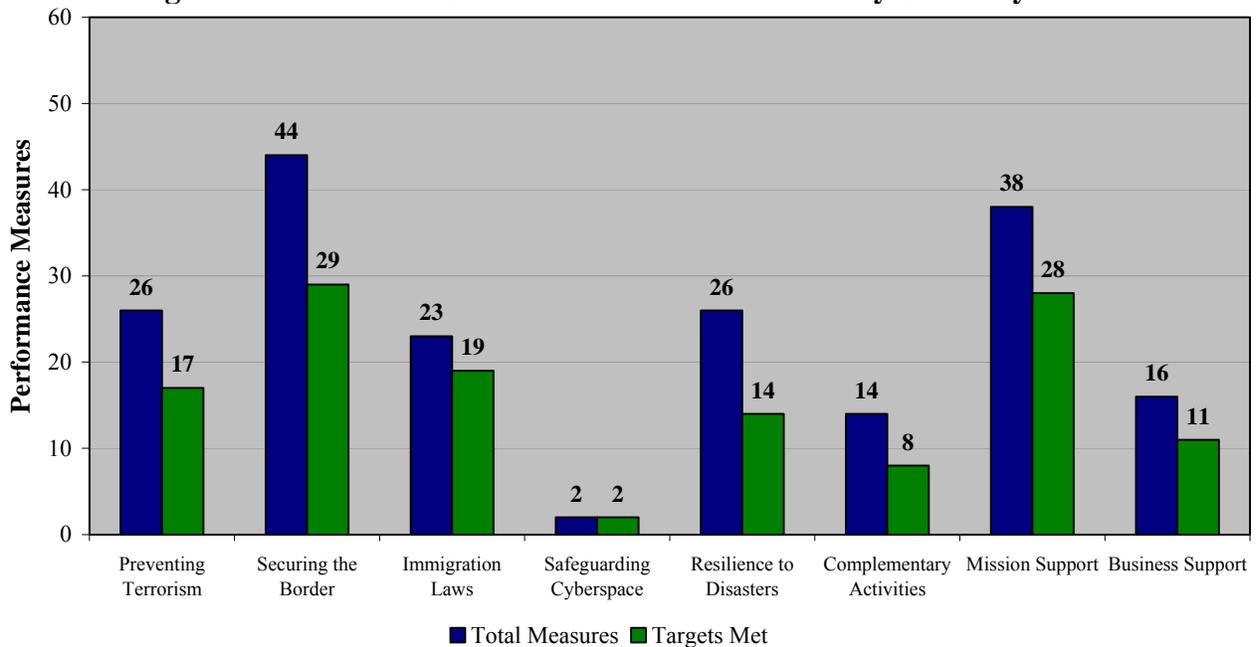


Table 1 summarizes the FY 2009 resources (both FTEs and budget) for each Component along with its overall performance rating. This overall rating was determined by analyzing the total number of GPRA measures for each Component that met their FY 2009 performance targets. The performance rating is indicated on the colored bar by an inverted triangle. Blue (■) is achieved by meeting 75 percent or more of the Components' performance targets, green (■) 50 to 74 percent, and orange (■) less than 50 percent.

**Table 1. FY 2009 Budget Resources and Performance Rating by DHS Component**

Component	FY 2009				
	Full-Time Equivalent (FTE)	Budget (in millions)	GPRA Measures	Targets Met in FY 2009	Performance Rating
Analysis & Operations	594	\$ 327	7	3	
Departmental Management and Operations	1,306	\$ 859	19	10	
Domestic Nuclear Detection	130	\$ 514	5	5	
Federal Emergency Management Agency	10,772	\$ 10,932	18	9	
Federal Law Enforcement Training Center	1,146	\$ 333	3	2	
Inspector General	577	\$ 120	2	2	
National Protection and Programs Directorate	830	\$ 1,188	13	11	
Office of Health Affairs	71	\$ 158	5	2	
Science and Technology Directorate	381	\$ 933	24	19	
Transportation Security Administration	51,618	\$ 7,993	11	7	
U.S. Citizenship and Immigration Services	10,362	\$ 2,876	13	11	
U.S. Coast Guard	49,403	\$ 10,116	25	15	
U.S. Customs and Border Protection	54,824	\$ 11,981	27	19	
U.S. Immigration and Customs Enforcement	20,215	\$ 6,055	10	8	
U.S. Secret Service	6,806	\$ 1,740	7	5	
<b>Total</b>	<b>209,035</b>	<b>\$ 56,125<sup>1</sup></b>	<b>189</b>	<b>128</b>	

Note 1. Revised enacted budgetary resources include \$3.35 billion in supplemental appropriations.

## **Performance Planning**

DHS uses the Planning, Programming, Budgeting and Execution (PPBE) process to determine priorities and allocate resources. In *Planning*, risk assessment and mission scoping are conducted to determine and prioritize the capabilities necessary to meet the needs of the Department. In *Programming*, resources are allocated to best meet the prioritized needs within projected resource constraints. In *Budgeting*, detailed budget estimates are developed ensuring the most efficient use of limited funding, and that priorities are being met as effectively as possible. Finally, in *Execution*, program execution and resulting outputs and outcomes are weighed against planned performance to assess accomplishments, shortfalls, and inform future planning. PPBE is an annual process that serves as the basis for developing the Department's *Future Years Homeland Security Program (FYHSP)*, in accordance with the provisions of the *Homeland Security Act of 2002*.

## **Performance Reporting and Monitoring**

Performance measures included in the DHS annual performance plan presented in this report are tracked and reported on a quarterly basis to provide an indicator of progress in meeting annual targets. Program managers assess results and summarize their findings in the Department's FYHSP system. This quarterly assessment not only provides actual performance results to date if they are available, but also an assessment by program managers of whether they believe they are going to achieve their targets by the end of the fiscal year. If it appears that targets may not be met, program managers are encouraged to initiate corrective actions to address program performance. At the end of the fiscal year, program managers report fiscal year-end results, along with analyses of their results and corrective action plans for those performance measures not meeting their targets. In addition, out-year targets are evaluated at this time based on actual performance during the prior fiscal year, expected resources, and external conditions that may impact the delivery of results.

## **Completeness and Reliability of Performance Measures**

The Department recognizes the importance of collecting complete and reliable performance data, as this helps determine progress toward achieving program and Department goals and objectives. Program Managers are responsible for the reliability of performance measurement information for programs under their cognizance. To encourage completeness and reliability, DHS conducts an Agency internal assessment of the verification and validation information for all performance measures that will be used in its GPRA reporting during its annual performance measure improvement process. This review evaluates the quality of descriptive information for each performance measure as described in Figure 3.

**Figure 3. Performance Measure Description Fields**

<b>Description</b>	Briefly describe the measure in a manner that the general public who is not familiar with your program could understand.
<b>Scope (Range) of Data</b>	Enter a description of the scope (range) of the data (e.g., are the results based on all available data or is only a sample of data used to calculate the results)? Provide an explanation of the parameters used to define what data is included in this performance measure and what is excluded (e.g., if the measure only includes high-risk facilities, clarify the basis upon which high-risk facilities are defined). If sampling is used to collect the data, describe the confidence level and the confidence interval or margin of error associated with the data.
<b>Data Source</b>	Describe the various excel spreadsheets/reports/IT systems that are used to record, report, and store the data for this measure. For instance, local field sites consolidate data on an Excel spreadsheet and provide to sector offices, who then consolidate the data for the sector and report it to headquarters using a web-based reporting tool. Provide the names of spreadsheets, reports, and/or IT systems from which the data is collected, extracted, and/or stored. Lastly, describe the Office which owns the final reporting database (typically is a Headquarters program office).
<b>Data Collection Methodology</b>	Describe both the method and the roles of those involved in the data collection process. List the sequential steps used to gather, compile, and analyze the data. Describe exactly what is being measured, and how calculations are being made to summarize, average, or consolidate data into a final number to be reported.
<b>Reliability Index</b>	Indicate one of the following choices: <i>Reliable</i> - there is no material inadequacy in the data, i.e., those that significantly impede the use of program performance data by agency managers and government decision makers. <i>Inadequate</i> - there is material inadequacy in the data. Note: Measures must be reliable to be included in the GPRA measure set (i.e., a process must exist to ensure the completeness and accuracy of the data being reported).
<b>Explanation of Data Reliability Check</b>	If your Reliability Index is either Reliable or Inadequate, then describe the process being used to ensure that the data reported is both complete and reliable. State specifically the Offices, roles, and the specific process to double-check the data for accuracy. If you indicated that the measure is not reliable, indicate the actions being taken to make the information reliable, and when reliable data will be available.

Appendix A contains detailed descriptions of each measure in the APR, along with its scope, data source, data collection methodology, and procedures to verify and validate data. The Department has reviewed performance measures for conformance to the standard of completeness and reliability as specified for federal agencies in *OMB Circular A-136, Financial Reporting Requirements, Section II.3.4.4 Assessing the completeness and reliability of performance data*; and *OMB Circular A-11, Preparation, Submission and Execution of the Budget, Section 230.5, Assessing the completeness and reliability of performance data*. Performance information contained within this

report is complete and reliable in accordance with the standard, except for those measures listed on page 11.

## **Verification and Validation Pilot**

During FY 2009, the DHS Office of Program Analysis and Evaluation and DHS Internal Controls Office implemented a two-pronged approach to improve internal controls over GPRA performance information. These actions were taken in order to meet regulatory and statutory guidance, and OMB Circular A-11 requirements to have verification and validation techniques in place to ensure the completeness and reliability over performance information in annual performance plans and reports.

As part of this initiative, DHS conducted a pilot program to develop and implement a methodology to independently assess the completeness and reliability of a small sample of our GPRA performance measures. The methodology was based upon a review of best practice information obtained from agency surveys and interviews, OMB guidance, and GAO literature for improving the reliability of performance information. The assessment methodology was incorporated into a handbook that was distributed to all DHS Components to improve their data collection and reporting processes. Five measures were assessed as part of the pilot, representing a cross section of DHS Components. While their overall verification and validation scores varied, all measures met or exceeded the minimum criteria established to be determined as complete and reliable. The results of these assessments were to be factored in as evidence supporting Component Head Assurance Statements attesting to the completeness and reliability of the performance data provided to the DHS Office of Program Analysis and Evaluation.

The results of this pilot, along with DHS Component's self-evaluation of key controls using a newly developed checklist, formed the basis for our initial internal controls process for GPRA performance information. The DHS Office of Program Analysis and Evaluation and DHS Internal Controls Office will continue its collaboration to mature the internal controls process over performance information. DHS plans to continue its independent assessments of measure completeness and reliability during FY 2010 an integral element of the internal controls process for GPRA performance information.

## **Management Assurance**

The Management Assurance Process during FY 2009 required that all DHS Component Heads assert that performance measure data reported for the Department's Government Performance and Results Act measures were complete and reliable. The Secretary asserted to the completeness and reliability of the performance measures in the DHS Annual Financial Report for Fiscal Year 2009, the first of our three performance and accountability reports, published 16 November 2009, except for those measures listed on page 11. The Secretary was able to make this assurance statement based on each Component Head's assertion statement. This statement applies to all performance measures in the three DHS performance and accountability reports for which data is reported.

The following measures are unable to report data for FY 2009 and are considered unreliable for reporting purposes. As such, each measure is considered as "Not Met" for FY 2009.

- Percent of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more (U.S. Coast Guard)
  - The U.S. Coast Guard has determined that this measure is unsupportable and will be retiring the measure.
- Percent of customers satisfied with Public Recovery Assistance (Federal Emergency Management Agency)
  - Due to delays in the approval of the survey instrument, no data was collected for FY 2009. Data will be available for FY 2010.
- Percent reduction in firefighter injuries in jurisdictions receiving Assistance to Firefighter Grants funding compared to the national average (Federal Emergency Management Agency)
  - Due to an extension of the grant application submission date, no data was collected for FY 2009. Data will be available for FY 2010.
- Percent annual reduction in petroleum-based fuel consumption by DHS owned or leased vehicles (Departmental Management and Operations)
  - FY 2008 baseline data was overstated due to comingling of non-fuel purchases. A new baseline has been calculated for FY 2009. Data will be reliable for FY 2010.

## High-Priority Performance Goals

As part of developing the FY 2011 Budget and performance plan, DHS has also identified a limited number of high priority performance goals designed to deliver measurable results over the next two years. These goals have been organized around the Secretary's priorities and are a subset of those used to regularly monitor and report performance as identified below.

### *Preventing and Protecting Against Terrorism*

- Goal: Improve security screening of transportation passengers, baggage, and employees while expediting the movement of the traveling public (aviation security).
- Goal: Improve security screening of transportation passengers, baggage, and employees while expediting the movement of the traveling public (surface transportation security).

### *Securing and Managing Our Borders*

- Goal: Prevent terrorist movement at land ports of entry through enhanced screening while expediting the flow of legitimate travel.

### *Enforcing and Administering Our Immigration Laws*

- Goal: Improve the efficiency of the process to detain and remove illegal immigrants from the United States.
- Goal: Improve the delivery of immigration services.

### *Ensuring Resilience to Disasters*

- Goal: Strengthen disaster preparedness and response by improving FEMA's operational capabilities and strengthening State, local and private citizen preparedness.

In addition to the high priority performance goals aligned to the Secretary's priorities, two high priority performance goals have been developed to support DHS's efforts to improve its management efforts in maturing and unifying the Homeland Security Enterprise.

*DHS Management*

- Goal: Mature and unifying the Homeland Security Enterprise through effective information sharing
- Goal: Improve acquisition execution across the DHS acquisition portfolio by ensuring key acquisition expertise resides in major program office and acquisition oversight staffs throughout the Department.

OMB is planning to develop a public web site that will provide detailed information on the high priority performance goal plans, measures, and milestones, along with progress reporting.

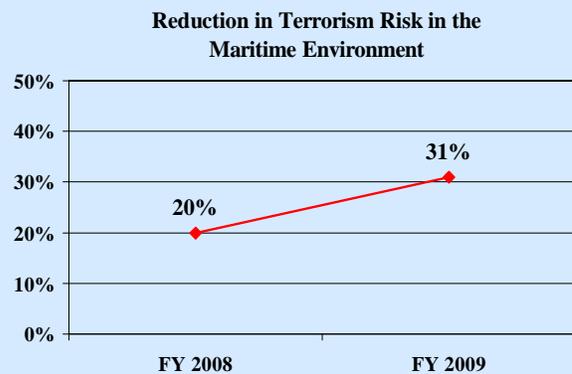
## Performance Results and Plans

### Preventing and Protecting Against Terrorism

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, as well as the associated challenge of preventing the illicit or hostile use of chemical, biological, radiological, and nuclear weapons and managing risks to critical infrastructure.

#### Reducing Risk in the Maritime Environment –

Using a risk-based modeling technique incorporating subject matter expertise across multiple domains, the [U.S. Coast Guard](#) is able to estimate the percent reduction in maritime terrorism risk through various activities, programs, and regulatory efforts. These modeling efforts first determine the level of terrorism risk that exists in the maritime domain each year and then determines what portion of that overall risk it can influence. In FY 2009, the U.S. Coast Guard reduced 31 percent of the maritime terrorism risk over which it has influence. Based on assessments and projected resource allocation, the U.S. Coast Guard is targeting at least a 19 percent risk reduction in FY 2010.



### Explosive Detection Systems

Ever wonder what happens to your bag once you check it with your airline? TSA screens every bag placed on an airplane, whether taken as carry-on or checked with an airline. With nearly 2 million people flying each day, it is a formidable task.

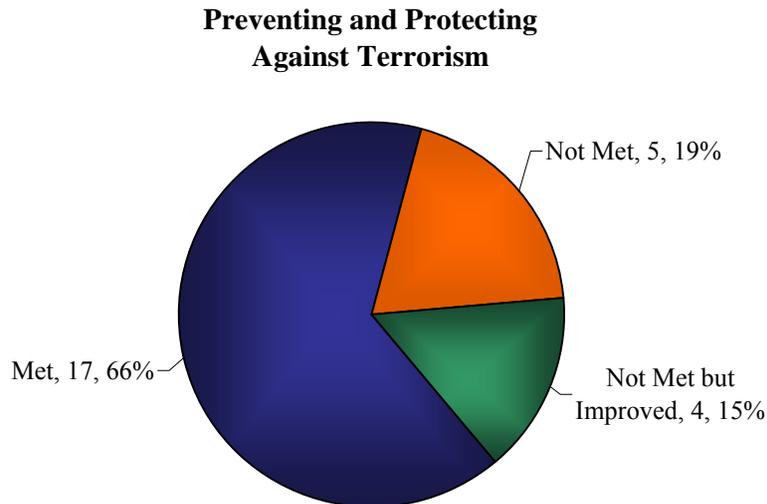
TSA is able to meet this requirement by relying on Explosive Detection System (EDS) machines, which work like the magnetic resonance imaging machines in hospitals. Through a sophisticated analysis of each checked bag, the EDS machines can quickly determine if a bag contains a potential threat or not. If a weapon or explosive is detected, the machines alert our security officers so they can manage the bag appropriately. In some cases, law enforcement and the bomb squad may be called in.



**Explosive Detection System (EDS):** EDS machines can quickly determine if a bag contains a potential threat.

## Summary of Performance

In FY 2009, five DHS Components contributed to Preventing and Protecting Against Terrorism, and performance results for these Components were gauged with a total of 26 performance measures. The pie chart below indicates the performance summary for those Components supporting this priority. The section following this chart provides both specific data on the 26 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President's Budget. The measures listed in this section do not reflect the entirety of the benefits provided by the multiple activities supporting the Secretary's priorities.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this priority. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

**Domestic Nuclear Detection Office**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Domestic Nuclear Detection: Improve the Nation's capability to detect and report unauthorized attempts to import, possess, store, develop, or transport radiological or nuclear material for use against the Nation.								
Number of Advanced Technology Demonstrations transitioned to development or deployment in a fiscal year	---	---	---	1	1	Y	Retired Measure	
Percent of cargo, by volume, that passes through fixed radiation portal monitors at land and sea ports of entry	85%	94%	97%	98%	98%	Y	Retired Measure	
Percent of cargo, by weight, that passes through radiation detection systems upon entering the Nation	---	---	90.3%	91.4%	91.6%	Y	Retired Measure	
Percent of cargo conveyances that pass through radiation detection systems upon entering the nation via land border and international rail ports of entry	---	---	---	New Measure			FOUO <sup>1</sup>	FOUO
Percent of containerized cargo conveyances that pass through fixed radiation portal monitors at sea ports of entry	---	---	---	New Measure			FOUO	FOUO
Percent of international air cargo that passes through radiation detection systems before entering the nation	---	---	---	New Measure			FOUO	FOUO

Note 1: For Official Use Only

**National Protection and Programs Directorate**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Federal Protective Service: Mitigate risk to Federal facilities and their occupants. (The Federal Protective Service was transferred to the National Protection and Programs Directorate beginning in FY 2010.)								
Countermeasure effectiveness at facilities protected by the Federal Protective Service	90%	94%	94%	> 95%	94.4%	N <sup>1</sup>	> 95%	> 95%
Percent of successful completions of building security assessments	99%	93%	100%	> 89%	95%	Y	> 90% <sup>2</sup>	> 90%
Percent of tenants satisfied with the level of security provided at Federal facilities	---	---	---	New Measure			81%	82%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Infrastructure Protection: Improve the protection of the Nation's high risk and most valued critical infrastructure and key resources by characterizing and prioritizing assets, modeling and planning protective actions, and building partnerships.								
Percent of critical infrastructure and key resource sector specific planning protection implementation actions on track	---	---	93%	90%	93%	Y	100%	100%
Percent of high-priority critical infrastructure and key resources where a vulnerability assessment has been conducted and enhancement(s) have been implemented	---	---	100%	95%	100%	Y	100%	100%
Percent of inspected high-risk chemical facilities in compliance with risk based performance standards	---	---	0%	85%	No Data	N <sup>3</sup>	70%	75%

Note 1: As part of its National Countermeasures Program, the Federal Protective Service (FPS) program conducted extensive testing on specific countermeasures in the 2nd and 3rd quarters of FY 2009 to determine which were in need of urgent replacement. Based on these results, this specific equipment was prioritized for replacement. As a result, FPS's countermeasure testing was more extensive than in past years and, by focusing on equipment likely to need repair or replacement, the overall countermeasures effectiveness rating produced lower results in the 2nd and 3rd quarters. In FY 2010, these replacements will be operational in Federal facilities, thereby enhancing the level of protection afforded to Federal facilities and their occupants.

Note 2: The program is updating its practices related to Facility Security Assessments for FY 2010 and will now be using a more comprehensive tool called the Risk Assessment and Management Program to complete the assessments. Because of the significant change in procedures, this will allow the program the capability to effectively train and implement the new system. For these reasons, the program has set its FY 2010 target to 90% and will reevaluate its FY 2011 target based on FY 2010 results.

Note 3: Due to delays in external approval of Risk Based Performance standards, required submission dates for Site Security Plans (SSP) and subsequent verification/enforcement inspections of facilities and respective SSPs was delayed considerably. The Program expects Risk Based Performance standards to be approved and is aggressively reviewing Security Vulnerability Assessments and Site Security Plans to enable commencement of inspections in FY 2010.

### Transportation Security Administration

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Aviation Security: Improve aviation security to reduce the probability of a successful terrorist or other criminal attack to the air transportation system.								
Level of baggage security screening assessment results	---	---	Classified	Classified	Classified	Y	Classified	Classified
Level of passenger security screening assessment results	---	---	Classified	Classified	Classified	Y	Classified	Classified
Percent of air cargo screened on passenger flights originating from the United States and territories	---	---	---		New Measure <sup>1</sup>		100%	100%
Percent of air carriers in compliance with leading security indicators	---	---	96%	97%	98%	Y	98%	98%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of airports in compliance with leading security indicators	---	---	95%	96%	95%	N <sup>2</sup>	96%	97%
Federal Air Marshal Service: Improve the confidence in our Nation's civil aviation system through risk-based deployment of Federal Air Marshals (FAMS) to detect, deter, and defeat hostile acts targeting U.S. air carriers, airports, passengers, and crews.								
Average annual rate of accuracy in Federal Air Marshals' firearms re-qualification	---	---	95.3%	95%	95.3%	Y	95%	95%
Percent level in meeting Federal Air Marshal Service (FAMS) coverage target for each individual category of identified risk	101.7%	96.2%	98.1%	100%	109.2%	Y	100%	100%
Surface Transportation Security: Protect the surface transportation system while ensuring the freedom of movement for people and commerce.								
Percent of mass transit and passenger rail agencies that have effectively implemented industry agreed upon Security and Emergency Management Action Items to improve security <sup>3</sup>	---	---	23%	40%	23%	N <sup>4</sup>	35%	40%
Percent reduction in risk from toxic inhalation hazard bulk cargoes in rail transportation <sup>5</sup>	---	---	56.3%	55%	58.57%	Y	61%	67%
Transportation Security Support: Improve the efficiency and effectiveness of transportation security business and management services by providing comprehensive leadership, oversight, and support to all programs.								
Percent of customers satisfied with the intelligence products provided	---	89.9%	80%	90%	80%	N <sup>6</sup>	80%	80%

Note 1: The Transportation Security Administration (TSA) achieved the 9/11 Act requirement of screening 50% of air cargo transported on domestic passenger aircrafts by February 3, 2009. 100% of cargo is screened on more than 95% of flights originating in the United States and 100% of all baggage is screened for explosives.

Note 2: In FY 2009, TSA made changes to its inspection protocols which affected how inspectors were collecting data on the critical prompts. In addition, in FY 2009 a wider array of inspection types were performed which included a larger population of inspection requirements. In FY 2010, TSA is placing renewed emphasis on conducting comprehensive inspections which include assessments of compliance with critical prompts as well as the broader set of inspection requirements. TSA has also revised its inspection protocols to require all critical prompts to be responded to when performing comprehensive inspections.

Note 3: This is a rollout measure that plans to reach 100% of mass transit and passenger rail agencies implementing Security and Emergency Management Action Items by FY 2015. See Appendix A for more information.

Note 4: Three assessments were conducted in the 4<sup>th</sup> quarter of FY 2009 and a total of 17 were conducted in FY 2009. No assessment in FY 2009 met the full compliance score of 90%. There may be several factors contributing to the results including: 1) learning curve for the new Surface Transportation Security Inspectors (STSI); 2) relationships have to develop between the STSIs and the transit system officials; 3) STSIs may have other duties assigned besides Baseline Assessment for Security Enhancement (BASE) assessments for transit systems; and 4) training for new tools takes time away from conducting assessments. Based on analysis of BASE assessment data and input obtained from mass transit security partners at outreach events throughout FY 2009, TSA has developed several security priorities for FY 2010. TSA plans to use these priorities in the transit security grants process to better target grants to address identified improvement areas. TSA also plans to increase the number of BASE assessments to be conducted in FY 2010 in order to obtain additional data on mass transit agencies' progress in elevating their security posture.

Note 5: After observing this measure over the last year, the benchmark performance was determined to be 81%. We also found the questions on the survey throughout FY 2009 did not lend themselves to capturing the full impact of the products. To improve our performance in FY 2010 we worked with experts in the field of Survey Analytics to improve the questions in the survey to better capture the full impact of the products. We also intend to provide the comments from these surveys to the product authors so they have the ability to improve the quality of their products.

Note 6: This measure reflects the cumulative risk reduction from the baseline in FY 2007. See Appendix A for more information.

**U.S. Coast Guard**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Readiness assessment of all U.S. Coast Guard patrol boats <sup>1</sup>	---	---	---		New Measure		39%	36%
Readiness assessment of all U.S. Coast Guard port security units <sup>1</sup>	---	---	---		New Measure		50%	50%
Annual Transportation Worker Identification Credential compliance rate	---	---	---		New Measure		80%	85%
Critical infrastructure required visit rate	---	---	69%	100%	74%	N <sup>2</sup>		Retired Measure
High capacity passenger vessel required escort rate	---	---	58%	100%	53%	N <sup>3</sup>		Retired Measure
Number of Transportation Workers Identification Credential (TWIC) spot checks	---	---	0	94,500	39,150	N <sup>4</sup>		Retired Measure
Percent reduction of all maritime security risk subject to U.S. Coast Guard influence <sup>5</sup>	17%	15%	20%	21%	31%	Y	> 19% <sup>6</sup>	> 19%
Percent reduction of maritime security risk resulting from U.S. Coast Guard efforts to prevent a weapon of mass destruction from entering the United States via maritime means <sup>7</sup>	---	---	12%	3%	17%	Y	12% <sup>8</sup>	11.8%

Note 1: This measure gauges whether U.S. Coast Guard assets meet the minimum standards established in the Status of Resources and Training System, to assess deployment readiness for Department of Defense operations. See Appendix A for more information.

Note 2: The 100% target reflects the optimal level of U.S. Coast Guard performance to reduce risk with existing resources. The U.S. Coast Guard utilizes risk informed decision making to prioritize a suite of Ports, Waterways and Coastal Security activities on a daily basis. This is a contributing factor to the performance results as certain activities were given higher priority over critical infrastructure visits during FY 2009 based on risk assessments and other operational demands placed on U.S. Coast Guard multi-mission assets.

Note 3: The 100% target reflects the optimal level of U.S. Coast Guard performance to reduce risk with existing resources. The U.S. Coast Guard utilizes risk informed decision making to prioritize a suite of Ports, Waterways and Coastal Security activities on a daily basis. This is a contributing factor to the performance results as certain activities were given higher priority over High Capacity Passenger Vessel escorts during FY 2009 based on risk assessments and other operational demands placed on U.S. Coast Guard multi-mission assets.

Note 4: The program measured the number of TWIC spot checks for less than the full year due to an extension in the national compliance date to 15 April 2009. This measure is being retired in FY 2010 and a new measure has been developed to better capture TWIC program outcomes/activity.

Note 5: The data that comprises this measure comes from an annual quantitative self-assessment of the U.S. Coast Guard’s activities (maritime domain awareness, security regimes, and response activities) with regard to risk-reduction. The percent gauges the reduction in risk from an analytically determined baseline level of risk. See Appendix A for more information.

Note 6: FY 2009 results for Percent reduction in the maritime terrorism risk over which the U.S. Coast Guard has influence were substantially better than prior year, partly due to improvements made to the model and data collection process. This much better than expected performance is better than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.

Note 7: The data that comprises this measure comes from an annual quantitative self-assessment of the U.S. Coast Guard’s activities (maritime domain awareness, security regimes, and response activities) that reduce the risk associated with a weapon of mass destruction entering the U.S. via the maritime domain. The percent gauges the reduction in risk from an analytically determined baseline level of risk. See Appendix A for more information.

Note 8: FY 2009 results for Percent risk reduction of a weapon of mass destruction entering the United States via maritime means were substantially better than prior year. This was partly due to improvements made to the model and data collection process. This much better than expected performance is better than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.

### U.S. Secret Service

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Campaign Protection: Protect our Presidential and Vice Presidential Candidates and Nominees.								
Percent of instances protectees arrive and depart safely (campaign protectees)	N/A	100%	100%	100%	100%	Y	N/A <sup>1</sup>	N/A <sup>1</sup>
Domestic Protectees: Protect our Nation’s leaders and other protectees.								
Percent of instances protectees arrive and depart safely (domestic protectees)	100%	100%	100%	100%	100%	Y	100%	100%
Foreign Protectees and Foreign Missions: Protect visiting world leaders.								
Percent of instances protectees arrive and depart safely (foreign dignitaries)	100%	100%	100%	100%	100%	Y	100%	100%
Protective Intelligence: Reduce threats posed by global terrorists and other adversaries.								
Number of Protective Intelligence cases completed	4,164	3,631	3,036	4,000	3,008	N <sup>2</sup>	4,000	4,000

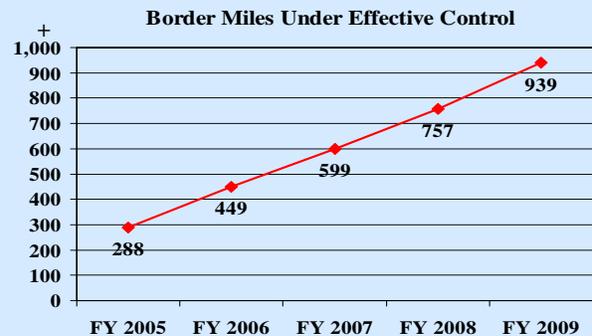
Note 1: Target for this measure is not applicable since there is no presidential campaign activity requiring Secret Service protection during FY 2010 or FY 2011.

Note 2: Although the program did not reach its target of 4,000 protective intelligence cases closed, all potential threats to its protectees are investigated. Additionally, there are non-referred investigations that are conducted and not contained within this performance measure. Protective intelligence cases are the highest priority within the Secret Service. No corrective action is necessary.

## Securing and Managing Our Borders

A safe and secure homeland requires that we maintain effective control of our air, land, and sea borders. Secure, well-managed borders must not only protect the United States against threats from abroad; they must also permit the expeditious and safe flow of lawful travel and commerce. On the Southwest border, we are increasing our efforts to disrupt the drug, cash, and weapon smuggling that fuels cartel violence in Mexico by adding manpower and technology. The Department is also working with the Mexican government to develop key relationships to help identify and reduce this threat to our Nation.

**Border Control** – [Border Control](#) is more than building a fence. In fact, effective border control takes a combination of people, technology, and infrastructure (fencing, roads, and lighting) to be able to identify and detain individuals trying to cross our Nation’s border illegally. By the end of FY 2009, DHS attained over 939 miles of effective control at the highest risk sections of our border. The Department continues to reprioritize where it places agents, technology solutions, and infrastructure based on the latest threats and trends and plans to maintain or improve the number of border miles under effective control in FY 2010.



### Unmanned Aircraft Aids Border Surveillance

The MQ-9 Predator B unmanned aerial system (UAS) is a strategic asset for homeland security. Since the start of operations in 2004, UASs have been instrumental in the apprehension of undocumented aliens, the seizure of drugs, and the recovery of stolen vehicles. The remotely piloted UAS allows the Department to safely conduct missions in areas that are difficult to access or otherwise considered too high-risk for manned aircraft or for personnel on the ground. This risk-reducing capability, unique to a UAS, is increasingly critical to personnel safety and mission success, especially in hazardous environments and against ever-changing threats that are so prevalent at the border.

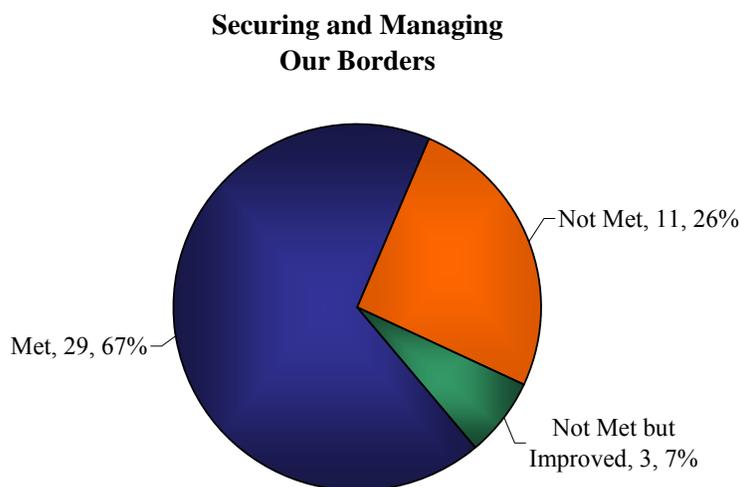
In addition to its border security mission, the UAS is leveraged as a force multiplier during National Special Security Events and emergency and disaster response efforts. The flexibility of the UAS, and the developing flexibility of the program, allowed DHS to provide an unprecedented level of support to disaster relief partners during last year’s hurricane season. During the devastating floods in the Red River Valley of North Dakota and Minnesota, the UAS completed more than 30 hours of flight time mapping the flooded areas, which provided vital information for disaster efforts on the ground.



**Unmanned Aerial Systems:** Unmanned aircraft have a significant advantage over manned aircraft, with the ability to fly more than 20 hours without refueling to support existing manned aircraft, help maintain current ground assets, and monitor remote portions of the border that are often difficult to reach safely.

## Summary of Performance

In FY 2009, five DHS Components contributed to Securing and Managing Our Borders, and performance results for these Components were gauged with a total of 43 performance measures. The pie chart below indicates the performance summary for those Components supporting this priority. The section following this chart provides both specific data on the 43 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President's Budget. The measures listed in this section do not reflect the entirety of the benefits provided by the multiple activities supporting the Secretary's priorities.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this priority. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

**Departmental Management and Operations**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Number of kilograms of cocaine seized by DHS Components	---	---	---	159,741	76,844	N <sup>1</sup>	Retired Measure	
Number of kilograms of heroin seized by DHS Components	---	---	---	2,238	365	N <sup>1</sup>	Retired Measure	
Number of kilograms of methamphetamine seized by DHS Components	---	---	---	2,113,873	470	N <sup>1</sup>	Retired Measure	
Number of pounds of marijuana seized by DHS Components	---	---	---	1,442,009	1,176,997	N <sup>1</sup>	Retired Measure	

Note 1: Although the statistical targets for certain specific drug seizure measures were not met in FY 2009, the data generally align with historical seizure figures across the Department. Reported drug seizure figures vary year-to-year due to many factors, including but not limited to: 1) inconsistencies in the reporting of domestic seizures; 2) seizures that occur on foreign soil, and which as a result are not reported in available databases; and 3) actual disruption or deterrence of drug manufacturing and/or trafficking operations. With regard to methamphetamine figures, the target published in last year’s annual performance report was an exceptionally high figure due to a clerical error, and cannot reasonably serve as a viable target. The Department is reevaluating its use of seizure data as a measure of performance since these data are generally poor indicators of success in the counternarcotics enterprise. The inadequacy of seizure data as a direct indicator of performance stems from the fact that it generally fails to account for a number of critical variables. Raw seizure figures cannot measure the deterrent effect of successful operations, nor can they uncover evidence of a change in trafficking route and/or modality as the result of interdiction successes. While seizure figures are being retired, DHS is currently working to develop appropriate alternative measures.

**National Protection and Programs Directorate**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
US-VISIT: Improve the identity and document verification capabilities available to Immigration and Border Management stakeholders to enable them to make timely and accurate risk and eligibility decisions.								
Accuracy of non-immigrant traveler investigative lead referrals to Immigration and Customs Enforcement	---	---	---	New Measure			98%	98%
Average biometric watch list search times for queries from ports of entry	7.14 seconds	9.47 seconds	9.67 seconds	< 10 seconds	8.713 seconds	Y	< 10 seconds <sup>1</sup>	< 10 seconds
Average biometric watch list search times for queries from U.S. consulates	---	---	2.34 minutes	< 5 minutes	2.57 minutes	Y	< 5 minutes <sup>2</sup>	< 5 minutes
Deviation from predicted error rate in biometric screening	---	---	---	New Measure			Between -1 and +1	Between -1 and +1
Percent of biometrically screened individuals inaccurately identified as being on a US-VISIT watch list	---	---	0.0197%	< 0.04%	0.0380%	Y	Retired Measure	

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of in-country overstay leads deemed credible and forwarded to Immigration and Customs Enforcement for further investigation	---	---	25%	25%	35%	Y	Retired Measure	

Note 1: The 10-second response target is based on a U.S. Customs and Border Protection requirement to prevent biometric response times from impeding passenger processing. With continued increases in database sizes and the complexity introduced by new capabilities, such as 10-print capture and comparison, the 10-second target continues to be the appropriate target.

Note 2: The 5-minute target is aggressive considering the Department of State response time requirement is 15 minutes. Given that customer requirements are already being surpassed, the operations and maintenance investments required to support further improvements are not warranted in light of current and projected demands on operations and maintenance funds to support rising complexity and workload requirements.

### Transportation Security Administration

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of individuals undergoing a Transportation Threat Assessment and Credentialing (TTAC) security threat assessment	100%	100%	100%	100%	100%	Y	100%	100%

### U.S. Coast Guard

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Drug Interdiction: Reduce the flow of illegal drugs entering the United States via non-commercial maritime shipping sources.								
Removal rate for cocaine from non-commercial vessels in maritime transit zone	---	---	---	15.7%	15%	N <sup>1</sup>	18.5%	15.5%
Living Marine Resources: Achieve sustained fisheries regulation compliance on our Nation's Oceans. <sup>2</sup>								
Percent of commercial fishing vessel boardings at sea in which no significant violations of domestic fisheries regulations are detected <sup>3</sup>	96.6%	96.2%	95.3%	97%	96.7%	N <sup>4</sup>	97%	96%
Marine Environmental Protection: Reduce oil spills and chemical discharge incidents and mitigate impacts when they occur. <sup>2</sup>								
Five-year average number of chemical discharge incidents per 100 million short tons shipped	---	---	19.7	≤ 25.9	17.8	Y	≤ 22.8 <sup>5</sup>	≤ 22
Five-year average number of oil spills per 100 million short tons shipped	---	---	12.7	≤ 13	11.8	Y	≤ 12.1 <sup>6</sup>	≤ 11.6
Migrant Interdiction: Eliminate the flow of undocumented migrants via maritime routes to the United States.								
Percent of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted	---	65.2%	62.7%	69.9%	84.4%	Y	74% <sup>7</sup>	73.9%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Other Law Enforcement: Reduce the number of illegal vessel incursions into the United States Exclusive Economic Zone.								
Number of incursions into the U.S. Exclusive Economic Zone	164	119	81	< 195	112	Y	< 190 <sup>8</sup>	< 185
Ports, Waterways and Coastal Security (PWCS): Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.								
Percent reduction of maritime security risk resulting from U.S. Coast Guard efforts to prevent a terrorist entering the U.S. via maritime means <sup>9</sup>	---	---	29%	21%	42%	Y	29% <sup>10</sup>	27.9%

Note 1: To improve our data, the U.S. Coast Guard transitioned in 2009 from the Interagency Assessment of Cocaine Movement to the Consolidated Counterdrug Database as our best source of cocaine movement estimates. The deviation from the target was slight and there was no effect on overall program performance. To increase interdiction capability and capacity, the U.S. Coast Guard has several initiatives underway.

Note 2: The Secretary’s priority for securing and managing our borders includes focus on ensuring the safety and security of America’s offshore natural resources.

Note 3: This measure captures the effect of U.S. Coast Guard enforcement activities. See Appendix A for more information.

Note 4: There are several possible reasons for the large reduction in significant violations detected including economic disincentives to fish, significance of penalties, and perception of increased enforcement. The reduction in boarding efforts is, in part, the result of changed procedures that more accurately capture U.S. Coast Guard’s efforts to enforce Living Marine Resource (LMR) laws and regulations. While there is a deterrence relationship between U.S. Coast Guard presence and violations, other factors influence compliance such as natural disasters, changing biomass distribution, market prices, fuel prices, regulatory complexity, and the perceived effectiveness of enforcement and prosecution. The deviation from the target was slight and there was no effect on overall program performance.

Note 5: The 5-year average number of chemical spills per 100 million short tons shipped declined by about 10% from the revised average of 19.8 in FY 2008—the number of chemical spills reported in FY 2009 was 33% fewer than average; and forecast tonnage was slightly higher. This much better than expected performance is substantially less than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.

Note 6: The 5-year average number of oil spills per 100 million short tons shipped declined by about 4% from the revised average of 13.2 in FY 2008—the number of oil spills reported in FY 2009 was 31% fewer than average; and forecast tonnage was slightly higher. This better than expected performance is 2.5% less than next-year’s target, which having been built from a reliable baseline, is still considered an appropriate expectation for FY 2010.

Note 7: In FY 2009, the percent of undocumented migrants who attempted to enter the U.S. via maritime means that were interdicted was a record high, achieving an 84.4% interdiction rate. Based on historical results, including FY 2009, the program’s interdiction rate has averaged approximately 70%. As such, the program set an aggressive but achievable target for FY 2010 of 74% which is up from its original target of 70.5% and 4% over its historical average.

Note 8: Based on historical data, anticipated increased success in detecting U.S. Exclusive Economic Zone (EEZ) incursions along the U.S./Mexico maritime border in the Gulf of Mexico, and an anticipated increase in illegal encroachments into the EEZ, the program plans to maintain its FY 2010 target of less than 190 as an aggressive, but achievable target.

Note 9: The data that comprises this measure comes from an annual quantitative self-assessment of the U.S. Coast Guard’s activities (maritime domain awareness, security regimes, and response activities) that reduce the risk associated from a terrorist entering the U.S. via the maritime domain. The percent gauges the reduction in risk from an analytically determined baseline level of risk. See Appendix A for more information.

Note 10: FY 2009 results for percent risk reduction of a terrorist entering the United States via maritime means were substantially better than prior year. This was partly due to improvements made to the model and data collection process. This much better than expected performance is better than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.

**U.S. Customs and Border Protection**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Air and Marine: Deny the use of air, land, and coastal waters for conducting acts of terrorism and other illegal activities against the United States.								
Number of airspace incursions along the southern border	13	32	9	10	20	N <sup>1</sup>	Retired Measure	
Number of detected conventional aircraft incursions along all borders	---	---	---	New Measure			≤ 100	≤ 100
Percent of air support launches accomplished to support border ground agents to secure the border	92.3%	98%	98%	> 95%	99%	Y	> 95% <sup>2</sup>	> 95%
Percent of at-risk miles under strategic air surveillance	55%	60%	84%	80%	FOUO <sup>3</sup>	Y	FOUO	FOUO
Automation Modernization: Improve the threat and enforcement information available to decision makers to enforce trade rules and regulations and facilitate U.S. trade.								
Number of trade accounts with access to Automated Commercial Environment (ACE) functionality to manage trade information	3,737	11,950	15,465	15,500	17,014	Y	20,000	21,000
Percent of CBP workforce using Automated Commercial Environment (ACE) functionality to manage trade information <sup>4</sup>	23%	30%	38.3%	63%	40%	N <sup>5</sup>	42%	60%
Percent of network availability	99.9%	99.4%	99.7%	98%	99.1%	Y	98% <sup>6</sup>	98%
Percent of time the Traveler Enforcement Communication System (TECS) is available to end users	98%	98.7%	99.9%	98%	99%	Y	98% <sup>5</sup>	99%
Total number of linked electronic sources from CBP and other government agencies for targeting information	9	16	19	22	22	Y	24	26
Border Security and Control between Ports of Entry: Gain effective control of the U.S. border in areas deemed as high priority for terrorist threat potential or other national security objectives.								
Border Miles Under Effective Control (including certain coastal sectors)	449	599	757	815	939	Y	939 <sup>7</sup>	939
Border miles with increased situational awareness aimed at preventing illegal entries per year	---	---	480	100	555	Y	141 <sup>8</sup>	108
Number of Border Patrol Agents trained in rescue and emergency medical procedures	---	796	1,381	690	1,956	Y	Retired Measure	
Percent of apprehensions at Border Patrol checkpoints	5.9%	5%	2%	> 3%	2.85%	N <sup>9</sup>	< 5%	< 5%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of traffic checkpoint cases referred for prosecution	---	13%	18%	> 18%	25%	Y	Retired Measure	
Border Security Fencing, Infrastructure, and Technology: Gain and maintain effective control of U.S. land border areas by deploying a combination of technology and tactical infrastructure to enhance the effectiveness of frontline officers and agents.								
Percent of Border Miles Covered by SBInet technology - southwest border	---	---	---	35.1%	27%	N <sup>10</sup>	Retired Measure	
Total number of cumulative miles of permanent tactical infrastructure constructed	239	400.2	501.6	800	812	Y	825	825
Border Security Inspections and Trade Facilitation at Ports of Entry: Improve the targeting, screening, and apprehension of high-risk international cargo and travelers to prevent terrorist attacks, while providing processes to facilitate the flow of safe and legitimate trade and travel.								
Air passenger apprehension rate for major violations	---	---	25%	25%	FOUO	Y	FOUO	FOUO
Air passengers compliant with laws, rules, and regulations (%)	98.7%	98.7%	99.5%	99.2%	98.1%	N <sup>11</sup>	98%	98%
Border vehicle passengers in compliance with agricultural quarantine regulations (percent compliant)	92.9%	95.7%	97.73%	95.5%	97.06%	Y	95.5% <sup>12</sup>	95.5%
Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines	98%	98%	99.9%	99%	97.5%	N <sup>13</sup>	95% <sup>14</sup>	95%
International air passengers in compliance with agricultural quarantine regulations (percent compliant)	95.5%	94.2%	95.8%	96%	96.12%	Y	95.5% <sup>12</sup>	95.5%
Land border apprehension rate for major violations	---	---	28.9%	28%	FOUO	Y	FOUO	FOUO
Land border passengers compliant with laws, rules, and regulations (%)	99.9%	99.97%	99.9%	99.9%	99.8%	N <sup>11</sup>	99.6% <sup>15</sup>	99.6%
Percent of individuals screened against law enforcement databases for entry into the United States	---	---	---	80%	FOUO	Y	FOUO	FOUO
Percent of rail containers scanned for contraband and concealed people using imaging for physical inspection	---	---	---		New Measure		FOUO	FOUO
Percent of requested cargo examinations conducted at foreign ports of origin in cooperation with host nations under the Container Security Initiative (CSI)	---	---	---	97%	93%	N <sup>16</sup>	95%	95%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of sea containers scanned for contraband and concealed people using imaging for physical inspection	5.25%	4.0%	3.6%	3.2%	FOUO	Y	FOUO	FOUO
Percent of truck and rail containers scanned for contraband and concealed people using imaging for physical inspection	10.25%	40%	35.8%	35%	FOUO	Y	Retired Measure	
Percent of truck containers scanned for contraband and concealed people using imaging for physical inspection	---	---	---	New Measure			FOUO	FOUO
Percent of worldwide U.S.-destined containers processed through Container Security Initiative (CSI) ports	82%	86%	86.1%	86%	FOUO	Y	FOUO	FOUO

Note 1: Trends from smuggling organizations continues to evolve resulting in an increase in air incursions. This measure is being retired and replaced with, "Number of detected conventional aircraft incursions along all borders."

Note 2: Recently revised safety protocols require 100% aircraft inspection. With this new requirement, it is projected that the launch rate will experience a decrease as aircraft are undergoing inspection and maintenance.

Note 3: For Official Use Only

Note 4: This is a rollout measure that plans to reach 100% of the U.S. Customs and Border Protection (CBP) workforce using ACE to manage trade information by FY 2015. See Appendix A for more information.

Note 5: The CBP user rate was impacted by the later than expected deployment of ACE capability in FY 2009.

Note 6: This measure reflects ongoing operations of a highly complex system. Although the target has been consistently met, the program feels that a target of 98% is aggressive.

Note 7: The U.S. Border Patrol was able to raise its projection for the FY 2010 target for total Border Miles under Effective Control from 894 to 939 based on gains realized by the end of FY 2009. Due to budget reductions, manpower realignment, and slowed delivery schedules for deployment of upgraded technology associated with SBInet, efforts are focused on ensuring that gains in operational control are maintained, conservatively projecting the year-end and outyear targets by aligning with actual miles already gained, while new efficiencies and partnerships are leveraged to aim for incremental gains in the outyears. The current projection for FY 2010 is therefore based upon maintaining the most recent gains that were realized in FY 2009.

Note 8: This measure reflects the annual gain in the number of border miles where the situational awareness has improved to prevent illegal entries into the U.S. Note that this is not a cumulative measure. Although the program greatly exceeded the target in FY 2009, it is expected that 141 miles of improved situational awareness will be gained in FY 2010 based on planned resources.

Note 9: This measure serves as a barometer of our operational effectiveness in the immediate border area. Increased operational control at the border may help explain the drop in apprehensions at checkpoints. Border Patrol is examining a better, more holistic methodology for targeting its percentage of checkpoint apprehensions by looking at the coordination and interconnection of checkpoint operations with other operations used to control the border environment.

Note 10: Due to delays in obtaining environmental assessment and approvals, the planned deployment in Ajo, Arizona was delayed. The SBInet program will be undergoing a review during FY 2010.

Note 11: The process used to compile Compliance Examination (COMPEX) data was substantially revised during FY 2009, following GAO recommendations to expand COMPEX to fully incorporate all qualifying agricultural and other non-customs violations. This resulted in an increase in the total number of minor violations included. These improvements resulted in increases in observed minor violations and an overall reduction in the computed air passenger compliance rate. CBP will continue to enhance information provided to travelers in advance of arrival, through pre-clearance programs, trusted traveler programs, and traveler education efforts such as the "Know Before You Go" web page on the CBP website and signage at airports, in an effort to better inform travelers and familiarize them with compliance requirements.

Note 12: The FY 2009 achieved results are relatively high, due in large part to the significant drop in passengers as a result of the economic downturn experienced during FY 2009. Although the overall volume of travelers declined, the compliance program sample size did not change in FY 2009, resulting in a higher computed rate of major violations

based on the comparison of violations from the sample to the reduced number of estimated violations occurring in the smaller population of travelers. As economic activity and the volume of passengers returns to normal historical levels, the proposed target represents an aggressive but achievable level in-line with activity anticipated for FY 2010 and beyond.

Note 13: The C-TPAT compliance rate for members with established C-TPAT security criteria decreased over FY 2009 as the program strengthened its validation process, which increased the number of companies suspended or removed following a validation. The program validation process improvements implemented in FY 2009 are permanent and will have an ongoing impact on C-TPAT operations. C-TPAT will continue to apply the strengthened security criteria and suspension/removal rules and identify additional improvements based on observed results.

Note 14: The C-TPAT compliance rate for members with established C-TPAT security criteria decreased over FY 2009 as the strengthened validation process was put into place. Changes made in the second half of FY 2009 were applied at a rate of approximately 95%. This rate represents a more aggressive enforcement profile that C-TPAT expects to maintain going forward, making a revision to targets necessary for FY 2010 and beyond.

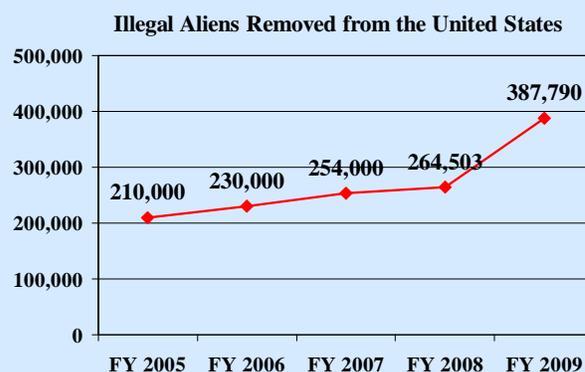
Note 15: The target for this measure was set several years ago, prior to implementation of the revisions made to the COMPEX process in FY 2009 and the roll-out of the Western Hemisphere Travel Initiative, which was implemented at all major land border ports during 2008. These improvements have resulted in an increase in the total number of minor violations included. They reflect changes in technology and procedures that are permanent and will have a continuing effect. The slightly reduced target for FY 2010 represents an aggressive but achievable rate, given these changes.

Note 16: For FY 2009, relatively low examination rates at two ports significantly impacted CSI's overall examination rates. The program is working to resolve these issues in coordination with the Department of State.

## Enforcing and Administering Our Immigration Laws

Virtually all Americans are affected by our immigration system. A fair and effective immigration system can help enrich American society, unify families, and promote our security. Conversely, persistent problems in immigration policy can consume valuable resources needed to advance other security objectives, undermine confidence in the rule of law, and make it harder to focus on the most dangerous threats facing our country. In short, the success of our nation's immigration policy plays a critical role in advancing homeland security, and our overall homeland security policy must be implemented in a manner that supports an immigration system that succeeds in advancing American interests.

**Removing Illegal Aliens – U.S. Immigration and Customs Enforcement (ICE)** is responsible for [enforcing immigration laws](#) within the interior of the United States. The number of illegal aliens removed from the United States by ICE reached records levels in FY 2009, with the removal of 387,790 individuals, up from 264,503 in FY 2008. ICE exceeded its target for FY 2009 by more than 40,000, and will strive to achieve a similar or higher level of removals for FY 2010.



### Operation “Honeymoon’s Over”

A federal grand jury returned indictments on August 5, 2009 against 50 individuals for committing, or conspiring to commit, marriage fraud and is punishable by up to five years imprisonment, a fine of up to \$250,000 and three years of supervised release. Those who are in the country illegally also face deportation. These arrests are part of an ongoing investigation dubbed [Operation Honeymoon's Over](#).

Agents with ICE led the investigation into a Cincinnati-based scheme to arrange sham marriages in order to evade U.S. immigration laws. Those indicted include 23 people who are in the United States illegally and 27 U.S. citizens they married.

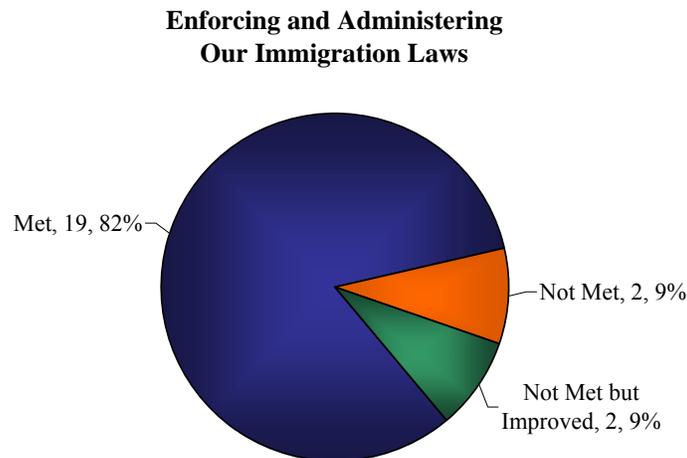


"Marriage fraud poses a major vulnerability that must not go unchallenged," ICE Assistant Secretary John Morton said. "The significant number of indictments today as well the previous convictions that have been handed down as a result of Operation Honeymoon's Over should send the unambiguous message that ICE will not tolerate the exploitation of our country's immigration system."

"The investigation has unraveled a scheme to arrange marriages between Eastern European aliens and U.S. citizens," said Gregory G. Lockhart, U. S. attorney for the Southern District of Ohio. "The Eastern Europeans paid a fee to the U.S. citizens and the leaders of the conspiracy to arrange the marriage. They created false documents indicating that the marriages were legal and presented the false documents to immigration officials."

## Summary of Performance

In FY 2009, two DHS Components contributed to Enforcing and Administering Our Immigration Laws, and performance results for these Components were gauged with a total of 23 performance measures. The pie chart below indicates the performance summary for those Components supporting this priority. The section following this chart provides both specific data on the 23 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President's Budget. The measures listed in this section do not reflect the entirety of the benefits provided by the multiple activities supporting the Secretary's priorities.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this priority. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

***U.S. Citizenship and Immigration Services***

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Adjudication Services: Provide immigration benefit services in a timely, consistent, and accurate manner.								
Estimated average cycle time to process form I-129 (Petition for Nonimmigrant Worker)	2 months	1.9 months	1.9 months	≤ 2 months	1.3 months	Y	≤ 2 months <sup>1</sup>	≤ 2 months
Estimated average cycle time to process form I-485 (Application to Register for Permanent Residence or to Adjust Status)	5.93 months	5.2 months	13.6 months	≤ 4 months	4.4 months	N <sup>2</sup>	≤ 4 months	≤ 4 months
Estimated average cycle time to process form N-400 (Application for Naturalization)	5.58 months	6.2 months	8.7 months	≤ 5 months	4.2 months	Y	≤ 5 months <sup>1</sup>	≤ 5 months
Level of decisional accuracy for Form I-485, Application to Register for Permanent Residence or to Adjust Status	---	---	---		New Measure		94%	94%
Level of Decisional Accuracy for Form N-400, Application for Naturalization	---	---	---		New Measure		98%	98%
Percent of ineligible asylum applicants (at local offices) referred to an immigration court within 60 days	88%	85%	90%	75%	88%	Y	85% <sup>3</sup>	85%
Citizenship: Promote education and training on fundamental civic principles and the rights and responsibilities of citizenship, provide federal leadership and support collaboration on civic integration issues, and celebrate the meaning of citizenship.								
Number of citizenship training sessions conducted	---	---	---		New Measure		12	13
Number of Significant Citizenship Outreach Events	---	---	109	80	99	Y	85 <sup>4</sup>	85
Percent of targeted language populations with access to citizenship educational materials in their native language	79%	79%	93%	100%	100%	Y	Retired Measure	
Immigration Security and Integrity: Enhance the security and integrity of the legal immigration system.								
Percent of routine referrals with national security implications completed within targeted time of 2 days <sup>5</sup>	---	---	---	80%	80%	Y	85%	90%
Percent of site visits that verify information provided in petition is in compliance with immigration laws	---	---	---	50%	60%	Y	65%	70%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Immigration Status Verification: Provide efficient and accurate immigration status and employment eligibility information.								
Percent of E-Verify queries in comparison to annual hires recorded by the Bureau of Labor Statistics	---	---	---	11%	17.3%	Y	13% <sup>6</sup>	13%
Percent of Systematic Alien Verification for Entitlements (SAVE) queries requiring manual review that are later resolved as lawful status	---	5%	5%	≤ 3%	5%	N <sup>7</sup>	≤ 9% <sup>7</sup>	≤ 9%
Information and Customer Service: Provide timely, consistent, and accurate information to our customers.								
Average time to reach a telephone Customer Service Representative	---	---	0.65 minutes	< 1 minute	6 seconds	Y	< 1 minute <sup>8</sup>	< 1 minute
Average time to reach a telephone Immigration Information Officer	---	---	5.43 minutes	< 5 minutes	48 seconds	Y	< 2 minutes <sup>9</sup>	< 2 minutes
Customer satisfaction rate with U.S. Citizenship and Immigration Service phone centers	83%	82%	84.2%	82%	86%	Y	86%	86%

Note 1: In FY 2009, U.S. Citizenship and Immigration Services (USCIS) possessed significant adjudicative capacity as a result of our 2007 Fee Rule and FY 2008 surge hiring. USCIS hired over 1,300 officers under 2-year appointments that yielded significant excess adjudicative capacity, allowing us to reduce processing times for certain form types below our publicly stated processing time goals. However, with the continued decline in applications and their associated fee revenues, USCIS will not be able to retain the level of excess capacity that permitted the reduced processing times in FY 2009, and will be working to rebalance officer hours with projected workloads to ensure current target processing times for all form types are maintained throughout FY 2010.

Note 2: USCIS continues to work through the surge received in July and August of 2007. USCIS has brought the cycle time down from 13.6 months to 4.4 months by pre-adjudicating these cases. The backlog is now less than 20,000 cases, and most of the backlog cases will be visa regressed (removed from the backlog count because no visa is available) once they are pre-adjudicated. Also, there have been thousands of cases sent to field offices that did not meet interview waiver criteria, or for fraud investigation, which added to the amount of time needed to process them. Cases placed in Active Suspense (cases that are visa regressed or awaiting action by the applicant) are not included in cycle time calculations. USCIS practice does not allow a case to be placed into Active Suspense until all possible action is completed by an adjudicator. Pre-adjudicating these cases provides the best customer service by providing final determination in the cases of denials, and the opportunity to request further evidence if needed. Most of the pending cases will be visa regressed and placed into Active Suspense once they are pre-adjudicated. At the current rate of pre-adjudication at the service centers the ≤ 4 month target is expected to be reached in October 2009.

Note 3: This measure is designed to stop abuse of the Asylum Program by individuals who would otherwise attempt to file spurious asylum claims with the sole purpose of receiving an Employment Authorization Document (EAD) because of a delay of greater than 180 days. It is not a measure of timeliness. The 85% target is a baseline of performance established to ensure that asylum officers can take cases off the production line to conduct additional examination to ensure a right result without delays creating an incentive for spurious filings to receive an EAD. Setting a higher target could discourage officers and supervisors from appropriately taking cases off the production schedule in order to achieve the target. Because this target is established as an appropriate baseline, and not a necessary ceiling, we position our adjudicators to make sound judgments on those cases that do require additional time. The fact that we have consistently exceeded this baseline by notable margins indicates that officers and supervisors seriously consider whether taking a case off the production schedule is appropriate for a given case, and they do not abuse the discretion provided them.

Note 4: FY 2010 will be a significant year of transition for the Office of Citizenship. The Office will now oversee an \$11 million immigrant integration program that includes an expanded competitive grant program and enhanced citizenship education and English as a Second Language resources for immigrants and organizations. Simultaneously, the Office will stand up a new grants management division and monitor its FY 2009 recipients, along with continuing its monitoring and evaluation of the new naturalization test, which became mandatory for all citizenship applicants on October 1, 2009. Until a grants division is in place and new full-time positions are filled,

existing staff will absorb much of this new workload, leaving less time for the traditional outreach activities the Office routinely conducts. In FY 2009, the Office received and reviewed more than 290 applications for its \$1.2 million grant program. With an expanded program in FY 2010 (approximately \$7 million), the review process this year will be much more robust and taxing on current staff. While training events, speaking engagements, and other outreach-related initiatives will continue, the frequency of these activities will most certainly lessen in the immediate future given the scope of the Office’s new responsibilities.

Note 5: For all referrals, a hold is placed on any further action regarding a particular case until the referral has been researched and a decision has been made, even if the request takes longer than two days to process. See Appendix A for more information.

Note 6: The Verification Division adjusted its FY 2010 E-Verify target from 12% to 13%. Although USCIS is working to ensure performance continues to rise as a result of our efforts (including conducting extensive nationwide outreach to accelerate E-Verify program growth), several factors directly limit the agency’s control of the measure. E-Verify is a largely voluntary program and employers may choose to terminate participation at any time. Therefore, USCIS believes it is reasonable to conservatively adjust our performance target to 13%.

Note 7: While the SAVE program continues to attempt to reduce the percentage of cases requiring manual review; some factors are out of the program's control. These include that certain codes of admission require manual case resolution, some data sources contain high levels of poor quality data (requiring manual resolution), and certain requests for information (such as work history, sponsorship, etc.) can only be queried and responded to in a manual form. A number of external variables in the SAVE process limits the value of this measure and furthermore impacts the ability to make significant progress towards decreasing this percentage beyond a certain point. A comprehensive approach is required to lower this number further, which would include DHS data system owners, immigration benefit processing, data integrity, quality assurance and stakeholder processes. However, in FY 2010, USCIS expects performance to increase to some extent as planned enhancements, which are already underway, are implemented.

Note 8: This is a contractual target with the current vendor providing this service. Reducing the target would require a contract modification which the Department is not ready to make at this time.

Note 9: Answer times for Immigration Information Officers are heavily dependent on staffing. Given the current budget situation, it is uncertain whether staffing will be kept at a level that will enable USCIS to maintain FY 2009 performance; however, the original target of less than five minutes is being lowered to less than two minutes based on FY 2009 results.

### U.S. Immigration and Customs Enforcement

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Automation Modernization: Provide timely delivery of mission IT services in direct support of the ICE mission, goals, objectives, and programs.								
Percent increase in ICE investigative and enforcement systems incorporated into Decision Support Systems	---	---	73%	80%	81%	Y	90%	100%
Percent of field offices with access to secure tactical communications	---	---	---	6%	0%	N <sup>1</sup>	Retired Measure	
Percent of modernized information technology services available to users	---	---	40%	59%	62%	Y	76%	85%
Detention and Removal Operations: Remove from the United States all aliens with a final order of removal.								
Number of charging documents issued	---	---	221,085	227,000	231,969	Y	Retired Measure	
Number of foreign-born nationals interviewed or screened for removal from the United States	---	---	---	New Measure			370,000	388,500
Number of illegal aliens removed from the United States	230,000	254,000	264,503	342,251	387,790	Y	391,667	395,584

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of detention facilities in compliance with the National Detention Standards	---	---	79%	100%	90%	N <sup>2</sup>	100%	100%
Percent of illegal aliens removed from the U.S. based on the number of illegal aliens processed for immigration law violations during the same period	---	---	---	68%	73.5%	Y	74%	75%
International Affairs: Reduce international criminal and terrorist activities by partnering with foreign and domestic counterparts.								
Number of visa application requests denied due to recommendations from the Visa Security Program	---	---	906	924	1,027	Y	Retired Measure	
Number of visa applications in which the Visa Security Program discovered derogatory information and provided the information to the Department of State	---	---	---	New Measure			955	1,050
Percent of visa applications screened at high-risk visa adjudicating posts	---	---	---	21%	FOUO <sup>3</sup>	Y	FOUO	FOUO
Investigations: Prevent the exploitation of systemic vulnerabilities in trade and immigration that allow foreign terrorists, other criminals, and their organizations to endanger the American people, property, and infrastructure.								
Percent of closed investigations which have an enforcement consequence (arrest, indictment, conviction, seizure, fine, or penalty)	36.4%	35.8%	46.3%	47%	47.7%	Y	48%	49.9%

Note 1: This measure, and associated targets, was established during the conceptual planning stage and some deployment issues were not taken into initial consideration, primarily the long lead-time to acquire both digital spectrum through Federal Communications Commission approval, as well as site leases, for deployed radios to function in an interoperable capacity. As such, the program did not achieve its original target. The program is developing a new measure that better reflects the multi-year implementation timeframe required for each region, and addresses the full scope of planned U.S. Immigration and Customs Enforcement (ICE) tactical communications.

Note 2: The goal for this measure is 100% always as ICE, by law, can only use facilities that are 100% compliant with National Detention Standards. However, if a facility is not in compliance, it is removed from the list of facilities and no longer used. Therefore, only 90% of the facilities that were in use at the beginning of FY 2009 were still in compliance at the end of FY 2009. In keeping with recent Office of Inspector General review recommendations, several improvements have been made or are in progress that will enable Detention and Removal Operations to meet its target of 100% compliance.

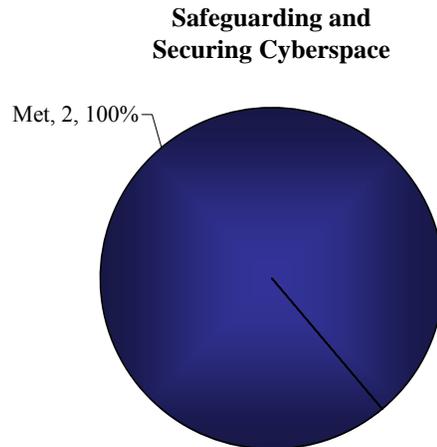
Note 3: For Official Use Only

## Safeguarding and Securing Cyberspace

Our security and way of life depend upon a vast array of interdependent and critical networks, systems, services and resources that allow us to communicate, power our homes, run our economy, and obtain government services. These benefits are put at risk by a broad array of actors who seek to steal money or information, or threaten the delivery of critical services. Our vision is a safe and secure cyberspace that enables innovation and prosperity and protects privacy and other civil liberties by design. To achieve this, we must create a safe cyber environment and prevent hostile exploitation.

### Summary of Performance

In FY 2009, one DHS Component contributed to Safeguarding and Securing Cyberspace, and performance results were gauged with a total of two performance measures. The pie chart below indicates the performance summary for this priority. The section following this chart provides both specific data on the performance measures along with any new measures introduced for FY 2010.



### Measure Results and Plans

The following table provides FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President’s Budget.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this priority. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of*

*Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

***National Protection and Programs Directorate***

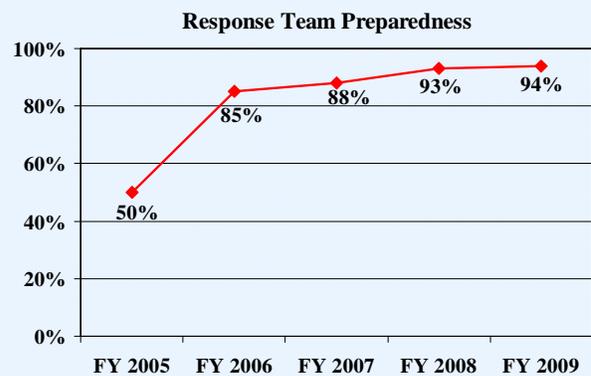
Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Cyber Security and Communications: Improve the security and interoperability of America's cyber and emergency preparedness communications assets by working collaboratively with public, private, and international entities.								
Percent of critical infrastructure/key resource sectors that have implemented the Cyber Security Evaluation Tool	---	---	50%	75%	75%	Y	80%	85%
Percent of planned Einstein sensors deployed on-time annually throughout the Federal government	---	---	26%	100%	125% <sup>1</sup>	Y	Retired Measure	
Percent of Trusted Internet Connections protected and monitored by the National Cybersecurity Protection System	---	---	---	New Measure			85%	95%
Percent of unique high alert level incidents detected by the National Cyber Protection System validated as legitimate incidents	---	---	---	New Measure			50%	55%

Note 1: The program exceeded its planned sensor installation in FY 2009. This measure is being retired and two, more robust, measures have been added to assess program performance.

## Ensuring Resilience to Disasters

Despite ongoing vigilance and efforts to protect this country and its citizens, major accidents 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 vision is a Nation that understands the hazards and risks we face, is prepared for disasters, can withstand the disruptions disasters may cause, can sustain social trust and economic and other functions under adverse conditions, can manage itself effectively during a crisis, can recover quickly, and can adapt to conditions that have changed as a result of the event.

**Response Teams** – The percent of FEMA response teams reported at operational status continues to improve, achieving 94 percent in FY 2009. There are currently 28 [Urban Search and Rescue](#) teams, six [Mobile Emergency Response Support](#) detachments, two National Incident Management Assistance Teams (IMAT), and four Regional Incident Management Assistance Teams. FEMA is in the process of establishing one additional national and six regional IMATs. These teams spend most of the year preparing and training so they are ready when a disaster hits. FEMA anticipates that response team readiness will reach 100 percent in FY 2010.



### FEMA Lends A Hand

Some call it the worst series of storms to hit Kentucky in 100 years. Floyd and Pike Counties were among the hardest hit areas from flooding due to heavy rains in May 2009. “It’s just a tremendous amount of water that no one’s seen the likes of,” one man said.

Although small in comparison to some of the recent hurricanes our Nation has seen, this is the type of disaster that most Americans are likely to be involved in during their lifetime. However, we are less likely to remember these events as they do not get the level of media attention hurricanes and earthquakes get.

Disasters are not all the same. But the Federal Emergency Management Agency (FEMA) and other Federal emergency responders are always there to help places like Floyd and Pike Counties when a disaster is declared. FEMA remained on the scene long after the storms ended and the waters receded to ensure those needing individual assistance were given the help they needed to get back on their feet.

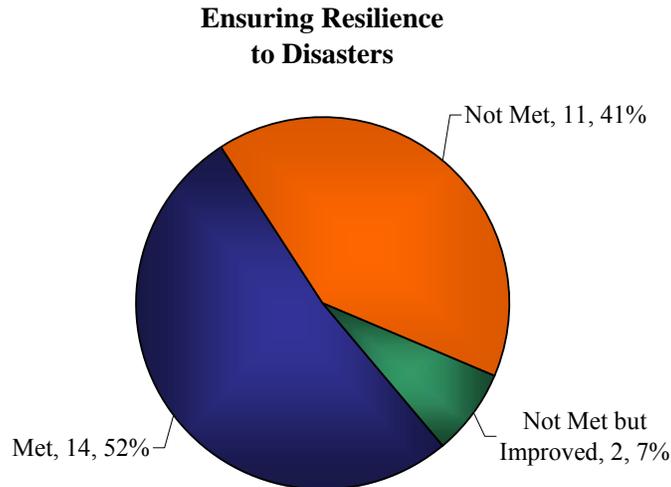
In FY 2009, FEMA provided more than \$8.7 billion dollars of assistance to hundreds of communities which experienced the type of devastation Kentucky endured this past May.



**Pike County, Kentucky, June 6, 2009:** Donald Wade, Individual Assistance Specialist, assists an applicant at the Disaster Recovery Center (DRC) in the James Creek Elementary School in Pike County, Kentucky. DRCs provide guidance to affected residents about the FEMA recovery process.

## Summary of Performance

In FY 2009, four DHS Components contributed to Ensuring Resilience to Disasters, and performance results for these Components were gauged with a total of 27 performance measures. The pie chart below indicates the performance summary for those Components supporting this priority. The section following this chart provides both specific data on the 27 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President’s Budget. The measures listed in this section do not reflect the entirety of the benefits provided by the multiple activities supporting the Secretary’s priorities. For example, some activities within the U.S. Coast Guard’s Marine Safety program contribute to this area, and appropriate measures will be developed in the future.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this priority. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

**Federal Emergency Management Agency**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Disaster Assistance: Help individuals and communities affected by federally declared disasters return to normal function quickly and efficiently, while planning for catastrophic disaster recovery operations.								
Percent of customers satisfied with Individual Recovery Assistance	91%	92.2%	92.7%	93%	90%	N <sup>1</sup>	91%	91%
Percent of customers satisfied with Public Recovery Assistance	88%	88%	90%	90%	No Data	N <sup>2</sup>	90%	91%
Percent of disaster households up to a capacity of 500,000 able to be temporarily housed within 60 days <sup>3</sup>	---	---	---	New Measure			20%	40%
Disaster Operations: Provide the core Federal operational capabilities needed to save lives, minimize suffering, and protect property in a timely and effective manner in communities overwhelmed by acts of terrorism, natural disaster, or other emergencies.								
Percent of response teams reported at operational status	85%	88%	93%	94%	94%	Y	97%	100%
Grants Program: Enhance the Nation's preparedness by increasing the capability of States, territories, and local jurisdictions to prevent, protect, respond, and recover from terrorism and all-hazard incidents.								
Percent of grantees reporting significant progress toward the goals and objectives identified in their State homeland security strategies <sup>4</sup>	---	---	26%	69%	31%	N <sup>5</sup>	35%	40%
Percent of significant progress toward implementation of National Preparedness Priorities	---	---	51.6%	73%	42%	N <sup>5</sup>	52%	55%
Percent of States and territories accredited by the Emergency Management Accreditation Program <sup>6</sup>	---	---	---	40%	37%	N <sup>7</sup>	38%	40%
Percent reduction in firefighter injuries in jurisdictions receiving Assistance to Firefighter Grants funding compared to the national average	---	---	18%	21%	No Data	N <sup>8</sup>	22%	25%
Logistics Management: Improve the response to domestic emergencies and special events by ensuring logistics management capabilities exist to provide the full-range of necessary assets.								
Percent accuracy of inventory of disaster response supplies	---	---	---	New Measure			95%	95%
Percent of complete-site inventories conducted at pre-positioned disaster response storage locations	---	---	---	90%	98%	Y	Retired Measure	
Percent of shipments arriving with the requested materials at the requested location by the accepted delivery date	---	---	---	New Measure			80%	85%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Mitigation: Reduce the impact of natural hazards on people and property through the analysis and reduction of risks and the provision of flood insurance.								
Estimated value of potential property losses, disasters, and other costs avoided	\$2.3B	\$2.61B	\$2.53B	\$2.2B	\$3.12B	Y	\$2.3B <sup>9</sup>	\$2.3B
Percent of the national population whose safety is improved through the availability of flood risk data in Geospatial Information System (GIS) format	47.7%	60%	71%	80%	80%	Y	92%	93%
National Continuity Programs: Ensure all Federal Departments and Agencies have fully operational Continuity of Operations and Continuity of Government capabilities.								
Percent of Federal departments and agencies with fully operational Continuity of Operations (COOP) capabilities	95%	100%	100%	100%	89%	N <sup>10</sup>	75% <sup>11</sup>	80%
Percent of fully operational Continuity of Government (COG) capabilities	70%	80%	72%	90%	No Data	N <sup>12</sup>	Retired Measure	
Percent of United States with resilient emergency alert coverage	---	---	---	New Measure			66%	69%
National Preparedness: Improve the Nation's ability to prepare for, respond to, and recover from acts of terrorism, natural disasters, or other emergencies through exercise facilitation, implementation of the National Incident Management System, and the provision of emergency management training.								
Percent increase in knowledge, skills, and abilities (KSAs) of State and local homeland security preparedness professionals receiving training	27%	25%	27%	28%	28%	Y	28%	29%
Percent of analyzed capabilities performed acceptably in preparedness and response exercises	---	---	65.3%	78%	62%	N <sup>13</sup>	Retired Measure	
Percent of Federal, State, local and tribal governments compliant with the National Incident Management System (NIMS)	100%	100%	100%	100%	100%	Y	100%	100%
Percent of Radiological Emergency Preparedness Program communities with a nuclear power plant that are fully capable of responding to an accident originating at the site	100%	100%	100%	100%	100%	Y	100%	100%
Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training	90%	89%	92.9%	92%	92%	Y	93%	94%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
U.S. Fire Administration: Reduce the effect of fire and all hazard emergencies by supporting and enhancing the delivery of state and local fire and emergency services and promoting public preparedness.								
Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training	---	---	---		New Measure		80%	81%
The per capita loss of life due to fire in the U.S.	12.4	13.1	11.4	12.9	10.9	Y	12.7 <sup>14</sup>	12.6

Note 1: Customer satisfaction rates fluctuate for a variety of reasons, and at this point the Federal Emergency Management Agency (FEMA) is conducting analysis to determine the root cause of the decrease seen this past year. However, our research on customer satisfaction rates indicate that 90 percent is a good long-term target for customer satisfaction, especially in a situation where our customers (victims of a disaster) may not always be pleased with FEMA decisions that are based on certain criteria that they have failed to meet. In order to show some improvement, we have set our target at 91 percent for FY 2010.

Note 2: The final results of the Public Assistance Program Evaluation and Customer Satisfaction Survey that is conducted for calendar year 2009 will not be available until February 2010. The Office of Management and Budget has recently approved the Public Assistance Surveys that will be used.

Note 3: Developing a sustainable shelter capability is a new priority for the Federal Emergency Management Agency. Over a five-year period, the target capability will increase by 20% until it reaches its full capability of 100% in 2013. See Appendix A for more information.

Note 4: Further efforts are underway to strengthen the department’s ability to assess the impact of its grants on state and local capabilities. See Appendix A for more information.

Note 5: This past year many states reprioritized their resources to accommodate for H1N1 preparedness preventing them from making progress on the initiatives in their Homeland Security Strategies. FEMA has adjusted its target for FY 2010 which is more in line with attainable results for the upcoming year.

Note 6: While FEMA encourages the states to obtain accreditation, the program is of a voluntary nature and involves a significant amount of time and effort by the states and territories that are eligible. See Appendix A for more information.

Note 7: The Emergency Management Accreditation Program accreditation is a lengthy and time-consuming process and only two states (Colorado and New Mexico) were accredited in FY 2009. The program is reviewing its plans and outyear targets based on FY 2009 results.

Note 8: There were delays with the data provided by the support contractor. FEMA must use the contractor to get the data necessary to report on this measure as the system’s user interface is not robust enough for FEMA to retrieve this data in an automated fashion. FEMA is currently brokering an arrangement with another organization to gain access to various data sets that would enhance its ability to report in a more timely and accurate fashion.

Note 9: Due to budget constraints in the Mitigation grants programs the performance targets were not revised based on FY 2009 results.

Note 10: The FY 2009 actual result, although short of the anticipated 100% target, is an accurate depiction of the percent of 90 Federal Departments and Agencies listed for Continuity of Government (COG) conditions matrix with fully operational Continuity of Operations (COOP) capabilities. The requirements are gathered from Homeland Security Presidential Directive (HSPD) 20; the National Security Presidential Directive 51, National Continuity Program; the National Continuity Program Implementation Plan; and Federal Preparedness Directives 1 and 2.

Note 11: Due to Homeland Security Presidential Directive (HSPD) 20, which combined COOP and COG readiness categories and identified additional targeted capabilities, adjustments have been made to this measure moving forward. During different phases of an exercise, COOP and COG capabilities are assessed and then averaged to reach a composite measurement of readiness. As a result of the additional requirements, outyear targets have been rebaselined to reflect this change in approach.

Note 12: HSPD 20 combined the assessment of COOP and COG negating this measure. This measure will be retired and the Department will use the measure, “Percent of Federal departments and agencies with fully operational Continuity of Operations (COOP) capabilities” to assess the performance to HSPD 20 and other applicable directives and plans.

Note 13: The criterion by which capability analysis is performed is no longer used in the program’s current version of the Exercise Evaluation Guides, which are used to capture all observations of an exercise and inform the after-action

reports. Additionally, there was only partial data available for FY 2009 and there will be no measurement capability in FY 2010. As such, this measure will be retired.

Note 14: Program estimates are conservative because last year’s reduction could have been a statistical anomaly and not necessarily an indication of a downward trend. If the numbers continue to trend downward, the program will adjust outyear targets accordingly.

### National Protection and Programs Directorate

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Cyber Security and Communications: Improve the security and interoperability of America’s cyber and emergency preparedness communications assets by working collaboratively with public, private, and international entities.								
Government Emergency Telecommunications Service call completion rate during emergency communication periods	---	---	97%	90%	94.2%	Y	90% <sup>1</sup>	90%
Percent of high-risk urban areas designated within the Urban Areas Security Initiative (UASI) able to demonstrate response-level Emergency Communications within one hour for routine events involving multiple jurisdictions and agencies	---	---	---	New Measure			90%	N/A <sup>2</sup>
Percent of States and Urban Areas whose current interoperable communications abilities have been fully assessed	---	---	84%	100%	100%	Y	Retired Measure	

Note 1: Because there were only four National Security Special Events (NSSEs) in FY 2009 the Government Emergency Telecommunications Service (GETS) call completion rate of 94% for was artificially high. Only 85.5% of the access lines in the country have “priority treatment”, so the geographic location of any particular event can impact the completion rate. The long-term goal of the GETS Program is to ensure 90% call completion during NSSEs.

Note 2: This is a biennial measure, therefore there is no target set for the alternating years.

### Office of Health Affairs

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Medical and Biodefense: Bolster the Nation’s biodefense readiness by enhancing the national architecture to rapidly detect, characterize, and respond effectively to a large-scale biological event.								
Estimated time between an indoor monitoring unit exposure to a biological agent and the declaration of a confirmed positive result	---	---	< 33 hours	< 33 hours	< 36 hours	N <sup>1</sup>	< 33 hours	< 33 hours
Estimated time between an outdoor monitoring unit exposure to a biological agent and the declaration of a confirmed positive result	---	---	< 36 hours	< 36 hours	< 36 hours	Y	< 36 hours	< 36 hours

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Number of agencies who have agreed to provide information to the National Biosurveillance Integration Center (NBIC)	0	7	7	10	7	N <sup>2</sup>	12	12
Number of biological monitoring units employed in high-risk indoor facilities within BioWatch jurisdictions	---	---	33	116	FOUO <sup>3</sup>	N	FOUO	FOUO
Percent of the population in BioWatch jurisdictions covered by outdoor biological monitoring units	---	---	FOUO	FOUO	FOUO	Y	FOUO	FOUO

Note 1: The BioWatch Program decommissioned the Automated Pathogen Detection System (APDS) Block-0 Prototype autonomous units deployed in New York City. There are currently no autonomous units online in the BioWatch network. This change brought the average time to detect up to the median for dry filter units. In the first quarter of FY 2010, the next generation (Gen-3) Phase I contract(s) will be awarded and the replacement of first generation units with autonomous detection units in indoor facilities will reduce overall average time to detect a biological agent.

Note 2: The program has been working with several Federal Agencies to develop formal Memoranda of Understanding to provide information to NBIC; however, to date, the program has not been able to expand beyond the seven already in place. A recent DHS memorandum signed by the Secretary requesting interagency participation in the National Biosurveillance Integration Center has been put in place to elevate the importance of these agreements. The program continues to follow-up with target agencies through the Biosurveillance Integration System Interagency Oversight Council to complete Memoranda of Understanding.

Note 3: For Official Use Only

### U.S. Coast Guard

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Marine Environmental Protection: Reduce oil spills and chemical discharge incidents and mitigate impacts when they occur. <sup>1</sup>								
Percent of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more <sup>2</sup>	---	---	---	16%	No Data	N <sup>3</sup>	Retired Measure	
Ports, Waterways and Coastal Security (PWCS): Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.								
Percent reduction of maritime security risk resulting from U.S. Coast Guard consequence management <sup>4</sup>	---	---	5%	6%	9%	Y	4% <sup>5</sup>	> 3%
Search and Rescue: Save people in imminent danger on our Nation's oceans and waterways.								
Percent of search and rescue assets on scene within two hours				New Measure			85%	85%

Note 1: The Secretary's priority for securing and managing our borders includes focus on ensuring the safety and security of America's offshore natural resources.

Note 2: Not all oil spills are a disaster as defined by the Secretary's priorities for the homeland security enterprise.

Note 3: The U.S. Coast Guard has determined that this measure is unsupportable. The measure has too much variability in evaluating clean up effectiveness for minor spills and the U.S. Coast Guard does not have an effective mechanism for recording the result of oil spill cleanups. The U.S. Coast Guard is developing a new Marine Environmental Response measure for implementation in the FY 2011 performance plan.

Note 4: The data that comprises this measure comes from an annual quantitative self-assessment of the U.S. Coast Guard's activities (maritime domain awareness, security regimes, and recovery operations) with regard to

risk-reduction. The percent gauges the reduction in risk from an analytically determined baseline level of risk. See Appendix A for more information.

Note 5: FY 2009 results for risk reduction due to consequence management were substantially better than prior year.

This was partly due to improvements made to the model and data collection process. This much better than expected performance is better than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year's planning cycle.

## **Complementary Activities**

The Secretary's priorities do not ignore the complementary safety, stewardship, and legislatively mandated responsibilities of various DHS Components. Some of these responsibilities are legacy missions of DHS Components; others are complementary functions to the Department's security responsibilities. Complementary activities currently include those designed to protect life, property, and the environment, facilitate trade and commerce, or support other governmental agencies. Through their regular execution, these activities enhance or expand the Component's ability to carry out interrelated security and law enforcement responsibilities, respond to or mitigate the consequences of disasters, or increase the resiliency of the Nation's critical infrastructures or key resources.

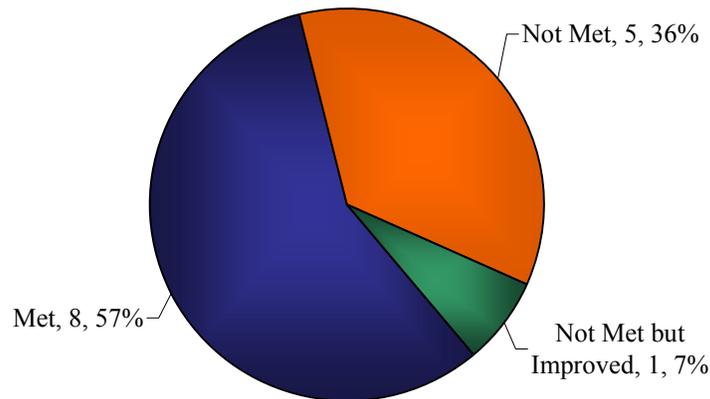
For instance, DHS has capabilities in place through the U.S. Coast Guard which, along with serving to control our maritime borders and prevent and protect against terrorism, are used to conduct waterways management operations to enhance the efficiency and resiliency of the Maritime Transportation System. Similarly, DHS is also positioned through the U.S. Customs and Border Protection, as the entity controlling access across our borders, to collect trade revenue as goods enter the country. Lastly, DHS has capabilities within the U.S. Secret Service to conduct financial crime investigations. Performance measures in this category gauge the results of these kinds of activities.

In FY 2010, the Department is engaging in a Bottom-Up Review (BUR) which is a comprehensive examination of Department activities and resources driven by the Secretary's priorities. The BUR is a major step forward in our ongoing effort to systematically link strategy to programs to budgets to the delivery of results. For one task of the BUR, programs will examine their current set of measures and evaluate their effectiveness in gauging results for both the Secretary's priority areas and the complementary activities. If gaps exist, programs will be encouraged to develop new measures that better quantify their contributions to important Department outcomes. As the Department moves through the BUR analyses and the measure development process during FY 2010, some revisions to the alignment of performance measures presented here may occur.

## **Summary of Performance**

In FY 2009, three DHS Components contributed to this category, and performance results for these Components were gauged with a total of 14 performance measures. The pie chart on the next page indicates the performance summary for those Components supporting this category. The section following this chart provides both specific data on the 14 performance measures along with any new measures introduced for FY 2010.

### Complementary Activity Measures



### Measure Results and Plans

The following table provides FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President’s Budget. The measures listed in this section do not reflect the entirety of the benefits provided by the multiple activities supporting the Department’s priorities in this area.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of this category. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

**U.S. Coast Guard**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Defense Readiness: Improve our national security and military strategies by ensuring assets are at the level of readiness required by the combatant commander.								
Defense readiness assessment of all U.S. Coast Guard high endurance cutters, patrol boats, and port security units <sup>1</sup>	---	---	---	New Measure			31%	38.6%
Defense readiness of patrol boats	---	---	95%	100%	94%	N <sup>2</sup>	Retired Measure	
Defense readiness of Port Security Units (PSUs)	---	---	24.45%	100%	19.8%	N <sup>3</sup>	Retired Measure	
Percent of time that U.S. Coast Guard assets included in the Combatant Commander Operational Plans are ready at a Status of Resources and Training System (SORTS) rating of 2 or better	62%	50.66%	56%	100%	44%	N <sup>4</sup>	Retired Measure	
Marine Safety: Reduce maritime fatalities and injuries on our Nation's oceans and waterways.								
Five-year average number of commercial mariner deaths and injuries	---	---	479	≤ 529	475	Y	≤ 520 <sup>5</sup>	≤ 482
Five-year average number of commercial passenger deaths and injuries	---	---	244	≤ 251	228	Y	≤ 248 <sup>6</sup>	≤ 223
Five-year average number of recreational boating deaths and injuries	---	---	4,070	≤ 4,248	4,038	Y	≤ 4,184 <sup>7</sup>	≤ 4,115
Search and Rescue: Save people in imminent danger on our Nation's oceans and waterways.								
Percent of people in imminent danger saved in the maritime environment	---	---	76.8%	76%	77.3%	Y	76% <sup>8</sup>	77%
Waterways Management: Aids to Navigation: Minimize disruptions to the movement of goods and people, while maximizing recreational enjoyment and environmentally sound use of our navigable waters.								
Federal short-range aids to navigation availability	---	---	98.3%	97.5%	98%	Y	97.5% <sup>9</sup>	97.5%
Five-year average number of Collisions, Allisions, and Groundings (CAG)	1,816	1,823	1,857	≤ 1,871	1,878	N <sup>10</sup>	≤ 1,858	≤ 1,911
Waterways Management: Ice Operations: Limit disruption of maritime commerce due to ice.								
Number of days critical waterways are closed due to ice	0	0	0	2(avg), 8 (severe)	0	Y	2(avg), 8 (severe)	2(avg), 8 (severe)

Note 1: This measure gauges whether these U.S. Coast Guard assets meet the minimum standards established in the Status of Resources and Training System, to assess deployment readiness for Department of Defense operations. See Appendix A for more information.

- Note 2: The U.S. Coast Guard did not meet its target mainly due to asset availability of the aging patrol boat inventory. Patrol Boat readiness is being addressed in part by the U.S. Coast Guard acquisition programs whose assets will yield increased capability for defense readiness mission performance.
- Note 3: The low performance results are primarily due to personnel and training shortfalls between deployments for these reserve forces. Resolution of Port Security Unit (PSU) personnel shortfalls along with unit training requirements should improve unit readiness. The PSUs have been placed under the command of the Deployable Operations Group. This should allow more focus on these reserve units to improve performance results.
- Note 4: PSU readiness remained below standards, largely due to PSU personnel shortfalls along with unit training requirements. Asset deficiencies are being addressed in part by U.S. Coast Guard acquisition programs, i.e., National Security Cutter acquisition, which will yield essential system-wide capability improvements for maritime homeland security priorities and sustain operational performance.
- Note 5: The five-year average number of commercial mariner deaths & injuries declined by about 4% from the revised average of 494 in FY 2008—the number of deaths and injuries reported in FY 2009 was about 22% fewer than average. This much better than expected performance is substantially less than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be re-evaluated in next year’s planning cycle.
- Note 6: The five-year average number of passenger deaths & injuries declined nearly 9% from the revised average of 250 in FY 2008—the number of deaths and injuries reported in FY 2009 was about 36% fewer than average. This much better than expected performance is substantially less than next year’s target, which when established was considered an appropriate expectation for FY 2010.
- Note 7: The five-year average number of recreational boating deaths & injuries declined by nearly 3% from the revised average of 4,147 in FY 2008—the number of deaths and injuries reported in FY 2009 was about 13% fewer than average. This much better than expected performance is less than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.
- Note 8: This is a relatively new measure giving the program only two years of data. Although the FY 2009 actual did increase by 0.5% from FY 2008, the program cannot draw a definitive conclusion that the increase in the percent of lives saved result to 77.3% is a trend in the data which would lead to an adjustment of its FY 2010 target. At the end of FY 2010, with an additional year of data, the program will evaluate its progress and may revise its outyear targets.
- Note 9: The availability of Federal short-range aids to navigation declined slightly to 98%. This is nominally better than FY 2010 and FY 2011 targets, which when established were considered appropriate for these years. FY 2011 and outyear targets will be reevaluated in next year’s planning cycle.
- Note 10: The deviation from the target was slight and there was no effect on overall program performance.

**U.S. Customs and Border Protection**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Border Security Inspections and Trade Facilitation at Ports of Entry: Improve the targeting, screening, and apprehension of high - risk international cargo and travelers to prevent terrorist attacks, while providing processes to facilitate the flow of safe and legitimate trade and travel.								
Estimated revenue losses due to non-compliance with trade laws, regulations, and agreements (in millions)	---	---	---		New Measure		\$293	\$310

***U.S. Secret Service***

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Financial Investigations: Reduce losses to the public attributable to counterfeit currency, other financial crimes, and identity theft crimes that are under the jurisdiction of the Secret Service, which threaten the integrity of our currency and the reliability of financial payment systems worldwide.								
Counterfeit passed as a percent of the amount of genuine currency in circulation	---	---	0.0086%	< 0.0098%	0.0081%	Y	< 0.0096%	< 0.0099%
Financial crimes loss prevented through a criminal investigation (in billions)	\$1.23	\$3.90	\$1.96	\$1.80	\$1.28	N <sup>1</sup>	\$1.90	\$1.90
Infrastructure Investigations: Reduce losses to the public attributable to electronic crimes and crimes under the jurisdiction of the Secret Service that threaten the integrity and reliability of the critical infrastructure of the country.								
Financial crimes loss prevented by the Secret Service Electronic Crimes Task Forces (in millions)	\$315.90	\$355.10	\$410.90	\$300	\$534.20	Y	\$310 <sup>2</sup>	\$304

Note 1: The actual amount of loss prevented can fluctuate due to a number of factors including the number of referrals by victims, the increasing complexity of financial crime cases, and U.S. Attorney thresholds. The Financial Investigations Program is committed to reducing losses to the public that are attributable to financial crimes and identity theft.

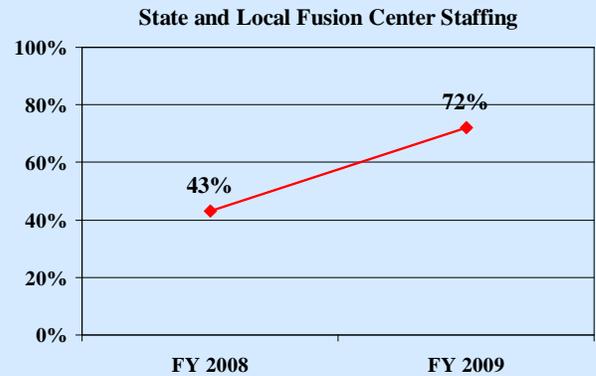
Note 2: The fiscal year target of \$310 million is an ambitious target. The number of cases that the U.S. Secret Service investigates can vary widely year to year, and the reported amounts of loss prevented can vary significantly from case to case.

## Mission Support Measures

Many activities are required to support the missions of the Department and are vital to our success and the well-being of the Nation. Mission Support measures are those associated with providing a product or service for, and tailored to, mission/operational activities. Examples of Mission Support activities include logistical support, research and development, and intelligence. Some of the activities in this category, and their associated measures, may be cross-cutting in nature and support achievement of, but are not necessarily tied directly to, a specific Secretarial priority.

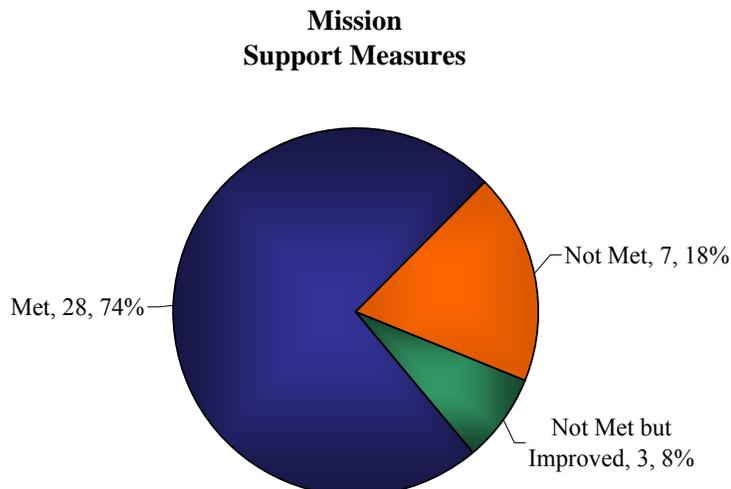
### Building Information Sharing Relationships –

Staffing at state and local [Fusion Centers](#) with personnel from the [Office of Intelligence and Analysis](#) increased dramatically in FY 2009 to facilitate information sharing and collaboration with state and local partners to address emerging threats to the Nation, but narrowly missed its target of 77 percent due to staffing attrition. Plans are in place to have all functioning designated fusion centers staffed with DHS representatives by the end of FY 2010. DHS is also working with the Department of Defense (DOD) to improve the integration of information sharing for specific classified information. Select fusion center personnel with a Federal security clearance will be able to access specific terrorism-related information resident on specified DOD computer systems.



## Summary of Performance

In FY 2009, five DHS Components contributed to the mission support activities of the Department, and performance results for these Components were gauged with a total of 38 performance measures. The pie chart below indicates the performance summary for those Components supporting this category. The section following this chart provides both specific data on the 38 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. Performance targets for FY 2010 are provided for measures included in the FY 2010 annual performance plan. Performance targets for FY 2011 are provided in support of the President’s Budget.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of their critical support role. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

### Analysis and Operations

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Analysis and Operations Program: Deter, detect, and prevent terrorist incidents by sharing domestic situational awareness through national operational communications and intelligence analysis.								
Number of Homeland Intelligence Reports disseminated	1,734	2,722	3,563	3,498	3,079	N <sup>1</sup>	2,800 <sup>1</sup>	2,946
Percent of breaking homeland security situations integrated and disseminated to designated partners within targeted timeframes <sup>2</sup>	---	---	---	80%	88%	Y	90%	95%
Percent of component-to-component information sharing relationships complying with Information Sharing and Access Agreement (ISAA) guidelines	70%	70%	70%	80%	70%	N <sup>3</sup>	Retired Measure	
Percent of homeland security incident reports integrated and disseminated to executive leadership within targeted deadline <sup>4</sup>	---	---	---	75%	94%	Y	95%	95%
Percent of information sharing agreements with external partners that allow for sharing of information among all DHS Components <sup>5</sup>	---	---	---	New Measure			30%	60%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Percent of Operations Coordination and Planning exercise objectives met in relevant exercises	---	---	---	75%	100%	Y	80% <sup>6</sup>	80%
Percent of State and Local Fusion Centers staffed with personnel from Intelligence and Analysis	---	---	43%	77%	72%	N <sup>7</sup>	100%	100%
Percent of State and Local Fusion Centers with access to the Homeland Security Data Network	---	---	41%	77%	52%	N <sup>8</sup>	95%	100%

Note 1: The Office of Intelligence and Analysis (I&A) instituted a stringent quality control and quality assurance effort resulting in a decrease of its homeland intelligence reports output. I&A adjusted its target to ensure the continuation of high quality Homeland Intelligence Reports production, but will work to improve the quality control review process.

Note 2: Information from Homeland Security partners must be received and integrated before it can be disseminated, thus introducing potential hurdles in meeting targeted timeframes. The targets incrementally increase over the next few years. See Appendix A for more information.

Note 3: ISAAs are now primarily developed with other Federal agencies or with foreign, state, local, tribal or private sector partners. With the issuance of the February 1, 2007 Secretary’s Memo, *DHS Policy for Internal Information Exchange and Sharing*, (the “One DHS” memo), subsequent component-to-component information sharing relationships are only required to be documented with ISAAs if required by the negotiated terms of external ISAAs. Consequently, no additional component-to-component ISAAs were developed in FY 2009. Given this change in policy and practice, the performance level will never exceed the original 70% from the FY 2007 baseline year. This measure has been retired as of September 30, 2009 and has been replaced with a new measure for FY 2010 and future years.

Note 4: Information from Homeland Security partners must be received and integrated before it can be disseminated, thus introducing potential hurdles in meeting targeted timeframes. The targets incrementally increase over the next few years. See Appendix A for more information.

Note 5: This is a first year rollout measure scheduled to be completed by the end of FY 2013. DHS must review and renegotiate at least 700 information sharing related agreements to meet current policy standards. See Appendix A for more information.

Note 6: The Office of Operations Coordination & Planning (OPS) is revising its objectives to incorporate more rigorous criteria for achieving exercise objectives. These criteria will be ambitious and designed to push the office to make continuous incremental progress towards the objectives. Given this revision, it is anticipated that OPS will reach 80% of the more rigorous objectives next year.

Note 7: The program experienced some attrition in FY 2009 which impacted the end of year targets for deployment. The State and Local Program Office (SLPO) has proactively worked to backfill these positions.

Note 8: The program did not meet its target in FY 2009 due to the certification process at certain facilities being slowed by circumstances outside of the Department’s control. Facility modification and certification of space in state and locally owned centers is a multi-step process involving multiple offices and contracts for completion which can result in protracted timelines for completion. The SLPO had deployed 30 Homeland Secure Data Networks (HSDN) to fusion centers by the end of FY 2009, and created a total of 456 user accounts for state and local partners so that they may access HSDN. The SLPO has funds for an additional 16 systems and is currently in the process of coordinating the necessary facility modifications in centers so that they may receive the systems. The program is on target to meet its goals in FY 2010. The program anticipates the deployment of HSDN to each of the 72 designated fusion centers by FY 2011.

**Domestic Nuclear Detection Office**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Domestic Nuclear Detection: Improve the Nation's capability to detect and report unauthorized attempts to import, possess, store, develop, or transport radiological or nuclear material for use against the Nation.								
Number of graduate fellowships, university education awards, and academic research awards in nuclear forensics and detection-related specialties	---	---	13	15	18	Y	28	29
Number of states, urban areas, and other vulnerable urban localities with a basic Preventive Radiological and Nuclear Detection program	---	---	8	10	10	Y	16	20

**Federal Law Enforcement Training Center**

Performance Measures Strategic Plan Alignment	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Accreditation: Accredit all Federal law enforcement training.								
Number of Federal Law Enforcement Training Accreditation assessments conducted for accreditation or re-accreditation.	---	---	---	New Measure			19	21
Number of Federal law enforcement training programs and/or academies accredited or re-accredited through the Federal Law Enforcement Training Accreditation process	---	---	---	New Measure			52	56
Law Enforcement Training: Provide law enforcement agents and officers, skilled in the latest techniques, to enforce laws and regulations, protect the Nation, and interact with the public with respect for individuals and civil liberty.								
Percent of Partner Organizations satisfied that the Federal Law Enforcement Training Center training programs address the right skills needed for their officers/agents to perform their law enforcement duties	71%	79.75%	79.75%	79%	82%	Y	83%	84%
Percent of Partner Organizations satisfied with the overall Federal Law Enforcement Training Center training experience	---	---	---	New Measure <sup>1</sup>			92%	93%
Percent of Partner Organizations satisfied with the training provided by the Federal Law Enforcement Training Center	91%	87.8%	87.8%	89%	89%	Y	90%	91%
Percent of students that express "excellent" or "outstanding" on the Student Feedback-Program Survey	62%	76%	59%	69%	63%	N <sup>2</sup>	Retired Measure	

Note 1: The program was able to provide FY 2009 results for this measure: 91%.

Note 2: An increased percentage of students rated the overall quality of training as “good” rather than as “outstanding” or “excellent,” resulting in the target not being met. Corrective action is underway to address quality of training shortfalls based on student ratings. Although this measure is no longer in the GPRA set, we will continue to collect data for and track progress on this measure for internal organizational improvement.

### Office of Inspector General

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Audit, Inspections, and Investigations Program: Add value to the DHS programs and operations; ensure integrity of the DHS programs and operations; and enable the OIG to deliver quality products and services.								
Percent of recommendations made by the Office of Inspector General (OIG) that are accepted by the Department of Homeland Security	91%	91%	96%	85%	93%	Y	85% <sup>1</sup>	85%
Percent of substantiated investigations that are accepted for criminal, civil, or administrative action	---	---	87%	75%	82%	Y	75% <sup>2</sup>	75%

Note 1: Beginning in FY 2007, the Office of Inspector General (OIG) increased the target for this measure to 85%, up from 75%. The OIG set this new and ambitious target to ensure that the vast majority of our recommendations are viewed by DHS management as appropriate and necessary to bring about positive change within the Department. However, if the target is continuously increased, this measure has the potential to create an environment that pressures OIG staff to modify recommendations to attain higher rates of concurrence with recommendations. The OIG plans to maintain the target for this measure at 85% to ensure recommendations remain meaningful and useful to DHS management and that compromises reached with DHS do not weaken controls and needed improvements.

Note 2: The OIG began tracking this measure in FY 2008 and has exceeded the target the past two years. However, the final decision to accept substantiated investigations for criminal, civil, or administrative action depends on many factors, some of which are outside the control of the OIG. Additionally, by raising the target, this measure has the potential to create an environment that pressures OIG staff to only investigate those issues that are most likely to be accepted for criminal, civil, or administrative action. The on-going target of 75% takes into account these factors and the OIG feels this is an appropriate target moving forward.

### Science and Technology Directorate

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Border and Maritime Security: Improve the capability of homeland security personnel to secure the Nation's land, maritime, and air borders through science and technology.								
Percent of borders and maritime security program milestones that are met, as established in the fiscal year's budget execution plan	---	80%	91%	90%	91%	Y	90% <sup>1</sup>	90%
Percent of transition program funding dedicated to developing technologies in direct response to Department of Homeland Security components' requirements	94%	98%	99%	96%	96%	Y	97%	98%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Chemical and Biological: Improve the understanding, technologies, and systems necessary to protect against possible biological and chemical attacks on the Nation's population, agriculture, or infrastructure through science and technology.								
Percent completion of a set of guidance, resources, and tools to effectively restore key infrastructure to normal operation after a chemical or biological attack <sup>2</sup>	---	---	---	74%	68.5%	N <sup>3</sup>	91%	97%
Percent of chemical and biological program milestones that are met, as established in the fiscal year's budget execution plan	---	89%	93%	93%	95.6%	Y	95% <sup>1</sup>	96%
Percent of high-priority chemical and biological agents detectable in target operational scenarios <sup>4</sup>	---	---	---	17%	17%	Y	39%	68%
Command, Control and Interoperability: Improve and develop operable and interoperable communications for emergency responders; develop tools to improve the security and integrity of the internet; and improve and develop automated capabilities to recognize potential threats through science and technology.								
Number of cyber security data sets collected and approved	68	263	281	450	111	N <sup>5</sup>	150	200
Number of proof-of-concept reconnaissance, surveillance and investigative technologies demonstrated	---	---	7	8	9	Y	9	8
Percent of command, control and interoperability programs milestones that are met, as established in the fiscal year's budget execution plan	---	75%	94%	95%	81%	N <sup>6</sup>	100%	100%
Explosives: Improve explosive countermeasure technologies and procedures to prevent attacks on critical infrastructure, key assets, and the public through science and technology.								
Number of new or improved technologies available for transition to the customers at a Technology Readiness Level (TRL) 6 or above	---	0	3	5	5	Y	5	4
Percent of explosives program milestones that are met, as established in the fiscal year's budget execution plan	---	61%	77%	80%	72%	N <sup>7</sup>	85%	85%
Human Factors: Improve detection, analysis, and the understanding of threats posed by individuals, groups, and radical movements through science and technology.								
Percent of human factor program milestones that are met, as established in the fiscal year's budget execution plan	---	73%	100%	90%	95%	Y	90% <sup>1</sup>	90%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Infrastructure and Geophysical: Improve the capability for State, local, tribal, and private sector preparedness for and response to all hazardous events impacting the population and critical infrastructure through science and technology.								
Percent of infrastructure and geophysical program milestones supporting the protection of critical infrastructure that are met, as established in the fiscal year's budget execution plan	---	69%	90%	90%	100%	Y	90% <sup>1</sup>	90%
Percent of infrastructure and geophysical program milestones supporting preparedness that are met, as established in the fiscal year's budget execution plan	---	---	---	90%	100%	Y	90% <sup>1</sup>	90%
Innovation: Support significant technology breakthroughs that have the potential to greatly enhance DHS operations through science and technology.								
Percent of innovation program milestones that are met, as established in the fiscal year's budget execution plan	---	83%	88%	60%	78%	Y	60% <sup>1</sup>	60%
Laboratory Facilities: Improve the Nation's core of productive science, technology, and engineering laboratories, organizations, and institutions, which can develop the knowledge and technology required to secure our homeland through science and technology.								
Percent of laboratory facilities program milestones supporting protection against biological attack that are met, as established in the fiscal year's budget execution plan	---	93%	93%	90%	90%	Y	90%	90%
Percent of laboratory facilities program milestones supporting the protection of transportation sectors that are met, as established in the fiscal year's budget execution plan	---	---	---	90%	95%	Y	90% <sup>1</sup>	90%
Test & Evaluation and Standards: Improve and develop standards and test and evaluation protocols for products, services, and systems used by the Department of Homeland Security and its partners to ensure consistent and verifiable effectiveness of equipment and tools through science and technology.								
Number of Department of Homeland Security official technical standards introduced per year	15	19	5	8	8	Y	10	10
Percent of standards introduced that are adopted by Department of Homeland Security and partner agencies	92%	84%	80%	80%	0%	N <sup>8</sup>	80%	85%
Percent of test, evaluation and standards program milestones that are met, as established in the fiscal year's budget execution plan	---	88%	70%	80%	85%	Y	80% <sup>1</sup>	85%
Transition: Deliver near-term products and technology enhancements through science and technology.								
Number of applications for SAFETY Act coverage submitted	---	---	---	138	218	Y	220	167

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Number of SAFETY Act "transition" (new, highly innovative) technologies awarded	---	---	---	17	17	Y	21	25
Percent of transition program milestones that are met, as established in the fiscal year's budget execution plan	---	100%	100%	86%	94.1%	Y	87% <sup>1</sup>	88%
University Programs: Improve university-based research, development, and education systems to enhance the Nation's homeland security through science and technology.								
Number of Homeland Security - Science, Technology, Engineering and Mathematics students supported	---	---	203	178	180	Y	150 <sup>9</sup>	150
Percent of supported students who declare and complete a Homeland Security - Science, Technology, Engineering and Mathematics major or program of study	---	---	---	New Measure			85%	85%
Percent of university programs milestones that are met, as established in the fiscal year's budget execution plan	---	60%	100%	85%	100%	Y	85% <sup>1</sup>	85%

Note 1: The Science and Technology (S&T) Directorate's FY 2010 performance targets are based on an internal analysis of program/project priorities, alignment to S&T's strategies and goals, and FY 2010 budgetary constraints.

Note 2: This measure reflects program activities to develop the required components of a capability to restore critical infrastructure from a chemical attack or to restore areas contaminated with biological agents.

Note 3: Two objectives the program intended to fulfill in FY 2009 were not adequately addressed. The first objective not addressed was the delivery of a classified annex that was not completed because of a loss of key staff. This task is being reassigned to an alternate subject matter expert and with a target completion of the 2<sup>nd</sup> quarter of FY 2010. The second objective involved the transition of operational support conditional upon satisfactory demonstration of analytical throughput tests which were determined to be inadequate. The test plan is being revised and will receive stronger oversight for the next round of throughput testing in the 2<sup>nd</sup> quarter of FY 2010.

Note 4: This was a new measure in FY 2008 and numerous technical challenges addressed during execution will cause the target agents detectable to be spread over a number of years. See Appendix A for more information.

Note 5: This measure was not met due to change in contractor and a change in procedures for counting datasets. The program will revise its methodology for counting datasets in accordance with customer requirements.

Note 6: This measure was not met due to change in customer requirements and organizational structure with a delay in availability of funding outside the program's control. The program will work with its customers to finalize requirements and anticipates completion of delayed projects in the 2<sup>nd</sup> and 3<sup>rd</sup> quarters of FY 2010.

Note 7: This measure was not met due to the need to adjust programs in response to changing requirements of the operational component customers. There were also several contracting delays. Working with S&T's Integrated Process Team, the Explosives Division will clarify requirements of its customers in order to minimize delay in meeting stated milestones. The program is also in the process of reevaluating its contract award process.

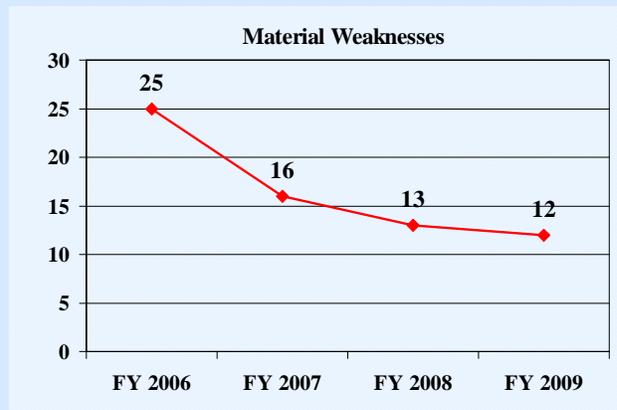
Note 8: The program is putting administrative processes in place to improve the communications process between the Standards Working group and the Standards Council. The program believes that this will help them meet their target in FY 2010. Additionally, a management directive covering the adaptation of standards was revised and signed on 8/17/09, and the program is currently developing instructions for the implementation of this directive.

Note 9: Due to funding constraints, the program will only be able to fund 150 students.

## Business Support Measures

Many activities are required to support the business functions of the Department. Business support measures are those associated with activities providing enterprise business services. Examples of business support activities include information technology, human resources, financial support, public affairs, and legal counsel. Many DHS business support activities indirectly support accomplishment of the Secretary’s priorities.

**Material Weaknesses** – The Department has continued to reduce the number of material weaknesses identified in the independent audit report on the DHS financial statements. However, in FY 2009, DHS did not meet its target due to an increase in the number of standalone audits and scrutiny on our account balances. DHS discovered additional opportunities for financial management improvement. The 12 material weakness conditions reported in this year’s audit is down from last year, and significantly down from 25 material weakness conditions in FY 2006. In FY 2010, the Department is planning to further reduce material weaknesses to less than 12, with a long-term goal of achieving a clean audit.



## DHS Headquarters Consolidation

DHS Secretary Janet Napolitano and [General Services Administration](#) (GSA) Acting Administrator Paul Prouty held a ceremonial [groundbreaking](#) in September to commence consolidation of a new DHS headquarters at the St. Elizabeths Campus. DHS currently operates in more than 46 locations around the National Capital Region. The headquarters consolidation initiative expects to realize more than \$700 million net present value savings over thirty years as compared to renewing leases individually.

“The Department of Homeland Security continues to unify our many components into one cohesive agency with a shared central mission,” said Secretary Napolitano. The construction of our new headquarters at St. Elizabeths using Recovery Act funding will help consolidate more than 46 locations in the Washington area while creating thousands of local jobs.

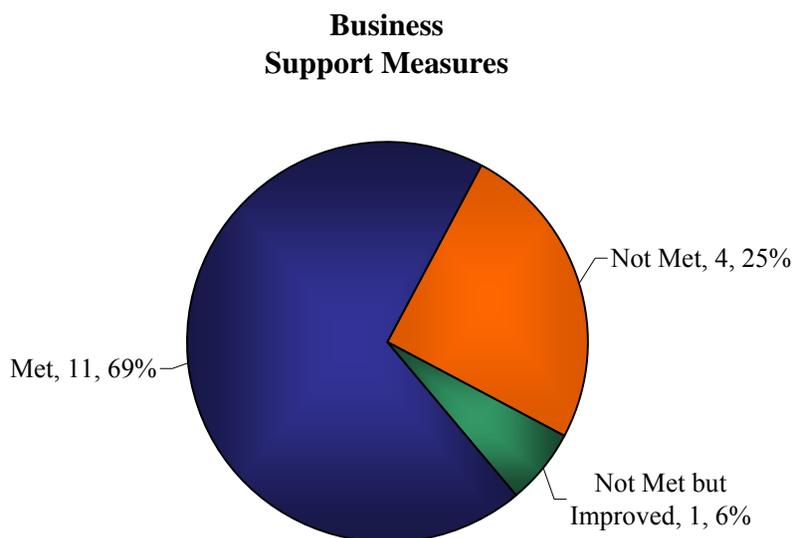
“The development of the new Department of Homeland Security campus has been an enormous undertaking and a collaborative effort involving many officials, groups, and individuals,” said Acting Administrator Prouty. “GSA’s work will preserve the key historic features of this National Historic Landmark and provide an energy efficient campus for DHS.”



**September 9, 2009:** Secretary Napolitano and Acting Administrator Prouty were joined by U.S. Senator Joe Lieberman, U.S. Representative Eleanor Holmes Norton, Washington Mayor Adrian Fenty, and the construction team currently working on the DHS headquarters consolidation project.

## Summary of Performance

In FY 2009, two DHS Components contributed to the business support activities of the Department, and performance results for these Components were gauged with a total of 16 performance measures. The pie chart below indicates the performance summary for those Components supporting this category. The section following this chart provides both specific data on the 16 performance measures along with any new measures introduced for FY 2010.



## Measure Results and Plans

The following tables provide FY 2009 performance results and the previous three years of data if available for those measures included in the FY 2009 performance plan. These measures are being retired from the GPRA measure set for FY 2010; however, future targets are maintained as these measures may be maintained for internal use and external publication.

Performance data is grouped alphabetically by DHS Component and program for those measures that support the assessment of the achievement of their critical business support role. For measures not meeting their FY 2009 target, an explanation of results and corrective action are noted at the bottom of each Component table. Notes are also provided in cases where FY 2010 performance targets do not strive for improvement over their FY 2009 actual results. Dashes (---) are used in the tables if historical results are not available as the specific measure was not part of the DHS annual performance plan for the fiscal year indicated. Please refer to *Appendix A – Description of Performance Measures* to gain a better understanding of each performance measure and how data is collected and calculated.

Detailed program resources (both budget and FTE) for each Component may be found in the Strategic Context section of the Congressional Budget Justification and may be accessed at the following link: [http://www.dhs.gov/xabout/budget/gc\\_1214235565991.shtm](http://www.dhs.gov/xabout/budget/gc_1214235565991.shtm).

**Departmental Management and Operations**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Departmental Management and Operations: Provide comprehensive leadership, oversight, and support to all Components and improve the efficiency and effectiveness of the Department and its business and management services.								
Attrition rate for career senior executive service personnel	---	---	11%	10.5%	8.9%	Y	9% <sup>1</sup>	9%
Interest penalties paid on all invoices (per \$1 million in total payments)	---	---	---	\$250	\$169.3	Y	\$200 <sup>2</sup>	\$200
Number of civilian employees serving in the DHS interagency and intradepartmental Rotation Training Program	---	---	---	530	683	Y	Retired Measure	
Percent annual reduction in petroleum-based fuel consumption by DHS owned or leased vehicles.	---	---	---	2%	No Data	N <sup>3</sup>	2%	2%
Percent of accounts receivable from the public delinquent over 180 days	---	---	---	20%	17.7%	Y	15%	15%
Percent of civilian employees in designated positions that are qualified as National Security Professionals	---	---	---	30%	No Data	N <sup>4</sup>	Retired Measure	
Percent of DHS workforce (employees and contractors) with advanced identification cards	---	---	---	20%	4.8%	N <sup>5</sup>	24%	76%
Percent of favorable responses by DHS employees on the annual employee survey	---	49%	50%	51%	54%	Y	55%	56%
Percent of improper payments collected	---	---	---	52%	89.7%	Y	85% <sup>6</sup>	86%
Percent of major acquisition projects that do not exceed 10% of cost/schedule/ performance objectives	---	---	---	50%	97.1%	Y	45% <sup>7</sup>	47%
Percent of major information technology systems with full Federal Information Security Management Act compliance	---	---	---	90%	92%	Y	90% <sup>8</sup>	90%
Percent of major investments currently aligned to the Agency Enterprise Architecture	---	---	---	25%	44%	Y	50%	60%
Percent of non-credit card invoices paid on-time	---	---	---	98.5%	96.09%	N <sup>9</sup>	98%	98%
Percent of vendors paid electronically	---	---	---	96.5%	97.45%	Y	96% <sup>10</sup>	96%

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Total instances of material weakness conditions identified by the independent auditor in their report on the DHS financial statements	25	16	13	< 12	12	N <sup>11</sup>	< 11	< 10

Note 1: The attrition rate at DHS decreased to 8.9% in FY 2009. This decrease was significantly greater than anticipated and for the past two years has been equal to or better than the averages for all cabinet agencies. Our target is to stabilize the attrition rate in FY 2010 and FY 2011 at approximately 9%, despite an aggressive FY 2010 recruitment effort to hire an additional 105 senior executive service positions.

Note 2: In keeping with the government-wide standard of \$200 per \$1 million in total payments, DHS is keeping its FY 2010 target of \$200 and adjusted future targets to align with the standard.

Note 3: The bank system collecting data on Department owned vehicles changed in early FY 2009 as a part of a contract change. This change resulted in a new bank system and a new downstream Government reporting process. During calculation of FY 2008 baseline, the comparison of old process and new process results revealed that old process data is not reliable because petroleum data was not separated from other purchases made on the fuel card. This resulted in over-reported fuel consumption totals for FY 2008 and earlier. To rectify this finding and ensure a reliable baseline, the baseline was recalculated for FY 2009 and reliable measurement will commence in the first quarter of FY 2010.

Note 4: This program is in a strategic pause in anticipation that the new Administration and/or National Security Council or Homeland Security Council will provide clarification and/or a revision. Until such time, this measure is being retired.

Note 5: The Office of the Chief Security Officer is identifying ways to enhance the deployment of advanced identification cards. The office will strive to meet government mandated guidelines.

Note 6: Based on FY 2009 results, the FY 2010 target was adjusted to 85%, up from 54%. The target was set conservatively due to the fact that very few new improper payments were identified in FY 2009 which drove up the FY 2009 actual collection figure.

Note 7: Expansion in the number of projects included in this measure, and increased oversight criteria, will likely result in DHS in finding more major projects not meeting their cost, schedule, and performance thresholds. Thus the FY 2010 target has been set to be lower than the FY 2009 result. Steps taken by the Department to improve project staffing and training will take time to impact project performance before being reflected in improved project execution.

Note 8: In keeping with the government-wide standard of 90% of major information technology systems with full Federal Information Security Management Act compliance, DHS is keeping its FY 2010 and future targets of 90% to align with the standard.

Note 9: Out of 16 components, 9 components have not met the DHS target of this measure. The Chief Financial Officer issued a memo requesting DHS components to submit action plans to improve performance for this measure. In August and September 2009, DHS met the government-wide standard of 98% but did not achieve the higher target of 98.5%. The program recommends that DHS use the 98% target for FY 2010 and beyond in keeping with the standard.

Note 10: In keeping with the government-wide standard of 96% of vendors payments made electronically, DHS is adjusting its FY 2010 and future targets to align with the standard.

Note 11: DHS made progress against prior year material weaknesses. However, newly identified FY 2009 CBP and ICE weaknesses inhibited a reduction for the Department in total material weaknesses. All components that exhibit material weaknesses are required to submit corrective action plans that detail how they will address these weaknesses in the coming fiscal year. As components correct weaknesses, particularly those identified by the more rigorous assessment implemented in FY 2006, financial management throughout the Department will improve.

**Transportation Security Administration**

Performance Measures	Prior Year Results			FY 2009 Results			Planned Targets	
	FY 2006	FY 2007	FY 2008	Target	Results	Met?	FY 2010	FY 2011
Transportation Security Support: Improve the efficiency and effectiveness of transportation security business and management services by providing comprehensive leadership, oversight, and support to all programs.								
Percent decrease in worker's compensation claims	---	---	39%	5%	24%	Y	7% <sup>1</sup>	7%

Note 1: During the past four years, TSA implemented aggressive efforts to reduce the number of injuries sustained by employees, particularly the transportation security officers. These improvements yielded a steady decline in work-related injuries. As a result of these efforts, TSA saw a significant decrease in the files claimed and associated costs. While historically the actual percentage decrease has been higher than the target, the decreases from year-to-year are stabilizing, and we expect that in fiscal year 2010 and beyond, a 7 percent decrease will be an aggressive target.

The *U.S. Department of Homeland Security Annual Performance Report, Fiscal Years 2009 – 2011* is available at the following website:

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

For more information, contact:

Department of Homeland Security  
Office of the Chief Financial Officer  
Program Analysis and Evaluation  
245 Murray Lane, SW  
Mailstop 200  
Washington, D.C. 20528

Information may also be requested by sending an email to [par@dhs.gov](mailto:par@dhs.gov) or calling (202) 447-0333.



Homeland  
Security