



# Creating Jobs While Making America Safer

U.S. Department of Homeland Security Recovery Act Plan

May 15, 2009



Office of the Secretary

## MESSAGE FROM THE SECRETARY

Hello, I am Secretary Janet Napolitano. Protecting our Nation from 21st century threats is our top priority at the Department of Homeland Security. From preventing terrorist attacks, strengthening critical infrastructure, to responding to natural disasters, the men and women of our Department work every day to keep the American people safe.

Meeting this challenge requires boots on the ground, it requires technology, and above all, it requires resources. That's why the American Recovery and Reinvestment Act is providing more than three billion dollars in new funding for homeland security. These funds will strengthen our Nation's borders with new tools and technology, rebuild our aging Coast Guard fleet to protect our ports and waterways, deploy new explosives detection equipment to our airports, upgrade rail and transit security, and improve our emergency preparedness and response capabilities. This funding will also put thousands of Americans to work – building ships, fortifying bridges, conducting science and technology research, and modernizing essential government systems and services.

These critical resources will keep our Nation working as we work to keep it safe. There is no more important responsibility in government than the protection of our citizens. Through this stimulus, we will improve homeland security while fostering economic security and strengthening our economic recovery. That will benefit every American.

Secretary Napolitano on Recovery Act Funding for Homeland Security  
[www.dhs.gov/Recovery](http://www.dhs.gov/Recovery)



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# I. EXECUTIVE SUMMARY

The American Recovery and Reinvestment Act of 2009 ("Recovery Act" or "Act") is an effort to jumpstart the economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges so that our country can thrive in the 21st century. With much at stake, the Recovery Act provides for unprecedented levels of transparency and accountability so that the American public will be able to know how, when, and where their tax dollars are being spent. Spearheaded by a new Recovery Act Accountability and Transparency Board ("Recovery Board"), this Act contains built-in measures to prevent fraud, waste, error, and abuse. The total funding in support of Department of Homeland Security (DHS) programs is \$3.5 billion.

Consistent with the Office of Management and Budget (OMB) Memorandum M-09-15, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009*, and sound program management principles, DHS is documenting its plans to manage and oversee the spending of Recovery Act funds. This DHS plan describes DHS' broad Recovery Act goals and details how Components are coordinating their efforts to achieve these goals. The plan summarizes each Recovery Act program, including funding information. It describes the accountability mechanisms that senior managers use to regularly review the progress and performance of programs receiving Recovery Act funds. The plan identifies areas of risk and related mitigation actions.

## II. RECOVERY GOALS

The purposes of the Recovery Act include the following:

- To preserve and create jobs and promote economic recovery;
- To assist those most impacted by the recession;
- To provide investments needed to increase economic efficiency by spurring technological advances in science and health;
- To invest in transportation, environmental protection, and other infrastructure that will provide long term economic benefits; and
- To stabilize state and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

To support the implementation of the Recovery Act, the Administration established the following Accountability Objectives:

- Funds are awarded and distributed in a prompt, fair, and reasonable manner;
- The recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;
- Funds are used for authorized purposes and potential for fraud, waste, error, and abuse are mitigated;
- Projects funded under this Act avoid unnecessary delays and cost overruns; and
- Program goals are achieved, including specific program outcomes and improved results on broader economic indicators.

At DHS, the Secretary established the following Recovery Goals:

- Strengthen our Nation's borders with new tools and technology;
- Rebuild our aging U.S. Coast Guard fleet to protect our ports and waterways;
- Deploy new explosives detection equipment to our airports;
- Upgrade rail and transit security; and
- Improve our emergency preparedness and response capabilities.

This funding will put thousands of Americans to work – building ships, fortifying bridges, conducting science and technology research, and modernizing essential government systems and services. These critical resources will keep our Nation working as we work to keep it safe. There is no more important responsibility in government than the protection of our citizens. Through this stimulus, we will improve homeland security while fostering economic security and strengthening our economic recovery. These funds will accelerate ongoing programs and initiatives to contribute to achieving Recovery Act goals. Figure 1, shown on the next page, displays the alignment of Recovery Act programs to the DHS Secretary's Priority Areas. The figure also indicates the DHS Component to which the Recovery Act program belongs.

Figure 1: Alignment of Recovery Act Programs to the DHS Secretary's Priority Areas

<b>Priority 1: Guarding Against Terrorism</b>
Passenger Screening Program (Transportation Security Administration)
Non-Intrusive Inspection Systems Program (U.S. Customs and Border Protection)
Electronic Baggage Screening Program (Transportation Security Administration)
Alteration of Bridges (U.S. Coast Guard)
Public Transportation and Railroad Security Assistance (Federal Emergency Management Agency)
Port Security Grants (Federal Emergency Management Agency)
<b>Priority 2: Securing Our Borders</b>
SBIInet Program (U.S. Customs and Border Protection)
Construction of CBP-Owned Land Ports of Entry (U.S. Customs and Border Protection)
Tactical Communications Modernization Program (U.S. Customs and Border Protection)
Acquisitions, Construction, and Improvement (U.S. Coast Guard)
<b>Priority 3: Smart and Tough Enforcement of Immigration Laws and Improving Immigration Services</b>
Atlas Tactical Communications Recovery Act Project (U.S. Immigration and Customs Enforcement)
<b>Priority 4: Preparing for, Responding to, and Recovering from Natural Disasters</b>
Emergency Food and Shelter National Board Program (Federal Emergency Management Agency)
Community Disaster Loans (Federal Emergency Management Agency)
Assistance to Firefighters Grants (Federal Emergency Management Agency)
<b>Priority 5: Unifying and Maturing DHS</b>
DHS Consolidated Headquarters (DHS Management Directorate)

### III. OVERVIEW OF RECOVERY PROGRAMS

Programs supported by Recovery Act funds will not only make the country safer and more secure, but will also create new jobs; and, in some cases, it will save the jobs of men and women who do the work of staying ahead of those who would seek to do us harm. Details for each Recovery Act program can be found in the individual Component program specific Recovery Act plans.

#### *United States Customs and Border Protection*

U.S. Customs and Border Protection (CBP) funding received from the Recovery Act will help CBP meet its mission of keeping terrorists and their weapons out of the United States, and securing and facilitating trade and travel, while enforcing immigration and drug laws. In addition to helping support the multi-year modernization strategy that includes reconstruction of up to 23 existing CBP-owned land ports of entry as well as repairs and alterations at a minimum of an additional 10 locations primarily along the northern border of the United States, the Recovery Act also provides resources needed for CBP to continue deploying cutting edge imaging technologies that allow safe and efficient inspection of cargo and vehicles entering the United States. In all, the Recovery Act directs CBP projects that include:

- \$720 million for construction of land ports of entry (\$420 million to CBP for CBP-owned land ports of entry and \$300 million to the U.S. General Services Administration (GSA) for GSA-owned land ports of entry);
- \$100 million for the Non-Intrusive Inspection Systems Program;
- \$100 million for the SBInet Program; and
- \$60 million for the Tactical Communications Modernization Program.

#### *United States Immigration and Customs Enforcement*

U.S. Immigration and Customs Enforcement (ICE) funding received from the Recovery Act will help ICE meet its mission to protect national security by enforcing our Nation's customs and immigration laws. The Atlas Tactical Communications Recovery Act Project program allows ICE to improve information sharing with DHS and across ICE organizations, strengthen information availability, improve detainee tracking and preparation of travel documents, and provide a fully secure Information Technology (IT) environment. In all, the Recovery Act directs one ICE project that includes:

- \$20 million for the Atlas Tactical Communications Recovery Act Project.

## *Transportation Security Administration*

Transportation Security Administration (TSA) funding received from the Recovery Act will help TSA meet its mission to protect the Nation's transportation systems to ensure freedom of movement for people and commerce. TSA will meet its mission by allocating its funding to two programs: the procurement and installation of checkpoint explosives detection equipment; and the procurement and installation of checked baggage explosives detection systems. The checkpoint support funding is implemented through the Passenger Screening Program (PSP). TSA's checked baggage explosives detection systems purchase and installation funding is implemented through the Electronic Baggage Screening Program (EBSP). TSA developed its \$1 billion plan with a risk based approach that accelerates deployment of in-line baggage handling systems and enhances detection of liquid threats in carry-on baggage. In all, the Recovery Act directs TSA projects that include:

- \$700 million to the EBSP for airport facility modification projects including the construction of baggage handling systems, as well as the purchase and installation of reduced sized explosives detection equipment; and
- \$300 million to the PSP to accelerate investment and deployment of checkpoint screening technology.

## *United States Coast Guard*

U.S. Coast Guard (USCG) funding received from the Recovery Act will support multiple operational communities and accommodate the dynamic state of mission needs related to alteration of bridges, shore facility construction, and vessel repair acquisition. The Recovery Act funds will allow for completion of four bridge alteration construction projects. Additionally, shore facility construction and vessel repairs will be performed to preserve existing capabilities. Completion of these projects will facilitate safe and efficient navigation along the Nation's waterways, create jobs in the construction sector, and create a \$240 million stimulative impact on the construction industry. In all, the Recovery Act directs USCG projects that include:

- \$142 million for Alteration of Bridges; and
- \$98 million for Acquisitions, Construction, and Improvement (shore facilities and aids to navigation facilities; for priority procurements due to materials and labor cost increases; and for costs to repair, renovate, assess, or improve vessels (\$88 million will be used for the construction, renovation, and repair of vital shore facilities; \$10 million will address WHEC (High Endurance Cutter) 378' Fleet Engineering Changes)).

## *Federal Emergency Management Agency*

Federal Emergency Management Agency (FEMA) funding received from the Recovery Act will provide funding for grants to help those in greatest need, thereby reducing the loss of life and property and protect the Nation from all hazards. Emergency Food and Shelter National Board Program funds will provide: food, in the form of served meals or groceries; lodging in a mass shelter or hotel; one month's rent, mortgage, and/or utility bill payment; transportation costs associated with the provision of food or shelter; minimal repairs to mass feeding or sheltering facilities for building code violations or for handicapped accessibility; and supplies and equipment necessary to feed or shelter people.

The Public Transportation and Railroad Security Assistance Program provides grant funding to the Nation's key high-threat urban areas to enhance security measures for their critical transit infrastructure including bus, ferry, and rail systems. The Port Security Grants Program provides grant funding to port areas for the protection of critical port infrastructure from terrorism. Port Security Grants Program funds primarily will: assist ports in enhancing maritime domain awareness; enhance risk management capabilities to prevent, detect, respond to, and recover from attacks involving improvised explosive devices, weapons of mass destruction, and other non-conventional weapons; and provide training and exercises and Transportation Worker Identification Credential implementation.

The purpose of the Assistance to Firefighters Grants Program is to award one-year grants directly to fire departments and nonaffiliated emergency medical services organizations of a state to enhance their abilities with respect to fire and fire-related hazards. The primary goal is to provide assistance to meet organizations' firefighting and emergency response needs.

The Community Disaster Loans Program provides funds to any eligible jurisdiction in a designated disaster area that has suffered a substantial loss of tax and other revenue.

In all, the Recovery Act directs FEMA projects that include:

- \$100 million for the Emergency Food and Shelter National Board Program;
- \$150 million for Public Transportation and Railroad Security Assistance;
- \$150 million for Port Security Grants;
- \$210 million for Assistance to Firefighters Grants for modifying, upgrading, or constructing non-Federal fire stations; and
- \$5 million expansion in authority for Community Disaster Loans.

### ***DHS Management Directorate***

The DHS Management Directorate (MD) funding received from the Recovery Act will allow for the continued development of St. Elizabeths as the new DHS Consolidated Headquarters. GSA provides funding for the basic campus infrastructure; functional, code compliant shell office buildings; and a tenant improvement allowance. DHS Recovery Act funding will cover the remaining tenant specific construction requirements of Phase 1A (new USCG Headquarters Building) and Phase 1B (shared use facilities). Specifically, funding is provided for planning, design, construction costs, site security, information technology infrastructure, fixtures, and related costs. DHS Recovery Act funds will also cover tenant specific design for the future phases and DHS operational site security staffing and expenses to monitor construction activities.

In all, the Recovery Act directs one DHS Management Directorate project that includes:

- \$200 million to DHS for the DHS Consolidated Headquarters.

The DHS Inspector General (IG) Recovery Act Plan is separate and appropriately tailored to IG activities and functions.

## **IV. COMPETITION ON CONTRACTS**

The Office of the Chief Procurement Officer (OCPO) fully supports the Recovery Act's goals for competition in contracting. Guidance memoranda were issued to Component Senior Procurement Officers and their staffs which support and circulate OMB's Recovery Act guidance. These memoranda stress the need for competition as well as justification requirements in cases where competition is not the best option. To promote competition to the greatest extent possible, the OCPO issued several memoranda and advisories, including Advisory 09-18: Publicizing Contract Actions. A training program, further supporting Recovery Act goals, is under development.

In FY 2008, DHS awarded 75% of its obligations through competitive contract actions (excluding grants). This figure marked a return to pre-Hurricane Katrina levels. Fiscal Year 2008 was the third year over a six year fiscal period in which DHS achieved a level of competition equaling or exceeding 70%. Given the full support of the OCPO, DHS anticipates that at least 70% (by dollars) of Recovery Act contracts for FY 2009 and FY 2010 will be awarded competitively. However, DHS is in the process of reviewing specific program plans that are being developed concurrently with this Recovery Act plan. DHS will establish a final target for competition for FY 2009 and FY 2010 Recovery Act contracts (excluding grants) by June 1, 2009.

To ensure compliance with Recovery Act goals, the OCPO Office of Oversight and Strategic Support (OSS) provides procurement oversight on both the front and back end of the procurement process. On the front end of the procurement process, OCPO reviews acquisition plans and provides feedback to DHS Components on improvements to those plans. The Components are required to either incorporate the OCPO input or document their rationale for not doing so. In addition, the OCPO is responsible for approving Determinations and Findings, as well as Justification and Approvals that exceed specified thresholds. Furthermore, OCPO provides upfront expert pricing consultation to assure that the Government pays a fair and reasonable price.

On the back end of the procurement process, OSS performs both Component specific and special reviews. Over the past three years, a Component specific review has been performed at every DHS Component. These reviews will continue in a cycle, with each Component being reviewed no less often than every three years. In addition, OSS has performed and/or is currently performing numerous special reviews.

In the area of program management, Acquisition Program Management Division (APMD) has previously performed oversight on programs in the form of deep-dive reviews and quick look reviews. APMD issued an Acquisition Directive establishing an oversight process for programs, including an Acquisition Review Board.

The OCPO will perform a special review of Recovery Act actions to determine the adequacy of business decisions and related documentation regarding the use of noncompetitive and/or non-fixed price contracts.

## V. CONTRACT TYPES

Many of the initiatives described in the preceding Competition on Contracts Section to support competition also promote the maximum use of fixed-price contracts.

The OCPO fully supports the Recovery Act's goal of maximizing the use of fixed-price contracts. Guidance memoranda, advisories, and a training program are some of the means used to promote the use of fixed-price contracts, wherever practicable.

Over the last six years, fixed-priced contracts have comprised 67% (by dollars) of the DHS' total contracting activity (excluding grants). Given the full support of the OCPO, DHS anticipates at least 67% of Recovery Act contracts will be fixed-price in FY 2009 and 67% in FY 2010 (again, excluding grants). However, DHS is in the process of reviewing specific program plans that are being developed concurrently with this Recovery Act plan. DHS will establish a final target for fixed price Recovery Act contracts for FY 2009 and FY 2010 (excluding grants) by June 1, 2009.

To support an initial high rate of fixed-priced contracts for Recovery Act dollars as well as future improvements, Component contracting activities are placing a high priority on Recovery Act actions and assigning appropriate resources. To sustain this Recovery Act initiative, adequate human resources must be obtained and maintained. In the short term, DHS will reprioritize its resources. Long term, DHS will utilize all available hiring flexibilities to recruit the best and brightest personnel.

To resolve personnel issues, the OCPO is intensifying human capital planning efforts. Examples include a Centralized Hiring Initiative (issuing Department-wide vacancy announcements, buying print advertisements, and attending key acquisition events) and an Acquisition Professional Career Program (attracting new talent to fill entry level positions and developing future acquisition leaders).

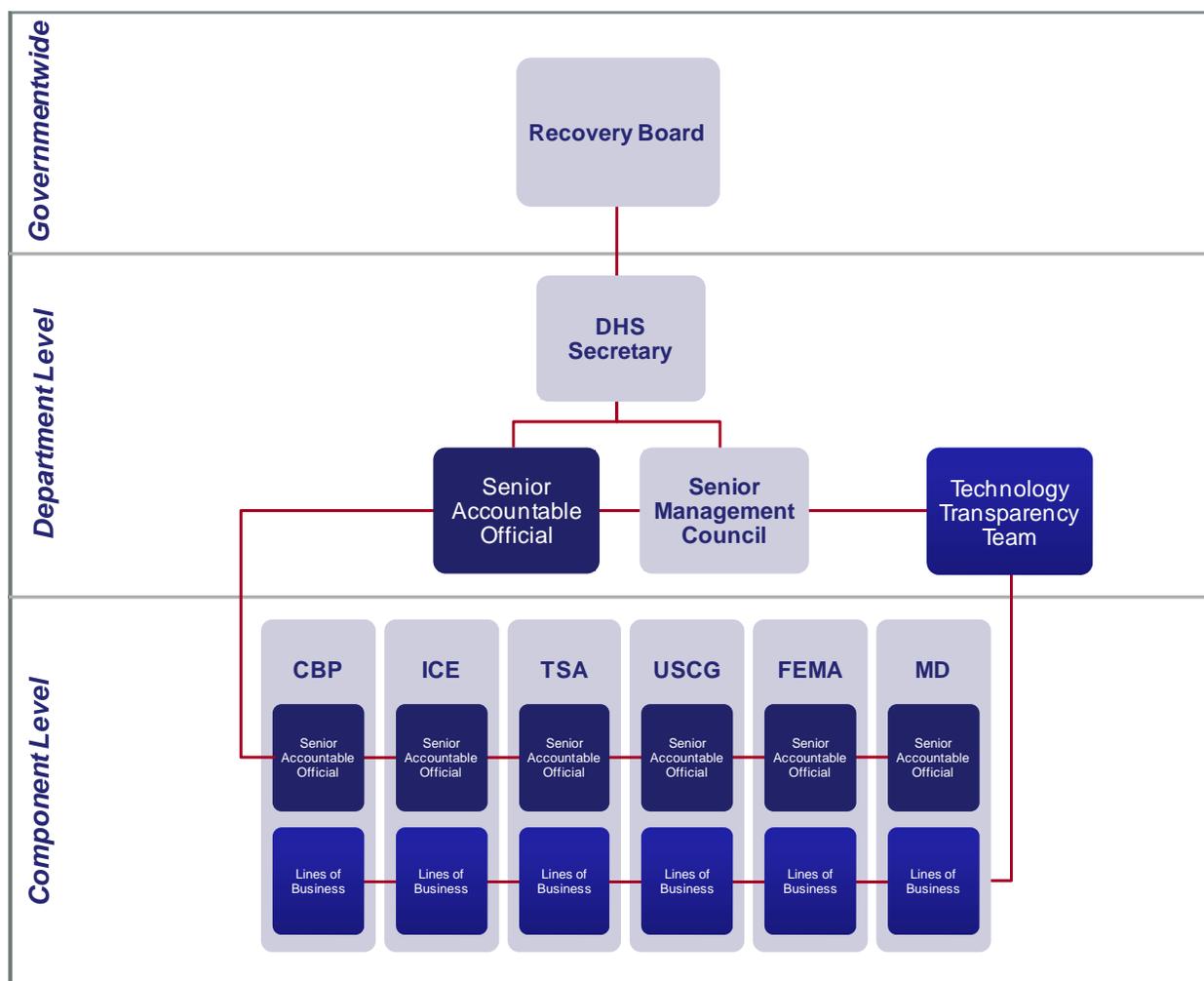
The combination of sufficient human resources, senior management support and guidance, and training of current and future Procurement leaders is DHS' approach for achieving and sustaining Recovery Act contracting goals, including the maximum use of fixed-price contracts.

## VI. ACCOUNTABILITY MECHANISMS

### *Accountability Structure*

Establishing an accountability structure ensures that the appropriate levels of oversight, governance, and Recovery Act process ownership is established to drive the right attitude and set the tone at the top. Figure 2, shown below, illustrates the reporting relationship, hierarchy, and DHS Component Management membership of DHS' Accountability Structure for managing the Recovery Act. To form a structure that works for the long term, one important task is to define appropriate organizational roles and responsibilities.

Figure 2: DHS Recovery Act Accountability Structure



### *Roles and Responsibilities*

Many existing roles within DHS include Recovery Act responsibilities. The DHS Recovery Act Plan describes both broad Recovery Act goals and how there is a cross-functional effort towards successful implementation and monitoring. Collaboration among the DHS Components will ensure that the progress and performance of major programs, including identifying areas of risk and ensuring the completion of corrective actions, are being implemented and monitored according to the Recovery Act requirements. Roles and responsibilities related to the DHS Recovery Act Plan are identified in Figure 3, shown below. The following roles and responsibilities will all be in support of the mission and goals of the Recovery Act.

Figure 3: DHS Recovery Act Roles and Responsibilities

Role	Responsibility
Recovery Board	<ul style="list-style-type: none"> <li>• Coordinate and conduct oversight of funds distributed under the Recovery Act in order to prevent fraud, waste, error, and abuse.</li> <li>• Includes a Chairman, appointed by the President, and ten Inspectors General specified by the Recovery Act.</li> <li>• Assist in the mission of providing oversight and promoting transparency regarding expenditure of funds at all levels of government.</li> <li>• Issue quarterly and annual reports on the use of Recovery Act funds and any oversight matters.</li> <li>• Make recommendations to agencies on measures to avoid problems and prevent fraud, waste, error, and abuse.</li> <li>• Send Flash reports to the President and Congress on potential management and funding problems that require immediate attention to address issues quickly.</li> <li>• Establish and maintain a user friendly website, Recovery.gov, to foster greater accountability and transparency in the use of covered funds.</li> <li>• OMB will coordinate Recovery Act activities until the Recovery Board is in place. Once the Recovery Board is fully in place, OMB will support the Recovery Board in its oversight of Recovery Act implementation, including working with agencies to meet full reporting and performance of the accountability objectives.</li> </ul>
DHS Secretary	<ul style="list-style-type: none"> <li>• Design and implement DHS-wide management controls to achieve Recovery Act Goals and Accountability Objectives.</li> <li>• Designate a Senior Accountable Official to oversee the implementation and coordination of the Recovery Act.</li> </ul>

Role	Responsibility
<p><b>DHS Senior Accountable Official</b></p>	<ul style="list-style-type: none"> <li>• Primary role is to ensure the Recovery Act implementation and coordination.</li> <li>• Responsibility and authority to coordinate across DHS Components, program offices, and programs.</li> <li>• Lead regular reviews of recovery planning, implementation, reporting, performance, and management controls.</li> <li>• Designate a person or office for maintaining Recovery Act content on the DHS website.</li> </ul>
<p><b>Senior Management Council (SMC)</b></p>	<ul style="list-style-type: none"> <li>• Ensure DHS' commitment to an appropriate system of management control for Recovery Act Programs.</li> <li>• Assess and monitor deficiencies in management controls.</li> <li>• Identify and ensure correction of systemic weaknesses relating to their respective functions.</li> <li>• Oversee the timely implementation of corrective actions.</li> <li>• Exercise influence and control over their respective functions in accordance with related lines of business directives to develop and implement the Recovery Act.</li> </ul> <p>SMC membership includes the DHS:</p> <ul style="list-style-type: none"> <li>• Under Secretary for Management (Chair);</li> <li>• Chief Administrative Officer;</li> <li>• Chief Financial Officer;</li> <li>• Chief Human Capital Officer;</li> <li>• Chief Information Officer;</li> <li>• Chief Information Security Officer;</li> <li>• Chief Procurement Officer; and</li> <li>• Chief Security Officer.</li> </ul>
<p><b>Technology Transparency Team (TTT)</b></p>	<ul style="list-style-type: none"> <li>• Led by the Senior Accountable Official Designee, who supports the Senior Accountable Official to ensure the Recovery Act implementation and coordination.</li> <li>• Implements policies and procedures set forth in the Recovery Act to ensure reporting of accurate, timely and useful information.</li> </ul>

Role	Responsibility
<b>Component Senior Accountable Official (CSAO)</b>	<ul style="list-style-type: none"> <li>• Responsibility and authority to coordinate across programs within their individual Component.</li> <li>• Leads regular reviews of recovery planning, implementation, reporting, and performance.</li> <li>• Makes recommendations to programs on measures to avoid problems and prevent fraud, waste, error, and abuse.</li> <li>• Implements management control procedures to ensure Recovery Act data integrity.</li> </ul>
<b>Component Lines of Business</b>	<ul style="list-style-type: none"> <li>• Ensures Component level Recovery Act data integrity and compliance.</li> <li>• Reports Recovery Act data and information to the CSAO and TTT.</li> <li>• Asset Management within Administrative Services provides support for day-to-day operations and business solutions.</li> <li>• Financial Management provides guidance and oversight of financial management policies and procedures, activities, grants, and operations.</li> <li>• Human Capital Management provides overall management and administration of human resources-related operations.</li> <li>• Information Technology is responsible for designing the optimum structure, processes and systems to support Component missions and goals and to achieve IT functional excellence.</li> <li>• Information Security Management is responsible for ensuring that operational security is maintained.</li> <li>• Procurement Management is responsible for setting policy and conducting oversight of the procurement process.</li> <li>• Security Management protects and safeguards DHS personnel, property, facilities, and information.</li> </ul>

## *Project Management*

To account for the requirements as outlined in the Recovery Act, DHS will apply a thorough and consistent project management approach. The project management methods to be implemented span from inception of the Recovery Act to effective compliance with its requirements. A coordinated and integrated project management approach will enable DHS to:

- Maintain responsibility for tracking and measuring performance of Recovery Act programs;
- Account for consistency in reporting Recovery Act information;
- Provide quality control and guidance on corrective actions;
- Identify and mitigate risks pertaining to the Recovery Act; and
- Ensure timely dissemination of Recovery Act communications.

By applying disciplined project management, DHS will unify Recovery Act efforts Department-wide. The DHS project management approach will enable smooth implementation of the Recovery Act by providing a stable, systematic way of tracking progress and performance. It will ensure the consistency, accuracy and timeliness of reported information by standardizing the method of quality control. It will provide greater certainty of the achievement of objectives by identifying and proactively managing risk. Additionally, it will facilitate transparency and accountability by ensuring open communication. Through adherence to the project management approach, DHS will have the tools and framework to achieve the objectives of the Recovery Act.

## *Business Intelligence Pilot*

In an effort to promote financial transparency and accountability, DHS will post Recovery Act data on [www.Recovery.gov](http://www.Recovery.gov). Currently, award-level data related to grants and procurement is posted to [www.USAspending.gov](http://www.USAspending.gov). The Administration proposes to populate this data directly from [www.USAspending.gov](http://www.USAspending.gov) to [www.Recovery.gov](http://www.Recovery.gov). DHS will provide major communication and financial activity data via other methods.

To ensure the accuracy of the data presented on [www.Recovery.gov](http://www.Recovery.gov), DHS proposes to implement a multi-phased Business Intelligence (BI) pilot to assist with reporting. The pilot is a collaboration among DHS' Office of the Chief Financial Officer, Office of the Chief Procurement Officer and Office of the Chief Information Officer and includes a data warehouse and reporting tool adhering to OMB's architecture guidance.

## ***Risk Management***

DHS Management, the Office of Inspector General (OIG), and the Government Accountability Office (GAO) have identified management challenges that DHS must mitigate to effectively manage Recovery Act funds. DHS is currently implementing corrective actions to address identified risks across DHS, as outlined in the *FY 2009 DHS Internal Control Playbook*. To mitigate risks and remediate known deficiencies, DHS is implementing the following key strategies:

- **Financial Management:**
  - Develop, implement, and monitor policies and procedures around financial reporting processes. Provide training and communicate new policies and procedures; and
  - Improve current processes by implementing internal controls.
- **Procurement and Acquisition:**
  - Conduct formal oversight reviews of DHS Recovery Act Programs through DHS' Acquisition Review Board Process;
  - Perform: 1) self assessment against the acquisition evaluation framework; 2) annual acquisition planning reviews of each Component; 3) quarterly Component level operational status reviews; and 4) assessments of the Component's capability to perform their acquisition functions;
  - Participate in the development of common policies and publications;
  - Develop a series of common metrics to assess the status of acquisition activities within DHS; and
  - Transition to the new DHS-wide acquisition review process.
- **Grants:**
  - The Chief Financial Officer will obtain a Delegation of Authority from the Under Secretary for Management for responsibility of assistance award policy and oversight. This Delegation of Authority will complete the transition of grants oversight from the Chief Procurement Officer to the Chief Financial Officer;
  - Complete pending grant management policies;
  - Initiate a Grant Officer Certification and Warrant program;
  - Establish infrastructure for oversight and monitoring;
  - Develop an OMB Circular A-133 Resolution Process; and
  - Initiate development of an OMB Circular A-133 Audit Resolution Tracking System.
- **Secure Border Initiative (SBI):**
  - Align the SBI Program Office and the SBI Acquisition Office creating a single community and oversight structure;
  - Develop common policies and doctrine;
  - Enhance oversight and merge the project management organization to assure consistency and uniformity between acquisition programs;

- Structure and align acquisition and contracting policy, as well as the contracting operations;
- Restructure programs and projects by product lines to create an efficient organization able to best leverage its human capital;
- Develop an organization that sees an asset from beginning to end to assure best-value management of CBP SBI capital infrastructure; and
- Merge all acquisition functions into a single community to enhance the ability of the SBI to more effectively plan, initiate, and execute its acquisition planning activities.
- Improper Payment Information Act (IPIA):
  - Expand the IPIA risk assessment, sample testing, and corrective action work to include targeted sampling of current period Recovery Act payments. Perform additional management control procedures on the Recovery Act vendor payments as part of DHS' Recovery Audit work.

The *FY 2009 DHS Internal Control Playbook* outlines the DHS strategy to design and implement an effective internal control system to support the DHS mission, eliminate internal control weaknesses, and build management assurances. DHS has focused its management assurance efforts on the design and implementation of internal control to eliminate pervasive material weakness conditions and to stabilize the DHS control environment. DHS will expand this process to also provide assurances over the Recovery Act. OMB Circular A-123 assessments support the management assurance process and will incorporate the Recovery Act in FY 2009. Control evaluation matrices will be completed to assess grants, property, and financial reporting functions. Issues identified by OMB Circular A-123 assessments and IPIA assessments will result in the development and implementation of Mission Action Plans, which outline remediation actions.



Homeland  
Security