Annual Performance Report

Fiscal Years 2007 - 2009

Homeland Security

Pursuant to OMB Circular A-136, this year's Finance and Performance reporting is following an Office of Management and Budget (OMB) Pilot Program for Alternative Approaches to Performance and Accountability Reporting. The pilot is an alternative to the consolidated Performance and Accountability Report (PAR) published in previous years. DHS anticipates this approach will improve its performance reporting by presenting performance information in a more accessible and informative format, and that performance information will be more complete given additional time to collect actual year-end performance data. Additionally, the pilot approach will ensure performance results and plans are integrated with the President's Budget.

The pilot consists of three separate reports:

- **Annual Financial Report (AFR)**. The AFR consists of the Secretary's Message, Management's Discussion and Analysis, Financial Statements and Notes, the Audit Report, Major Management Challenges, and other required information. The AFR was published on 15 November 2007, and is available at the DHS website.

- **Annual Performance Report (APR)**. The APR contains more detailed performance information as required by the Government Performance and Results Act (GPRA). The APR reports fiscal year (FY) 2007 results and presents the DHS Performance Plan for FY 2009. The APR is transmitted with the Congressional Budget Justification (CBJ) on 4 February 2008 and is posted on the DHS website.

- **Highlights Report**. The Highlights report summarizes key performance and financial information and is available at the DHS website just prior to publication of the President's Budget.

The Department of Homeland Security's FY 2007 Annual Performance Report is available at the following website:
http://www.dhs.gov/xabout

For more information or to obtain additional copies, contact:

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Appendices provided in separate documents and are available on the DHS web site (http://www.dhs.gov/xabout).

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- Appendix C: Updated Actuals from FY 2006 Performance and Accountability Report
- Appendix D: Summary Findings of Program Evaluations

Introduction

This is the Department of Homeland Security's (DHS) Annual Performance Report (APR) presented as the preface to the fiscal year (FY) 2009 Congressional Budget Justification. It reports performance achievements for FY 2007 against our plan, along with communicating projected levels of performance associated with the FY 2009 President's Budget. It identifies the contribution of each DHS program to fulfill the mission and achieve its goals and objectives for the level of funding requested. This report combines what was formerly known as the Performance Budget Overview (PBO) along with the performance information which was formerly reported in the Performance and Accountability Report (PAR). Program performance goals and FY 2008 measure targets will be the basis for reporting in the Department's FY 2008 Annual Performance Report.

DHS is committed to enhancing our ability to measure and report on performance achievements. Since many of our programs focus on prevention goals, developing outcome-oriented performance measures has been a challenge. As such, we are working to implement measures to assess risk reduction and the existence of prevention safeguards in targeted areas identified in our goals and objectives. This is, and will continue to be, an iterative process to improve our performance measures as our sophistication of quantifying results grows. Significant progress has been made in establishing a performance management framework in the Department.

The main body of this report is organized by the Department's goals and objectives. For each objective, this report provides a performance summary for each program performance goal. Following this summary the measures and resources associated with achieving the objective are provided.

Further information may be found in Appendices that are available on the DHS web site (http://www.dhs.gov/xabout/budget).

- Appendix A: Changes to Program Goals, Performance Measures, and Performance Targets
- Appendix B: Verification and Validation of Performance Measures
- Appendix C: Updated Actuals from FY 2006 Performance and Accountability Report
- Appendix D: Summary Findings of Program Evaluations

Additional information related to the specific programs, initiatives, tools, and resources to achieve objectives may be found in the body of the DHS Congressional Budget Justification for the President's Budget, which includes detailed information by DHS' components.

Reference Guide

The table below provides a reference to easily locate information in the APR. Programs are listed alphabetically under to the DHS goals and objectives to which they contribute. Bold headings indicate the DHS Component to which the program belongs. All DHS objectives are supported by multiple Components and programs. Some programs contribute to multiple goals and objectives, and thus are listed more than once.

Table 1. Reference Guide

Goal	Objective	Component and Program	Page #
1. Protect our Nation from Dangerous People	1.1 Achieve Effective Control our Borders	**Customs and Border Protection**	
		Air and Marine	15, 17
		Automation Modernization	15, 17
		Border Security and Control between Ports of Entry	15, 18
		Border Security Inspections and Trade Facilitation at Ports of Entry	15, 19
		Immigration and Customs Enforcement	
		Automation Modernization	22
		Detention and Removal Operations	15, 22
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		Investigations	15, 23
		Science and Technology Directorate	
		Border and Maritime Security	16, 24
		United States Coast Guard	
		Defense Readiness	16, 24
		Drug Interdiction	16, 25
		Ice Operations	26
		Migrant Interdiction	16, 26
		Other Law Enforcement	16, 27
		Ports, Waterways, and Coastal Security	27
	1.2 Immigration Services	**United States Citizenship and Immigration Services**	
		Adjudication Services	28, 29
		Citizenship	28, 30
		Immigration Security and Integrity	28, 30
		Immigration Status Verification	28, 31
		Information and Customer Service	28, 32
	1.3 Screening of Travelers and Workers	**National Protection and Programs Directorate**	
		US-VISIT	33, 34
		Science and Technology Directorate	
		Human Factors	33, 35
		Transportation Security Administration	
		Transportation Security Support	33, 36
		Transportation Threat Assessment and Credentialing	33, 36
		United States Coast Guard	
		Ports, Waterways, and Coastal Security	37

Note: Programs supporting multiple objectives are listed in each objective they support.

Goal	Objective	Component and Program	Page #
2. Protect our Nation from Dangerous Goods	2.1 Nuclear/ Radiological	**Domestic Nuclear Detection Office**	
		Domestic Nuclear Detection	38, 38
		United Stated Coast Guard	
		Ports, Waterways, and Coastal Security	39
	2.2 Biological	**Office of Health Affairs**	
		Medical and Biodefense Programs	40, 41
		Science and Technology Directorate	
		Chemical and Biological	40, 42
		United Stated Coast Guard	
		Ports, Waterways, and Coastal Security	42
3. Protect Critical Infrastructure	3.1 Fixed Critical Infrastructure and Key Assets	**Immigration and Customs Enforcement**	
		Federal Protective Service	44, 46
		National Protection and Programs Directorate	
		Cyber Security and Communications	44, 47
		Infrastructure Protection	44, 48
		Science and Technology Directorate	
		Explosives	44, 49
		Infrastructure and Geophysical	45, 49
		United Stated Coast Guard	
		Defense Readiness	50
		Living Marine Resources	45, 51
		Marine Environmental Protection	45, 51
		Ports, Waterways, and Coastal Security	45, 52
		United States Secret Service	
		Campaign Protection	45, 52
		Domestic Protectees	45, 53
		Financial Investigations	45, 53
		Foreign Protectees and Foreign Missions	45, 54
		Infrastructure Investigations	45, 54
		Protective Intelligence	45, 55
	3.2 Transportation Modes	**Transportation Security Administration**	
		Aviation Security	56, 57
		Federal Air Marshal Service	56, 59
		Surface Transportation Security	56, 59
		United Stated Coast Guard	
		Aids to Navigation	56, 60
		Ice Operations	56, 60
		Marine Safety	57, 61
		Ports, Waterways, and Coastal Security	62

Goals and Objectives

In FY 2007, we at the Department of Homeland Security structured our work around our Goals and Objectives. This plan consists of five goals and ten objectives as shown in the diagram below.

Figure 1. DHS Mission, Goals, and Objectives
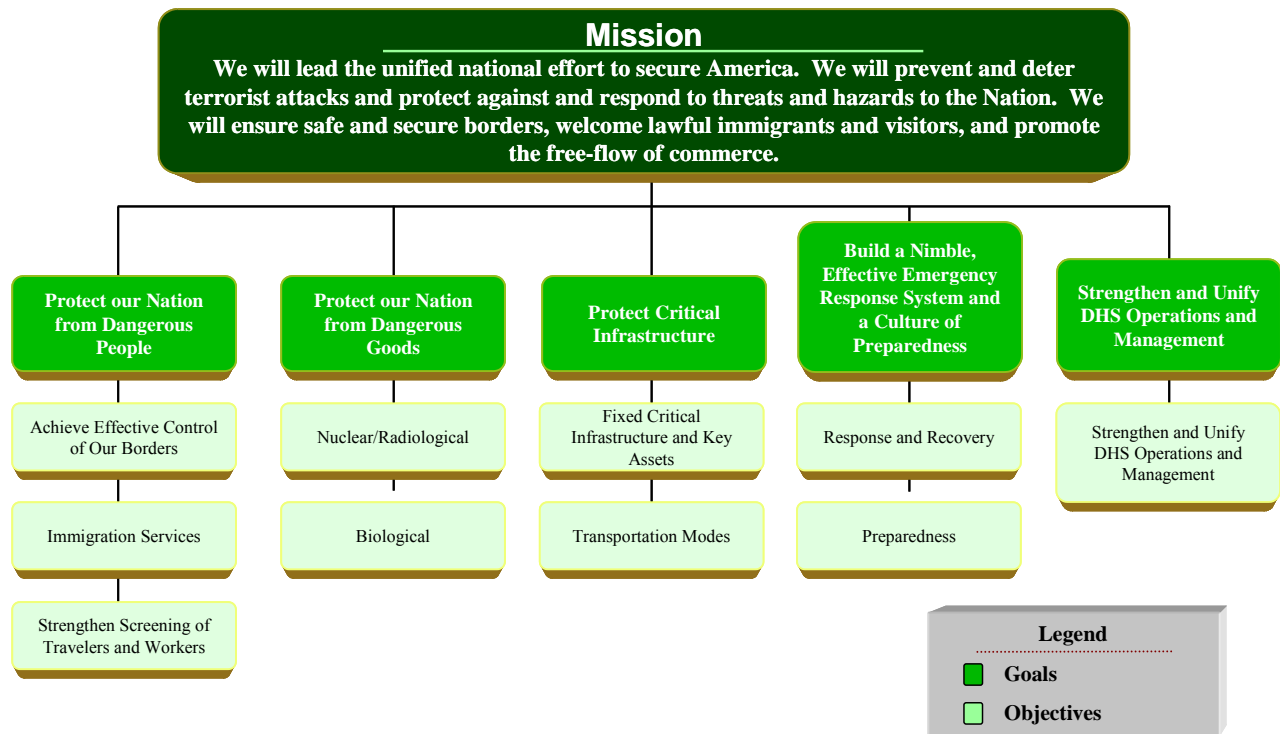
The table below describes the outcomes that DHS strives to achieve through our Goals and Objectives.

Table 2. DHS Goal and Objectives

Goal 1. Protect our Nation from Dangerous People
Objective 1.1: Achieve Effective Control of Our Borders
Achieves outcome of: Reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from entering the United States through our borders.
Objective 1.2: Immigration Services
Achieves outcome of: Ensuring lawful immigrants and visitors are welcomed and they receive timely and correct immigration information and benefits.
Objective 1.3: Strengthen Screening of Travelers and Workers
Achieves outcome of: Reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from threatening our transportation systems.

Goal 2. Protect our Nation from Dangerous Goods
Objective 2.1: Nuclear/Radiological
<u>Achieves outcome of</u>: Reducing the risk of a nuclear or radiological attack in the United States.
Objective 2.2: Biological
<u>Achieves outcome of</u>: Reducing the risk of a biological attack in the United States.

Goal 3. Protect Critical Infrastructure
Objective 3.1: Fixed Critical Infrastructure and Key Assets
<u>Achieves outcome of</u>: Ensuring the protection and resiliency of the Nation's fixed critical infrastructure and key assets.
Objective 3.2: Transportation Modes
<u>Achieves outcome of</u>: Ensuring the protection of all transportation modes.

Goal 4. Build a Nimble, Effective Emergency Response System and a Culture of Preparedness
Objective 4.1: Response and Recovery
<u>Achieves outcome of</u>: Ensuring Americans and their governments at all levels can respond to and recover from catastrophic incidents.
Objective 4.2: Preparedness
<u>Achieves outcome of</u>: Ensuring Americans are prepared, capable, and ready to respond to adverse incidents.

Goal 5. Strengthen and Unify DHS Operations and Management
Objective 5.1: Strengthen and Unify DHS Operations and Management
<u>Achieves outcome of</u>: Ensuring that DHS management, intelligence, and other mission enabling activities support and improve integrated and informed DHS operations.

Performance Management Framework

DHS is committed to strengthening our ability to report on performance results in achieving our goals and delivering value to the American public. Figure 2 presents the DHS performance management framework used to tie Department-wide goals and objectives to mission-oriented programs, and their associated program performance goals and performance measures. Terms used in the framework are defined in Figure 2.

Figure 2. DHS Performance Management Framework

Mission	Goals	Objectives	Programs	Program Performance Goals	Performance Measures	Performance Targets	Performance Results

Mission:	Describes at the highest level what the Department aims to achieve.
Goal:	A goal is a statement of aim or purpose included in the Department's strategic plan. In the DHS Annual Performance Plan, goals are the overarching structure used to group multiple Department objectives and their associated program performance goals. In their aggregate, program performance goals and Department objectives influence achievement of Department goals.
Objective:	An objective is an outcome-oriented statement in the Department strategic plan that describes a targeted area of action to support achievement of the Department goals.
Program:	A program is a group of activities acting together to accomplish a specific high-level outcome external to DHS. Programs provide the operational processes, skills, technology, human capital, and other needed resources to achieve program performance goals and Department objectives and goals
Program Performance Goal:	This is an outcome-oriented statement for each major DHS program that describes the value the program intends to deliver to its beneficiaries and the American public. Program performance goals are understood in terms of their associated performance measures and performance targets, which express the tangible, measurable objective against which actual achievement can be compared.
Performance Measure:	This is an indicator, statistic, or metric used to gauge program performance and assess progress in meeting the program performance goal, and in turn, the objectives and goals of the Department.
Performance Target:	A target is the projected level of performance for each performance measure during a fiscal year. A target is a quantifiable or measurable characteristic that communicates how well or at what level a program aspires to perform.
Performance Result:	A result is the actual level of performance for each performance measure achieved during a fiscal year. Results are compared to targets to determine how well actual performance measured up to that which was planned.

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 within the framework of the Department's strategic plan. 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, outputs, and outcomes are weighed against planned performance to assess accomplishments and shortfalls.

PPBE is an annual process that serves as the basis for developing the Department's *Future Years Homeland Security Program (FYHSP),* which is the Department's five-year resource and performance plan. In accordance with the provisions of the *Homeland Security Act of 2002*, the Department submits the *FYHSP* to Congress annually. The PPBE process is also the basis for the formulation of the DHS annual Performance Plan as required by the Government Performance and Results Act (GPRA). In past, the Department's Performance Plan was published in a report known as the Performance Budget Overview (PBO); this year the plan is included here.

Performance Reporting and Monitoring

Performance measures included in the Performance Plan are tracked on a quarterly basis to provide an indicator of progress on meeting annual targets. Program mangers provide data which is entered quarterly into the Department's FYHSP system, and then summarized in the DHS Quarterly Performance Report. This quarterly assessment not only provides actual performance results to date, but also an assessment by program managers of whether they believe they are going to achieve their targets by the end of the fiscal year. If it appears that targets may not be met, program managers are encouraged to initiate corrective actions to address program performance.

Completeness and Reliability of Performance Measures

The Department recognizes the importance of collecting complete, accurate 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 evaluates the verification and validation information for each performance measure during its annual Resource Allocation Planning (RAP) process. This review evaluates the quality of descriptive information for each performance measure as described in Figure 3.

Figure 3. Completeness and Reliability Framework

Performance Measures Definition Form	
Description	Briefly describe the measure in a manner that the general public who is not familiar with your program could understand.
Is this measure being used for PART?	All performance measures contained in OMB Program Assessment Rating Tool (PART) program evaluations are identified with this field.
Is this an efficiency measure?	Indication of whether the measure gauges how a program achieves or accomplishes more benefits for a given amount of resources.
Verification and Validation: *Note: Program Managers are responsible for the reliability of data and its classification in the reliability index.*	
Scope (Range) of Data	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.
Data Source	Describe the source of the data/information for the performance measure. Indicate if the data is collected by an outside party for the program. 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. Indicate if the data is collected by an outside party for the program. Also provide the names of IT systems from which the data is extracted or is stored, along with a description of the purpose of the system.
Data Collection Methodology	Describe the method that will be used to gather, compile, and analyze the data. If an IT system will be used, briefly describe how the system gathers and reports the data. Data collection could also be through the use of simple Excel spreadsheets or other tally sheets, which are then manually tallied and summarized.
Reliability Index	Indicate whether the measure is reliable from the following choices: *Reliable* - 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; *Inadequate* - there is material inadequacy in the data; *T.B.D.* - a new measure whereby reliability of the data is to be determined.
Explanation of Data Reliability Check	If your selection for the Reliability Index (above) is either Reliable or Inadequate, then describe: 1. How reliability is verified or "double-checked" for accuracy; 2. Actions being taken to make the information reliable; 3. When reliable data will be available If your selection to the reliability Index (above) is T.B.D., then describe when reliable data will be available.

Appendix B contains verification and validation information for all performance measures in this report. 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 230.2 (e), Assessing the completeness and reliability of performance data.* Performance information contained within this report is complete and reliable in accordance with the standard.

Performance Results and Trends

While the number of DHS performance goals has continued to increase over the past five years, we have consistently exceeded, met, or improved over previous years on at least 70 percent of our targets. During FY 2007, of the 83 measures that met their performance targets, 54 exceeded them.

Figure 4. FY 2007 Performance Summary
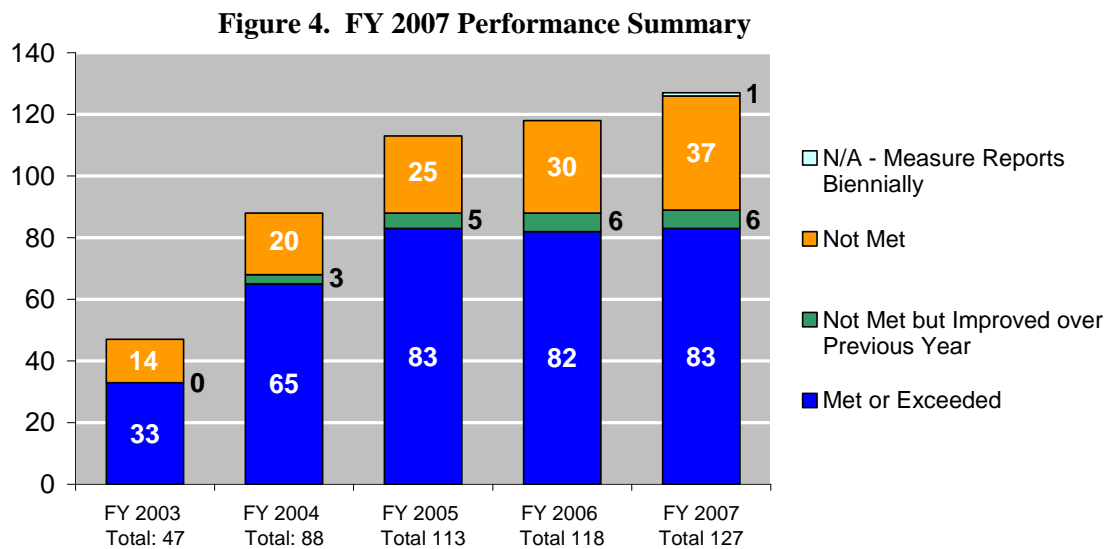
Note 1: FY 2007 includes estimated results for 2 measures where actual results were not yet available.
Note 2: FY 2006 restated based on updated estimated data.

There are a number of varying reasons why performance targets are reported as not met. Some programs made substantial progress but were just shy of meeting their targets. For example, the U.S. Coast Guard saved over 4,500 lives, improving its performance over the previous year and barely missing its performance target by less than one percent. In some instances, targets were set too ambitiously, such as in the development and deployment of new technologies. In other cases, situational factors outside the control of the program influenced actual performance. For example, in response to varied and increased threats, the Federal Air Marshal Service reallocated resources to areas not identified in its original operational risk coverage goals.

The DHS Performance Plan for FY 2008 contains 149 performance measures: 58 are new performance measures to improve our ability to capture and record results, and 36 performance measures have been retired and replaced with new performance measures.

The table below summarizes the FY 2007 resources devoted to each DHS goal and objective, and its overall performance rating.

Table 3. FY 2007 Budget and Resources by Goal and Objective

Goals and Objectives	FY 2007		
	Full-Time Equivalent (FTE)	**Dollars in Millions**	**Rating**
Goal 1. Protect our Nation from Dangerous People	**87,394**	**$19,875**	
Achieve Effective Control of Our Borders	75,255	$16,672	
Immigration Services	10,408	$2,224	
Strengthen Screening of Travelers and Workers	1,731	$979	
Goal 2. Protect our Nation from Dangerous Goods	**146**	**$972**	
Nuclear/Radiological	112	$616	
Biological	34	$356	
Goal 3. Protect Critical Infrastructure	**82,134**	**$13,786**	
Fixed Critical Infrastructure and Key Assets	22,273	$5,448	
Transportation Modes	59,861	$8,338	
Goal 4. Build a Nimble, Effective Emergency Response System and a Culture of Preparedness	**12,702**	**$14,846**	
Response and Recovery	9,676	$6,778	
Preparedness	3,026	$8,068	
Goal 5. Strengthen and Unify DHS Operations and Management	**1,947**	**$1,015**	
Strengthen and Unify DHS Operations and Management	1,947	$1,015	

Note: The percent of performance measures that met their target for the year are noted on the colored bar by an inverted triangle. Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Orientation to Tables used in Report

The remainder of the report presents a series of tables by the Department's goals and their associated objectives. Under each objective are two sections: 1) *Summary of Performance* indicates the success in achieving the program performance goals and the program's associated resources in FY 2007; 2) *Program Measure Results and Plan* provides a summary of program resources and detailed performance information. This section also presents programs' detailed past performance and planned targets for the future. The performance measures listed are both those required to be reported on due to their inclusion in the prior year DHS Performance Plan, and those measures with FY 2008 targets, which form the basis for the current DHS Performance Plan. There are a few measures that are considered to be Sensitive Security Information (SSI).

Summary of Performance

The *Success in Achieving Performance Goals* tables summarize in a color rating scheme whether the program measure(s) met their targets or not. Also included in the tables are the FY 2007 budgets by program performance goal. The tables list by Department goal, each objective and its associated program performance goals. For each program performance goal, a performance rating of blue, green, or orange is used to summarize whether the performance measure targets associated with this program were met. The percent of measures that meet their target for each program performance goal are used to calculate the performance rating. Program performance goals may be represented by a single or multiple performance measures. A performance rating of blue (●) is achieved by meeting 75 percent or more of performance targets. A green (▲) rating is achieved if 50 to 74 percent of the performance measures met their targets, and an orange (■) rating is assigned if less than 50 percent of the targets are met. The same criteria were applied in calculating performance at the objective and Department goal levels.

Figure 5. Orientation to Success in Achieving Performance Goals Tables.
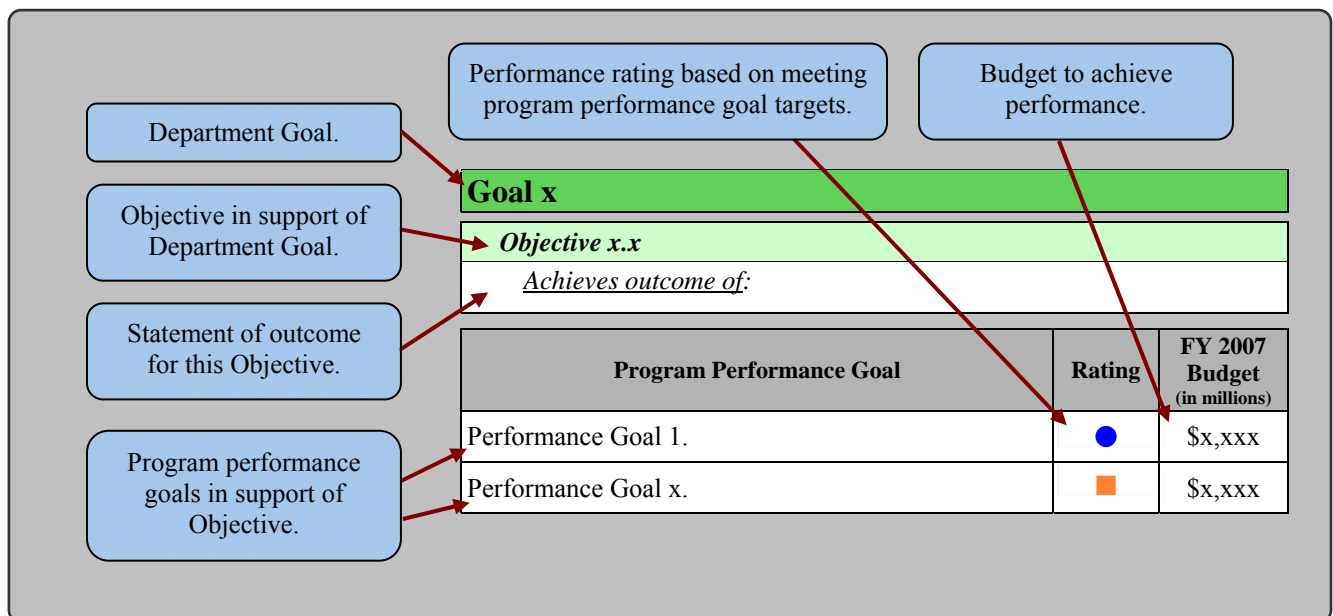
Program Measure Results and Plan

The *Program Measure Results and Plan* tables provide detailed information for each program that contributes to Department goals and objectives. First is a listing of the name of the program, the DHS Component to which it belongs, and the program performance goal it strives to achieve. Then information is displayed that describes the resources to achieve the program's performance goal. The budget figures represent the full cost of programs, including allocated overhead and administrative costs. The remainder of the table(s) for each program details the results and plan for each measure used to assess program performance. The information and graphic below show how the tables are laid out.

Figure 6. Orientation to Program Measure Results and Plan Tables.
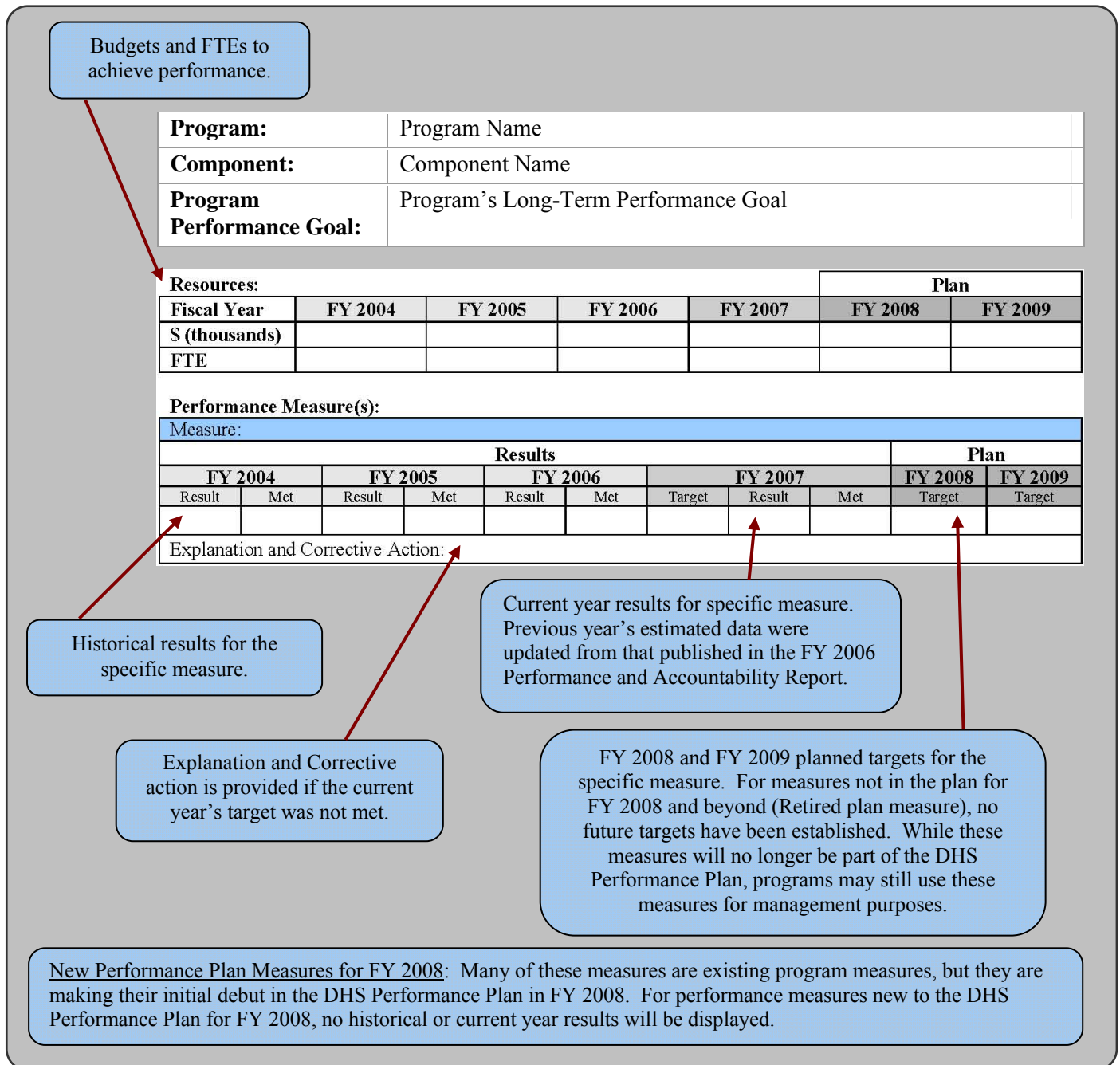
Goal 1. Protect our Nation from Dangerous People

Objective 1.1: Achieve Effective Control of Our Borders

Achieves outcome of: Reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from entering the United States through our borders.

Summary of Performance

The table below demonstrates our success in reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from entering the U.S. through our borders. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 4. Goal 1, Objective 1.1: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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.	▲	$864
Automation Modernization: Improve the threat and enforcement information available to decision makers to enforce trade rules and regulations and facilitate U.S. trade.	●	$451
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.	●	$4,286
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.	▲	$3,807
Detention and Removal Operations: Remove from the United States all aliens with a final order of removal.	●	$2,525
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. *Explanation/Corrective Action: ICE performed record breaking law enforcement activities by removing over 270,000 illegal aliens. The program also made over 850 criminal arrests, and fined or seized more than $30 million following worksite investigations. The program came within a percent of meeting its performance target for closed investigations with an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty). Factors outside the direct influence of the program impacted actual results such as awaiting judicial processing for sentencing, trials, adjudications, appeals, and delays in final disposition.*	■	$1,536

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Program dollars due not total to amount listed in Table 3 due to rounding.

Two Immigration and Customs Enforcement programs, International Affairs ($141 million) and Automation Modernization ($15 million), and are not listed above for they were not included in the previous performance plan, but their program dollars are included in the total for this objective shown in Table 3.

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Borders and Maritime Security: Improve the capability of homeland security personnel to secure the Nation's land, maritime, and air borders through science and technology.	▲	$41
Defense Readiness: Improve our national security and military strategies by ensuring assets are at the level of readiness required by the combatant commander. *Explanation/Corrective Action: In support of the Global War on Terrorism, the U.S. Coast Guard, protected and safely escorted nearly 75 military sealift movements carrying over six million square feet of indispensable military cargo. In the Arabian Gulf, six patrol boats and two law enforcement detachments bolstered the naval commander's ability to secure the sea lanes, prosecute terrorism at sea, train Iraqi naval forces, and protect the vital off shore oil structures of Iraq. However, the program did not meet its target of 100 percent defense readiness in FY 2007. While Port Security Units (PSU) readiness increased over last year, they remain a main contributor for not meeting the target. Corrective actions include moving the PSUs under the command of the Area Commanders in new Deployable Operations Group, increasing staffing levels to 95 percent, and improving command and control. Additionally, strategic modernization efforts will provide "one stop shopping" for combatant commanders and more effective sourcing of U.S. Coast Guard forces for defense operations.*	■	$691
Drug Interdiction: Reduce the flow of illegal drugs entering the United States via non-commercial maritime shipping sources.	●	$1,280
Migrant Interdiction: Eliminate the flow of undocumented migrants via maritime routes to the United States.	●	$874
Other Law Enforcement: Reduce the number of illegal vessel incursions into the United States Exclusive Economic Zone (EEZ).	●	$160

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

Six programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights include availability of the Traveler Enforcement Communication System (TECS) to supported agents' border entry decisions as part of the Automation Modernization program. Progress was made in increasing the number of border miles under effective control. This measure depicts the number of border miles under control where the appropriate mix of personnel, technology, and tactical infrastructure has been deployed to reasonably ensure that when an attempted illegal alien is detected, identified and classified, that the Border Patrol has the ability to respond and that the attempted illegal entry is brought to a satisfactory law enforcement resolution. During FY 2007 the miles of tactical infrastructure and fencing were also extended in accomplishment of this objective. This year's alien removal numbers reflect the work of Fugitive Operations Teams and the Criminal Alien Program to accomplish results in this area. Migrant interdiction efforts also produced positive results during FY 2007. We also were able to meet our target to reduce the number of illegal vessel incursions into the United States Economic Zone (EEZ).

Three programs and their associated program performance goals were rated green, indicating that they met some but not all of their performance measure targets. Explanations and corrective

actions for these programs and their associated performance measures are provided in the Program Measure Results and Plan section. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	Air and Marine
Component:	Customs and Border Protection
Program Performance Goal:	Deny the use of air, land, and coastal waters for conducting acts of terrorism and other illegal activities against the United States.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	---	$338,971	$598,281	$864,080	$796,787	$782,279
FTE	---	1,010	1,200	1,260	1,472	1,674

Performance Measure(s):

Measure: Number of airspace incursions along the southern border. (Extending the physical zone of security beyond the borders)									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	13	No	10	32	No	10	10

Explanation and Corrective Action: The Air and Marine program is attempting to resume negotiations with the Mexican government to reestablish Operation HALCON flights to improve the security along the southern border. In addition, the trend to use airspace as an alternative avenue into the U.S. for acts of terrorism or smuggling is being addressed using intelligence and threat assessments.

Measure: Percent of air support launches accomplished to support border ground agents to secure the border.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	95.6%	Yes	92.3%	Yes	> 95%	98%	Yes	> 95%	> 95%

Measure: Percent of at risk miles under strategic air surveillance. (Strategic air coverage)									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	55%	Yes	60%	60%	Yes	70%	80%

Program:	Automation Modernization
Component:	Customs and Border Protection
Program Performance Goal:	Improve the threat and enforcement information available to decision makers to enforce trade rules and regulations and facilitate U.S. trade.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$438,520	$449,909	$509,632	$451,440	$476,609	$511,334
FTE	11	35	62	62	63	63

Performance Measure(s):

Measure: Number of trade accounts with access to ACE functionality to manage trade information.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	810	No	3,737	No	9,000	11,950	Yes	14,000	15,500

Measure: Percent of CBP workforce using ACE functionality to manage trade information.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	8%	Yes	23%	Yes	30%	30%	Yes	40%	63%

Measure: Percent of network availability.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	99.9%	Yes	98%	99.4%	Yes	98%	98%

Measure: Percent of time the Traveler Enforcement Communication System (TECS) is available to end users.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	96.15%	Yes	98%	Yes	97%	98.7%	Yes	97.5%	98%

Measure: Total number of linked electronic sources from CBP and other government agencies for targeting information.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	0	Yes	9	Yes	16	16	Yes	16	22

Program: Border Security and Control between Ports of Entry

Component: Customs and Border Protection

Program Performance Goal: Gain effective control of the U.S. border in areas deemed as high priority for terrorist threat potential or other national security objectives.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$2,253,767	$2,401,016	$3,041,760	$4,286,499	$5,250,611	$5,276,121
FTE	11,611	13,468	14,300	16,528	20,154	23,406

Performance Measure(s):

Measure: Border miles under effective control (including certain coastal sectors).

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	288	Yes	449	Yes	524	599	Yes	674	742

Measure: Border miles with increased situational awareness aimed at preventing illegal entries per year.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100	100

Measure: Percent of apprehensions at Border Patrol checkpoints.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	5.9%	Yes	5-10%	5%	Yes	3-8%	3-8%

Measure: Percent of traffic checkpoint cases referred for prosecution to the U.S. Attorney's office.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	3% -13%	13%	Yes	8%-15%	8%-15%

Measure: Percent of narcotic seizures at Border Patrol checkpoints compared to Border Patrol seizures nationwide.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	35%-50%	34%	No	Retired plan measure.	

Explanation and Corrective Action: The number of narcotic seizure events at Border Patrol checkpoints was compared to the number of narcotic seizure events by Border Patrol nation-wide to determine what percentage of events take place at Border Patrol checkpoints. Results were within one percent of the target, and show the effectiveness of Border Patrol checkpoint operations in detecting narcotic and illegal contraband as part of the defense-in-depth strategy and support the Border Patrol National Strategy to protect America and its citizens.

Measure: Number of Border Patrol Agents trained in rescue and emergency medical procedures.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	510	796	Yes	690	690

Measure: Total number of cumulative miles of permanent tactical infrastructure constructed.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	197	Yes	239	Yes	310	400.2	Yes	600	800

Program:	Border Security Inspections and Trade Facilitation at Ports of Entry
Component:	Customs and Border Protection
Program Performance Goal:	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.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$2,206,493	$2,269,685	$3,827,103	$3,806,522	$4,313,718	$4,371,497
FTE	17,491	17,874	17,781	26,479	28,428	29,716

Performance Measure(s):

Measure: Air passengers compliant with laws, rules, and regulations (%).								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
99.2%	Yes	99.01%	No	98.7%	No	99.2%	98.7%	No	99.2%	99.2%

Explanation and Corrective Action: The air passenger compliance rate measures the rate of all violations of arriving travelers. The large majority of these violations are minor infractions. The increase in air travelers observed in FY 2007 may in part account for the higher than expected violations and resulting decrease in compliance, as more passengers unfamiliar with travel regulations and reporting requirements traveled in FY 2007. The program is continuing to take additional actions to further educate and inform the traveling public of all regulatory and procedural requirements. This includes expanded explanations of travel requirements on the CBP.gov web site, such as "Know Before You Go" and the Western Hemisphere Travel Initiative (WHTI) Requirements page. The program is working collaboratively with the carriers and airport authorities to improve instruction, signage, and on-board pre-processing. The program is also working with industry to improve the traveler's experience through the Rice-Chertoff Initiative, which will facilitate entry of air travelers into the United States and include new approaches for improving traveler processing, and educating incoming travelers on U.S. laws, rules, and regulations. These efforts will improve passenger compliance in future years.

Measure: Land border passengers compliant with laws, rules, and regulations (%).								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	99.9%	Yes	99.9%	Yes	99.9%	99.97%	Yes	99.9%	99.9%

Measure: Air passenger apprehension rate for major violations.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									41%	41.5%

Measure: Land border apprehension rate for major violations.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									35%	35.5%

Measure: International air passengers in compliance with agricultural quarantine regulations (percent compliant).								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
97%	Yes	95.8%	No	95.5%	No	97%	94.2%	No	97%	97%

Explanation and Corrective Action: The Air Compliance Rate with Agricultural Quarantine Regulations measures the rate of all violations of arriving travelers. The large majority of these violations are minor infractions. The increase in air travelers observed in FY 2007 may in part account for the slight increase in violations and resulting decrease in compliance, as more passengers unfamiliar with travel regulations and reporting requirements traveled in FY 2007.

Measure: Border vehicle passengers in compliance with agricultural quarantine regulations (percent compliant).								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
96%	Yes	93.7%	No	92.9%	No	94.6%	95.7%	Yes	94.6%	94.7%

Measure: Advanced Passenger Information System (APIS) data sufficiency rate. (Percent)									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
98%	Yes	98.6%	No	78.9%	No	90%	97.3%	Yes	Retired plan measure.	

Measure: Percent of sea containers screened for contraband and concealed people.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
5.2%	Yes	5.6%	Yes	5.25%	Yes	5.5%	4.0%	No	5.75%	6%

Explanation and Corrective Action: In April, 2007, the Automated Targeting System (ATS) rules were redefined, resulting in an overall reduction in the mandatory examinations required. This reduction was not offset by increasing the number of discretionary examinations. The program will increase the number of discretionary examinations to more than offset the decrease in mandatory exams that resulted from the improvements in the ATS targeting rules. Discretionary exams are conducted based on Officer assessment and targeting.

Measure: Percent of truck and rail containers screened for contraband and concealed people.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
26.2%	Yes	28.9%	Yes	32.8%	Yes	33%	40%	Yes	42%	33.5%

Measure: Percent of worldwide U.S. destined containers processed through Container Security Initiative (CSI) ports.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
48%	Yes	73%	Yes	82%	Yes	86%	86%	Yes	86%	90%

Measure: Number of foreign cargo examinations resolved in cooperation with the Container Security Initiative.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
2,416	Yes	25,222	Yes	30,332	Yes	31,000	18,438	No	19,000	35,000

Explanation and Corrective Action: The reduction observed for this measure in FY 2007 was the result of significant efficiency improvements in Automated Targeting System (ATS) targeting algorithms and increased use of non-intrusive inspection (NII) or physical examinations to examine high-risk shipments. Because of these permanent improvements in effectiveness for this measure, CBP expects to maintain this level of activity on an ongoing basis in the future.

Measure: Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	97%	No	98%	Yes	95%	98%	Yes	95.5%	96%

Measure: Average CBP exam reduction ratio for Customs-Trade Partnership Against Terrorism (C-TPAT) member importers compared to Non-C-TPAT importers.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	4.1 Times Less	Yes	3.4 Times Less	No	3.5 Times Less	3.5 Times Less	Yes	Retired plan measure.	

Measure: Percent of active commissioned canine teams with 100% detection rate results in testing of the Canine Enforcement Team.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	100%	Yes	99.5%	99.9%	Yes	Retired plan measure.	

Program: Automation Modernization

Component: Immigration and Customs Enforcement

Program Performance Goal: Provide timely delivery of mission IT services in direct support of the ICE mission, goals, objectives, and programs.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	---	---	$15,000	$30,700	$57,000
FTE	---	---	---	7	7	11

Performance Measure(s):

Measure: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									36%	56%

Program: Detention and Removal Operations

Component: Immigration and Customs Enforcement

Program Performance Goal: Remove from the United States all aliens with a final order of removal.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$1,377,528	$1,585,739	$1,749,457	$2,525,090	$3,103,587	$3,002,818
FTE	4,940	4,798	5,166	6,735	7,744	8,310

Performance Measure(s):

Measure: Removals as a percentage of final orders issued.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
80.7%	Yes	109%	Yes	124.4%	Yes	85%	226.1%	Yes	> 100%	> 100%

Note: The measure reflects the number of aliens removed in a given year as a percentage of the number of final orders issued in the same year. It is to be noted that due to several factors, the aliens removed in a particular year are not the same aliens ordered to be removed in the same year.

Program:	International Affairs
Component:	Immigration and Customs Enforcement
Program Performance Goal:	Reduce international criminal and terrorist activities by partnering with foreign and domestic counterparts.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	---	$140,791	$140,323	$159,930
FTE	---	---	---	441	441	445

Performance Measure(s):

Measure: Number of visa application requests denied due to recommendations from the Visa Security Program.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									762	770

Program:	Investigations
Component:	Immigration and Customs Enforcement
Program Performance Goal:	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.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$1,042,462	$1,427,133	$1,528,794	$1,535,748	$1,693,606	$1,840,336
FTE	---	7,845	7,840	8,384	8,797	9,249

Performance Measure(s):

Measure: Percent of closed investigations which have an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty).										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	37.9%	Yes	36.4%	No	36.5%	35.8%	No	36.6%	36.7%
Explanation and Corrective Action: ICE performed record breaking law enforcement activities by removing over 270,000 illegal aliens. The program also made over 850 criminal arrests, and fined or seized more than $30 million following worksite investigations. The program came within a percent of meeting its performance target for closed investigations with an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty). Factors outside the direct influence of the program impacted actual results such as awaiting judicial processing for sentencing, trials, adjudications, appeals, and delays in final disposition.										

Program:	Borders and Maritime Security
Component:	Science & Technology
Program Performance Goal:	Improve the capability of homeland security personnel to secure the Nation's land, maritime, and air borders through science and technology.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	---	---	$78,475	$41,207	$33,413	$42,983
FTE	---	---	16	12	17	19

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	100%	80%	No	90%	90%

Explanation and Corrective Action: The program did not meet its performance target of 100% because it shifted its priorities to support customers' needs. The program will reevaluate its milestones so that they better reflect the new process. The program will also continue to work with its customers to better identify future requirements.

Measure: Percent of transition program funding dedicated to developing technologies in direct response to Department of Homeland Security components' requirements.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	94%	80%	94%	98%	Yes	95%	95%

Program:	Defense Readiness
Component:	U.S. Coast Guard
Program Performance Goal:	Improve our national security and military strategies by ensuring assets are at the level of readiness required by the combatant commander.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	$229,068	$612,554	$509,691	$691,435	$765,267	$634,165
FTE	996	2,942	2,076	4,038	3,644	3,422

Note: This program also supports Objective 3.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent of time that 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.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
76%	No	69%	No	62%	No	100%	50.66%	No	100%	100%
Explanation and Corrective Action: In support of the Global War on Terrorism, the U.S. Coast Guard, protected and safely escorted nearly 75 military sealift movements carrying over six million square feet of indispensable military cargo. In the Arabian Gulf, six patrol boats and two law enforcement detachments bolstered the naval commander's ability to secure the sea lanes, prosecute terrorism at sea, train Iraqi naval forces, and protect the vital off shore oil structures of Iraq. However, the program did not meet its target of 100 percent defense readiness in FY 2007. While Port Security Units (PSU) readiness increased over last year, they remain a main contributor for not meeting the target. Corrective actions include moving the PSUs under the command of the Area Commanders in new Deployable Operations Group, increasing staffing levels to 95 percent, and improving command and control. Additionally, the Coast Guard's strategic modernization efforts will provide "one stop shopping" for combatant commanders and more effective sourcing of U.S. Coast Guard forces for defense operations.										

Measure: Defense readiness of Port Security Units (PSUs).									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Program:	Drug Interdiction
Component:	United States Coast Guard
Program Performance Goal:	Reduce the flow of illegal drugs entering the United States via non-commercial maritime shipping sources.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$907,232	$1,017,478	$1,243,683	$1,280,433	$1,207,949	$1,275,705
FTE	5,494	4,662	6,333	6,159	6,006	5,798

Performance Measure(s):

Measure: Removal rate for cocaine that is shipped via non-commercial maritime means.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
30.7%	Yes	27.3%	Yes	26%	Yes	26%	161.7 metric tons / X metric tons	(Est.) Met	28%	23.8%
Explanation for Estimated data: The program set a new record with 355,754.6 pounds of cocaine removed in FY 2007 (a 23.9% increase over FY 2006, 5.1% higher than our previous record in FY 2005). The program estimates meeting the performance target based on forecasted cocaine flows, which will be validated in the summer of 2008 with the publication of the Interagency Assessment of Cocaine Movement Report. Contributing factors to this year's success include: 1) Availability of actionable intelligence through close partnerships with Joint Interagency Task Force-South, and the Organized Crime Drug Enforcement Task Force investigation Panama Express; 2) International cooperation and partnerships; 3) Expanding Airborne Use of Force (AUF) by U.S. Coast Guard marksmen to Navy helicopters, which accounted for nearly half of all AUF-required go-fast interdictions. Despite a record setting year, there were several suspected smuggling events that were not interdicted due to lack of assets in the Transit Zone.										

Program:	Ice Operations
Component:	U.S. Coast Guard
Program Performance Goal:	Limit disruption of maritime commerce due to ice.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$184,793	$185,926	$111,025	$132,157	$149,194	$133,117
FTE	1,295	1,149	906	854	810	791

Note: This program also supports Objective 3.2. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent success rate in meeting requests for polar ice breaking.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Program:	Migrant Interdiction
Component:	United States Coast Guard
Program Performance Goal:	Eliminate the flow of undocumented migrants via maritime routes to the United States.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$244,803	$548,675	$503,949	$873,692	$510,440	$514,620
FTE	1,518	3,065	2,467	4,392	2,481	2,395

Performance Measure(s):

Measure: Percent of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted or deterred.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
87.1%	Yes	85.5%	No	89.1%	Yes	91%	93.7%	Yes	Retired plan measure.	

Measure: Percent of undocumented migrants who attempt to enter the U.S. via maritime routes that are interdicted.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									65%	69.9%

Program:	Other LE (Law Enforcement)
Component:	United States Coast Guard
Program Performance Goal:	Reduce the number of illegal vessel incursions into the United States Exclusive Economic Zone (EEZ).

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$102,958	$94,642	$107,742	$160,423	$105,328	$136,323
FTE	657	445	703	758	587	575

Performance Measure(s):

Measure: Number of incursions into the U.S. Exclusive Economic Zone.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
247	No	171	Yes	164	Yes	199	119	Yes	195	195

Program:	Ports, Waterways and Coastal Security (PWCS)
Component:	U.S. Coast Guard
Program Performance Goal:	Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent risk reduction for the transfer of a terrorist meta-scenario.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									21%	21%

Objective 1.2: Immigration Services
<u>Achieves outcome of</u>: Ensuring lawful immigrants and visitors are welcomed and they receive timely and correct immigration information and benefits.

Summary of Performance

The table below demonstrates our success in ensuring lawful immigrants and visitors are welcomed and they receive timely and correct immigration information and benefits. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 5. Goal 1, Objective 1.2: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Adjudication Services: Provide immigration benefit services in a timely, consistent, and accurate manner.	●	$1,485
Citizenship: Enhance educational resources and promote opportunities to support immigrant integration and participation in American civic culture. *Explanation/Corrective Action: This program provides immigrant populations with access to citizenship educational materials in their native language. Two new language versions of the Guide for New Immigrants were released before the end of the calendar year instead of by Oct 2007. A third will be published shortly. Slight delays in meeting the FY 2007 target were due to a longer than expected translation review process to ensure 100 percent accuracy. The guide contains information to help immigrants settle into life in the United States, basic civics information, and gives immigrants tips on getting involved in their communities, meeting their responsibilities, and exercising their rights as permanent residents.*	■	$7
Immigration Security and Integrity: Enhance the integrity of the legal immigration system. *Explanation/Corrective Action: This program goal was reflected in two measures related to counteracting fraud by making procedure and/or legislative changes on immigration applications. During FY 2007, four draft reports were completed with recommendations to counteract fraud vulnerabilities. Due to delays in the report review process, the program did not achieve its targets. Delays were attributed to the complexity and the interagency impact involved with the assessments described in the reports. Recommendations will be implemented once the reports have been approved.*	■	$403
Immigration Status Verification: Provide efficient and accurate immigration status and employment eligibility information.	●	$135
Information and Customer Service: Provide timely, consistent, and accurate information to our customers.	●	$194

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

Three programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights include providing immigration benefit services

in our Adjudication services program by processing the Petition for Nonimmigrant Worker, the Application to Register for Permanent Residence or to Adjust Status, and the Application for Naturalization forms by targeted cycle times during FY 2007. Customer satisfaction with U.S. Citizenship and Immigration Services phone centers was also above target. We were also able to meet our targets to provide efficient and accurate immigration status and employment eligibility information due to several technical enhancements to the Verification Information System (VIS). Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program: Adjudication Services

Component: United States Citizenship and Immigration Services

Program Performance Goal: Provide immigration benefit services in a timely, consistent, and accurate manner.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	FY 2009
$ (thousands)	---	$1,204,943	$1,271,196	$1,485,272	$1,780,769	$1,780,336
FTE	---	6,378	6,403	7,695	7,746	7,951

Performance Measure(s):

Measure: Actual cycle time to process form I-129 (Petition for Nonimmigrant Worker).

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	Plan FY 2008 Target	FY 2009 Target
1.5 Months	Yes	1.5 Months	Yes	2 Months	Yes	≤ 2 Months	1.9 Months	Yes	≤ 2 Months	≤ 2 Months

Measure: Actual cycle time to process form I-485 (Application to Register for Permanent Residence or to Adjust Status).

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	Plan FY 2008 Target	FY 2009 Target
19.7 Months	Yes	13.9 Months	Yes	5.93 Months	Yes	≤ 6 Months	5.2 Months	Yes	≤ 4 Months	≤ 4 Months

Measure: Actual cycle time to process form N-400 (Application for Naturalization).

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	Plan FY 2008 Target	FY 2009 Target
11.8 Months	Yes	10.9 Months	No	5.58 Months	Yes	≤ 7 Months	6.2 Months	Yes	≤ 5 Months	≤ 5 Months

Measure: Percent of asylum reform referrals (at local offices) completed within 60 days of receipt.

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	Plan FY 2008 Target	FY 2009 Target
71%	No	79%	Yes	88%	Yes	75%	85%	Yes	75%	75%

Program:	Citizenship
Component:	United States Citizenship and Immigration Services
Program Performance Goal:	Enhance educational resources and promote opportunities to support immigrant integration and participation in American civic culture.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	$4,929	$5,030	$6,715	$7,796	$7,796
FTE	---	14	14	21	21	21

Performance Measure(s):

Measure: Percent of targeted language populations with access to citizenship educational materials in their native language.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	79%	Yes	86%	79%	No	93%	100%

Explanation and Corrective Action: The program provides immigrant populations with access to citizenship educational materials in their native language. Two new language versions of the Guide for New Immigrants were released before the end of the calendar year instead of by Oct 2007. A third will be published shortly. Slight delays in meeting the FY 2007 target were due to a longer than expected translation review process to ensure 100 percent accuracy. The guide contains information to help immigrants settle into life in the United States, basic civics information, and gives immigrants tips on getting involved in their communities, meeting their responsibilities, and exercising their rights as permanent residents.

Measure: Number of significant citizenship outreach events.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									75	80

Program:	Immigration Security and Integrity
Component:	United States Citizenship and Immigration Services
Program Performance Goal:	Enhance the integrity of the legal immigration system.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	$315,291	$321,726	$403,483	$530,755	$510,755
FTE	---	937	937	1,188	1,356	1,418

Performance Measure(s):

Measure: Number of immigration application form types where procedure and/or legislative changes are proposed to counteract fraud.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	3	Yes	2	0	No	Retired plan measure.	
Explanation and Corrective Action: This program goal was reflected in two measures related to counteracting fraud by making procedure and/or legislative changes on immigration applications. During FY 2007, four draft reports were completed with recommendations to counteract fraud vulnerabilities. Due to delays in the report review process, the program did not achieve its targets. Delays were attributed to the complexity and the interagency impact involved with the assessments described in the reports. Recommendations will be implemented once the reports have been approved.										

Measure: Percent of fraud cases found in conducting Benefit Fraud Assessments on USCIS form types.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	I-360 – 33%	Yes	I-90 – 1% I-140 EW3 – 11% I-140 E31 – 11%	Yes	2 Form Types	0%	No	Retired plan measure.	
Explanation and Corrective Action: Delays were encountered in the report review process, and in obtaining necessary clearances. This is attributed to the complexity, legal issues, and the interagency impact involved with the assessments described in the reports. During FY 2007 four draft reports were completed, and recommendations to counteract vulnerabilities identified through Benefit Fraud Assessments will be implemented once the reports have been approved. The program will analyze issues and delays encountered in the review and clearance process, and will develop more formalized and efficient procedures to accelerate finalization of future reports.										

Measure: Percent of suspected fraud leads where the principal application/petition is ultimately denied.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									85%	85%

Program:	Immigration Status Verification
Component:	United States Citizenship and Immigration Services
Program Performance Goal:	Provide efficient and accurate immigration status and employment eligibility information.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	$20,500	$134,990	$78,504	$168,818
FTE	---	---	174	365	359	430

Performance Measure(s):

Measure: Percent of E-Verify employment eligibility verification queries that required manual review that are later resolved as "Employment Authorized."									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	15%	13%	Yes	12%	12%

Measure: Percent of Systematic Alien Verification for Entitlements (SAVE) queries requiring manual review that are later resolved as lawful status.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	15%	5%	Yes	12%	12%

Program: Information and Customer Service

Component: United States Citizenship and Immigration Services

Program Performance Goal: Provide timely, consistent, and accurate information to our customers.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	**FY 2009**
$ (thousands)	---	$161,118	$164,406	$193,780	$222,021	$222,021
FTE	---	914	914	1,139	782	803

Performance Measure(s):

Measure: Customer satisfaction rate with USCIS phone centers.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	75.5%	No	83%	Yes	79%	82%	Yes	80%	80%

Objective 1.3: Strengthen Screening of Travelers and Workers
Achieves outcome of: Reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from threatening our transportation systems.

Summary of Performance

The table below demonstrates our success in reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from threatening our transportation systems. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 6. Goal 1, Objective 1.3: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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.	▲	$369
Human Factors: Improve detection, analysis, and the understanding of threats posed by individuals, groups, and radical movements through the application of the social and behavioral sciences. *Explanation/Corrective Action: Progress was made in releasing the Global Terrorism Database Phase I data to the U.S. Government, and delivering data on all terrorist incidents in the United States from 1980 through 2007 to the National Consortium for the Study of Terrorism and Responses to Terror Center of Excellence. However, this science and technology program completed 73 percent of their milestones, missing their performance target of 90 percent. The program is evaluating its targets and deliverables for the upcoming year to make sure they are realistic.*	■	$10
Transportation Security Support: Improve the receipt, assessment, and distribution of intelligence information related to transportation security.	●	$525
Transportation Threat Assessment and Credentialing: Reduce the threat to national security or transportation security by individuals engaged in various aspects of the U.S. transportation systems.	●	$75

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

Two programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights Results include the ability to improve the receipt, assessment, and distribution of intelligence information related to transportation security by ensuring that all information technology (IT) systems were certified and able to provide quality support to the Nation's transportation systems. Results were also demonstrated by our ability to reduce the threat to national security or transportation security by vetting individuals who have access to these systems. Those currently in the population for potential vetting include international flight crews, aviation workers, hazardous material drivers, and non-US citizens

receiving flight instruction at the Federal Aviation Administration's (FAA) certified flight schools in the United Stated and abroad.

One program and its associated program performance goal received a score of green, indicating that the program met some but not all of its performance measure targets. Explanations and corrective actions for these measures are provided in the Program Measure Results and Plan section. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program: US-VISIT

Component: National Protection and Programs Directorate

Program Performance Goal: 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.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	FY 2009
$ (thousands)	---	$340,000	$236,622	$368,656	$494,907	$407,604
FTE	---	84	102	100	129	149

Performance Measure(s):

Measure: Number of biometric watch list hits for travelers processed at ports of entry.

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	FY 2008 Target	FY 2009 Target
---	---	---	---	1,941	Yes	1,850	6,219	Yes	Retired plan measure.	

Measure: Number of biometric watch list hits for visa applicants processed at consular offices.

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	FY 2008 Target	FY 2009 Target
---	---	897	Yes	3,259	Yes	725	4,362	Yes	Retired plan measure.	

Measure: Percent of biometrically screened individuals inaccurately identified as being on a US-VISIT watch list.

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	FY 2008 Target	FY 2009 Target
New performance plan measure for FY 2008.									.013%	.013%

Measure: Percent of in-country overstay leads deemed credible and forwarded to Immigration and Customs Enforcement for further investigation.

FY 2004 Result	Met	FY 2005 Result	Met	FY 2006 Result	Met	FY 2007 Target	Result	Met	FY 2008 Target	FY 2009 Target
New performance plan measure for FY 2008.									23%	25%

Measure: Average biometric watch list search times for Department of State BioVisa queries.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									5 minutes	5 minutes

Measure: Average biometric watch list search times for queries from U.S. ports of entry.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									< 10 seconds	< 10 seconds

Measure: Ratio of adverse actions to total biometric watch list hits at ports of entry.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	30%	Yes	21%	No	30%	10%	No	Retired plan measure.	

Explanation and Corrective Action: US-VISIT will replace this measure with one that better captures the continuous improvement of data shared between US-VISIT and its partner agencies. The current measure is being retired due to the following factors: the composition of the watch list; the types and severity of criminal histories that trigger adverse action by law enforcement; and the traveler volume randomly and seasonally arriving at the ports.

Program: Human Factors

Component: Science and Technology

Program Performance Goal: Improve detection, analysis, and the understanding of threats posed by individuals, groups, and radical movements through the application of the social and behavioral sciences.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	---	$7,484	$10,656	$17,949	$15,894
FTE	---	---	2	13	14	15

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	90%	73%	No	90%	90%

Explanation and Corrective Action: Progress was made in releasing the Global Terrorism Database Phase I data to the U.S. Government, and delivering data on all terrorist incidents in the United States from 1980 through 2007 to the National Consortium for the Study of Terrorism and Responses to Terror Center of Excellence. However, this science and technology program completed 73 percent of their milestones, missing their performance target of 90 percent. The program is evaluating its targets and deliverables for the upcoming year to make sure they are realistic.

Program:	Transportation Security Support
Component:	Transportation Security Administration
Program Performance Goal:	Improve the receipt, assessment, and distribution of intelligence information related to transportation security.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	$730,449	$514,641	$525,283	$523,515	$926,000
FTE	---	1,494	1,271	1,476	1,476	1,332

Performance Measure(s):

Measure: Percentage of systems certified based on Federal Information System Management Act (FISMA), as accepted by DHS and accredited as designated by CIO.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
42%	No	11%	No	100%	Yes	100%	100%	Yes	Retired plan measure.	

Measure: Percent of customers satisfied with the intelligence products provided.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.								85%	90%

Program:	Transportation Threat Assessment and Credentialing
Component:	Transportation Security Administration
Program Performance Goal:	Reduce the threat to national security or transportation security by individuals engaged in various aspects of the U.S. transportation systems.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	$240,686	$65,224	$74,670	$171,490	$173,018
FTE	---	104	83	142	172	189

Performance Measure(s):

Measure: Percent of individuals undergoing a Transportation Threat Assessment and Credentialing (TTAC) security threat assessment.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	100%	Yes	100%	100%	Yes	100%	100%

Program: Ports, Waterways and Coastal Security (PWCS)

Component: U.S. Coast Guard

Program Performance Goal: Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	FY 2009
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Number of Transportation Workers Identification Credential (TWIC) spot checks.							
Results						Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									30,000	94,500

Goal 2. Protect our Nation from Dangerous Goods

Objective 2.1: Nuclear/Radiological

<u>Achieves outcome of</u>: Reducing the risk of a nuclear or radiological attack in the United States.

Summary of Performance

The table below demonstrates our success in reducing the risk of a nuclear or radiological attack in the United States. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 7. Goal 2, Objective 2.1: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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.	●	$616

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

The Domestic Nuclear Detection program met its performance measure target and was rated blue. This program is responsible for acquiring all radiation detection equipment to be deployed to the Nation's ports of entry (POEs). Radiation portal monitors are one of the principle pieces of equipment used to meet this requirement. While Customs and Border Patrol (CBP) maintains the responsibility for operating the systems, this measure reflects the capability that the program provides to CBP in support of this mission.

Program Measure Results and Plan

Program: Domestic Nuclear Detection

Component: Domestic Nuclear Detection Office

Program Performance Goal: 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.

Resources:					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	$317,392	$615,968	$484,750	$583,800
FTE	---	---	14	112	121	137

Performance Measure(s):

Measure: Number of individual urban area security designs completed for the Securing the Cities program.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	0	0	Yes	0	1

Measure: Percent of cargo, by volume, that passes through radiation portal monitors upon entering the Nation.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	85%	Yes	90%	94%	Yes	95%	98%

Program:	Ports, Waterways and Coastal Security (PWCS)
Component:	U.S. Coast Guard
Program Performance Goal:	Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	**FY 2009**
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent risk reduction for the transfer of a weapon of mass destruction meta-scenario.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									4%	3%

Objective 2.2: Biological
<u>Achieves outcome of</u>: Reducing the risk of a biological attack in the United States.

Summary of Performance

The table below demonstrates our success in reducing the risk of a biological attack in the United States. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 8. Goal 2, Objective 2.2: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Medical and Biodefense Programs: Bolster the Nation's biodefense readiness by enhancing the national architecture to rapidly detect, characterize, and respond effectively to a large-scale biological event.	▲	$12
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.	▲	$344

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

Two programs and their associated program performance goals were rated green, indicating that they met some but not all of their performance measure targets. The Chemical and Biological program did not meet its FY 2007 target due in part to a funding delay which caused the schedule to slip. Projects within the program are performing; for example, the program held a workshop to engage the user community (i.e., transportation facility owners, law enforcement, fire department, regulatory agencies) in the process of developing restoration plans for critical transportation facilities, and has initiated experimental studies to fill data and technology gaps critical to the restoration process.

The Biodefense program strives to bolster the Nation's Biodefense readiness, and measured achievements in this area in FY 2007 by the number of agencies who have agreed to provide information to the National Biosurveillance Integration Center (NBIC). The program identified 12 federal agencies that were invited to join the NBIC. The program did sign formal Memorandums of Understanding with five of agencies, drafted follow on Inter-Agency Agreements (IAA) with those Agencies, and engaged in Customer Focus Groups with all the identified federal agencies, and received the first interagency detailee from the Center for Disease Control.

Program Measure Results and Plan

Program:	Medical and Biodefense Programs
Component:	Office of Health Affairs
Program Performance Goal:	Bolster the Nation's biodefense readiness by enhancing the national architecture to rapidly detect, characterize, and respond effectively to a large-scale biological event.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	**FY 2009**
$ (thousands)	---	---	---	$24,895	$116,500	$2,336,339
FTE	---	---	---	22	49	80

Note: This program also supports Objective 4.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Number of agencies who have agreed to provide information to the National Biosurveillance Integration Center (NBIC).									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	0	Yes	5	7	Yes	10	12

Measure: Percent of annual milestones that are met for the National Biosurveillance Integration Center.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	80%	100%	Yes	Retired plan measure.	

Measure: Number of biological monitoring units employed in the top threat cities.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
320	Yes	350	Yes	477	No	660	527	No	Retired plan measure.	

Explanation and Corrective Action: The shortfall in the number of collectors employed is due to some jurisdictions' reluctance to employ bioaerosol collectors in indoor venues until the Biowatch Program issues public health response guidance providing response planning considerations for the indoor detection of biological agents. The BioWatch Program will continue final development of the Indoor Guidance.

Measure: Number of biological monitoring units employed in high-risk indoor facilities within BioWatch jurisdictions.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									66	116

Measure: Percent of the U.S. population covered by biological collectors/detectors.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	SSI	SSI	No	Retired plan measure.	

Explanation and Corrective Action: The program will no longer report on coverage for the entire U.S. population, but rather will focus efforts on coverage of people located in the largest metropolitan areas in the U.S. These areas are known as BioWatch jurisdictions, and currently represent approximately 50% of the U.S. population.

Note: This information is Sensitive Secure Information (SSI).

Measure: Percent of the population in BioWatch jurisdictions covered by outdoor biological monitoring units.									Plan	
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									SSI	SSI

Note: This information is Sensitive Secure Information (SSI).

Program: Chemical and Biological

Component: Science and Technology

Program Performance   Improve the understanding, technologies, and systems necessary to protect
Goal: against possible biological and chemical attacks on the Nation's population,
                                          agriculture, or infrastructure through science and technology.

Resources:				Plan		
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	---	$529,944	$343,511	$239,483	$231,192
FTE	---	---	106	23	49	54

Performance Measure(s):

Measure: Percent completion of an effective restoration technology to restore key infrastructure to normal operation after a chemical attack.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	25%	Yes	35%	30%	No	40%	50%
Explanation and Corrective Action: The program missed its FY 2007 target because of a funding delay; however it will address delayed actions in FY 2008. The program will continue to conduct stakeholder reviews of draft remediation guidance documents. Many projects within the program are performing; for example, the program held a workshop to engage the user community (i.e., transportation facility owners, law enforcement, fire department, regulatory agencies) in the process of developing restoration plans for critical transportation facilities, and has initiated experimental studies to fill data and technology gaps critical to the restoration process.										

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan .									Plan	
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	88%	89%	Yes	90%	93%

Program: Ports, Waterways and Coastal Security (PWCS)

Component: U.S. Coast Guard

Program Performance   Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.
Goal:

Resources:				Plan		
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

The measure used to reflect the program's contribution to this objective is a composite measure that is also used to reflect the program's contributions to Objective 2.1, Nuclear/Radiological (Page 39). The "risk reduction percentage for the transfer of a weapon of mass destruction meta-scenario measures" gauges the risk reduction of weapons of mass destruction (WMD) which includes nuclear, radiological, and biological attacks. Because many of the same security efforts reduce risk towards nuclear, radiological, and biological attacks, the program uses this composite measure to gauge contributions to both Objectives 2.1 and 2.2.

Goal 3. Protect Critical Infrastructure

Objective 3.1: Fixed Critical Infrastructure and Key Assets

<u>Achieves outcome of</u>: Ensuring the protection and resiliency of the Nation's fixed critical infrastructure and key assets.

Summary of Performance

The table below demonstrates our success in ensuring the protection and resiliency of the Nation's fixed critical infrastructure and key assets. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 9. Goal 3, Objective 3.1: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Federal Protective Service: Ensure complete and continuous law enforcement and security services for federal facilities, their tenants, and the visiting public. ***Explanation/Corrective Action****: In FY 2007, this program continued to address revenue shortfalls while refining mission goals and priorities. They did not meet their performance target as measured by a Facilities Security Index. With mission and revenue changes planned for FY 2008, the program expects significant improvements in meeting its target.*	🟧	$516
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.	🔵	$298
Infrastructure Protection: Protect the Nation's high risk and most valued critical infrastructure and key resources (CIKR) by characterizing and prioritizing assets, modeling and planning protective actions, and building partnerships.	🔵	$299
Explosives: Improve explosive countermeasure technologies and procedures to prevent attacks on critical infrastructure, key assets, and the public through science and technology. ***Explanation/Corrective Action****: This science and technology program made progress on several technologies. However, due to delays in funds distribution, they did not reach the technology readiness level six, demonstration in a relevant environment. The program is coordinating with the procurement office to secure a more effective and timely process for FY 2008, along with establishing program milestones that are ambitious yet realistic based on actual FY 2007 performance. The program met 61 percent of its FY 2007 milestones, but did not meet its target of 80 percent.*	🟧	$122

Note: Blue (🔵) is achieved by meeting 75% or more of performance targets, green (🔺) 50 to 74%, and orange (🟧) less than 50%.

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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. *Explanation/Corrective Action: This program completed four of the planned eight scenarios designed to advance knowledge on categorizing critical infrastructure. Actions to address the shortfall include resolving funds distribution and obligation issues, along with establishing program milestones that are ambitious, yet realistic based on actual FY 2007 performance. The program made progress by meeting 69 percent of its FY 2007 milestones, yet it missed its target of 90 percent.*	🟧	$83
Living Marine Resources: Achieve sustained fisheries regulation compliance on our Nation's Oceans. *Explanation/Corrective Action: This program conducted 6,107 commercial fishing vessel boardings during FY 2007 to determine the percent of fishermen complying with Federal regulations, and found 96.2 percent compliant, which was within 0.8 percent of their target. Guided by intelligence and threat analysis, and supported by strong multi-agency coordination, the program uncovered regulatory compliance shortfalls in a number of Northeastern Atlantic fisheries. Increased violations in these fisheries were the primary driver for the program slightly missing its performance target for 2007. In FY 2008 and 2009, patrol boats will receive mission effectiveness enhancements, which will ultimately yield more sustained long-term performance.*	🟧	$972
Marine Environmental Protection: Reduce oil spills and chemical discharge incidents and mitigate impacts when they occur.	🔵	$298
Ports, Waterways, and Coastal Security: Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.	🔵	$1,362
Campaign Protection: Protect our Presidential and Vice Presidential Candidates and Nominees.	🔵	$34
Domestic Protectees: Protect our Nation's leaders and other Protectees.	🔵	$860
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.	🔺	$345
Foreign Protectees and Foreign Missions: Protect visiting world leaders.	🔵	$131
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.	🔵	$54
Protective Intelligence: Reduce threats posed by global terrorists and other adversaries.	🔵	$74

Note: Blue (🔵) is achieved by meeting 75% or more of performance targets, green (🔺) 50 to 74%, and orange (🟧) less than 50%.

Analysis

Nine programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights include advances made by the Cyber Security and Communications program to assess interoperable communications. Infrastructure Protection also made progress in establishing security plans and providing resources to State, local, and tribal

law enforcement to enhance security of priority critical infrastructure and key resources (CIKR) through the Buffer Zone Protection Program. This program also worked to protect CIKR by conducting vulnerability assessments of high-priority CIKR, and working collaboratively to encourage the implementation of suitable protection actions to increase the security of CIKR. Both the Domestic Protectees and Campaign Protection programs ensured the safety of the President, Vice President, Presidential and Vice Presidential Candidates and nominees, and other protectees during FY 2007. Similarly, the Foreign Protectees and Foreign Missions program ensured the safety of visiting world leaders.

One program and its associated program performance goal was rated green, indicating that some but not all of its performance targets were met. Explanations and corrective actions for these measures are provided in the Program Measure Results and Plan section. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	Federal Protective Service
Component:	Immigration and Customs Enforcement
Program Performance Goal:	Ensure complete and continuous law enforcement and security services for Federal facilities, their tenants, and the visiting public.

Resources:					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$424,993	$436,414	$487,000	$516,000	$613,000	$616,000
FTE	1,222	1,367	1,300	1,295	950	950

Performance Measure(s):

Measure: Effectiveness of Federal Protective Service (FPS) operations measured by the Federal Facilities Security Index.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**

FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	92%	Yes	66.5%	No	100%	79%	No	100%	100%

Explanation and Corrective Action: In FY 2007, this program continued to address revenue shortfalls while refining mission goals and priorities. They did not meet their performance target as measured by a Facilities Security Index. With mission and revenue changes planned for FY 2008, the program expects significant improvements in meeting its target.

Program:	Cyber Security and Communications
Component:	National Protection and Programs Directorate
Program Performance Goal:	Improve the security and interoperability of America's cyber and emergency preparedness communications assets by working collaboratively with public, private, and international entities.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	---	$234,074	$261,317	$298,339	$398,149	$593,601
FTE	---	106	106	155	195	293

Note: This program also supports Objective 4.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Government Emergency Telecommunications Service (GETS) call completion rate during periods of network congestion.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
98.4%	Yes	95.5%	Yes	97.8%	Yes	90%	98.9%	Yes	Retired plan measure.	

Measure: Priority services call completion rate during emergency communications periods.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									90%	90%

Measure: Percent of targeted stakeholders who participate in or obtain cyber security products and services.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	92%	Yes	80%	92%	Yes	Retired plan measure.	

Measure: Percent of targeted stakeholders who have implemented the Control Systems Security Self Assessment Tool (CS2SAT) to conduct vulnerability assessments.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									25%	50%

Measure: Percent of planned Einstein sensors deployed on-time annually throughout the Federal Government.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Program:	Infrastructure Protection
Component:	National Protection and Programs Directorate
Program Performance Goal:	Protect the Nation's high risk and most valued critical infrastructure and key resources (CIKR) by characterizing and prioritizing assets, modeling and planning protective actions, and building partnerships.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)		$311,806	$311,381	$299,460	$284,020	$284,895
FTE		201	201	338	340	411

Performance Measure(s):

Measure: Percent of high-priority critical infrastructure for which a Buffer Zone Protection Plan (BZPP) has been implemented.

Results								Plan	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	18%	No	58%	Yes	65%	90%	Yes	Retired plan measure.	

Measure: Percent of high-priority critical infrastructure/key resources (CIKR) sites at which a vulnerability assessment (VA) has been conducted.

Results								Plan	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	14%	Yes	15%	Yes	25%	95%	Yes	Retired plan measure.	

Note: After the FY 2007 target was set, reviews of the program led to a redefinition of a vulnerability assessment. Several similar but separate assessment activities conducted across the Department were consolidated under a more comprehensive vulnerability assessment umbrella, and include some CIKR assessments conducted by public and private sector partners. Finally, with the development and publication of new planning documents, consistent and uniform criteria were defined for identifying CIKR, which impacted the FY 2007 result.

Measure: Percent of identified high-priority critical infrastructure/key resources (CIKR) sites at which at least two suitable protective actions (PA) have been implemented.

Results								Plan	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	14%	Yes	20%	90%	Yes	Retired plan measure.	

Note: Similar to the note above, the restructuring of the vulnerability assessments also impacted the FY 2007 results for this measure.

Measure: Percent of high priority Critical Infrastructure and Key Resources (CIKR) where a vulnerability assessment has been conducted and enhancement(s) have been implemented.

Results								Plan	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									95%	95%

Measure: Percent of inspected high-risk chemical facilities in compliance with risk based performance standards.

Results								Plan	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									75%	85%

Measure: Percent of Critical Infrastructure and Key Resources (CIKR) sector specific planning protection implementation actions on track.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									90%	90%

Program: Explosives

Component: Science and Technology

Program Performance Goal: Improve explosive countermeasure technologies and procedures to prevent attacks on critical infrastructure, key assets, and the public through science and technology.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	**FY 2009**
$ (thousands)	---	---	$89,809	$121,518	$89,404	$107,570
FTE	---	---	18	48	23	23

Performance Measure(s):

Measure: Number of new or improved technologies available for transition to the customers at a Technology Readiness Level (TRL) 6 or above.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	2	0	No	3	5

Explanation and Corrective Action: This science and technology program made progress on several technologies. However, due to delays in funds distribution, they did not reach the technology readiness level 6, demonstration in a relevant environment. The program is coordinating with the procurement office to secure a more effective and timely process for FY 2008, along with establishing program milestones that are ambitious, yet realistic based on actual FY 2007 performance.

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	80%	61%	No	85%	85%

Explanation and Corrective Action: This is the baseline year of this measure and therefore the program has evaluated project milestones and identified more realistic, yet ambitious milestones for FY 2008.

Program: Infrastructure and Geophysical

Component: Science and Technology

Program Performance Goal: 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.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	**FY 2009**
$ (thousands)	---	---	$50,999	$83,131	$73,366	$46,412
FTE	---	---	10	7	15	16

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	90%	69%	No	90%	90%

Explanation and Corrective Action: The program did not meet its target of 90%. This is the baseline year of this measure and therefore the program has evaluated project milestones and identified more realistic, yet ambitious milestones for FY 2008. Additionally, the program will continue to work with its customers to better identify requirements.

Measure: Number of scenarios completed on the Critical Infrastructure Protection-Decision Support System (CIP-DSS) that provide actionable information to help protect U.S. critical infrastructure.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	4	Yes	8	4	No	Retired plan measure.	

Explanation and Corrective Action: This program completed four of the planned eight scenarios designed to advance knowledge on categorizing critical infrastructure. Actions to address the shortfall include resolving funds distribution and obligation issues.

Measure: Number of analyses/simulations completed on critical infrastructure decision support systems that provide actionable information to help protect U.S. critical infrastructure.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									4	0

Program:	Defense Readiness
Component:	U.S. Coast Guard
Program Performance Goal:	Improve our national security and military strategies by ensuring assets are at the level of readiness required by the combatant commander.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$229,068	$612,554	$509,691	$691,435	$765,267	$634,165
FTE	996	2,942	2,076	4,038	3,644	3,422

Note: This program also supports Objective 1.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Defense readiness of patrol boats.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Program:	Living Marine Resources (LMR)
Component:	U.S. Coast Guard
Program Performance Goal:	Achieve sustained fisheries regulation compliance on our Nation's Oceans.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$741,938	$720,113	$765,909	$972,050	$777,469	$833,227
FTE	4,567	4,022	4,208	4,849	3,955	3,841

Performance Measure(s):

Measure: Percent of fishermen complying with Federal regulations.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
96.3%	No	96.4%	No	96.6%	No	97%	96.2%	No	97%	97%
Explanation and Corrective Action: This program conducted 6,107 commercial fishing vessel boardings during FY 2007 to determine the percent of fishermen complying with federal regulation, and found 96.2 percent compliant, which was within 0.8 percent of their target. Guided by intelligence and threat analysis and supported by strong multi-agency coordination, the program uncovered regulatory compliance shortfalls in a number of Northeastern Atlantic fisheries. Increased violations in these fisheries were the primary driver for the program slightly missing its performance target for 2007. In FY 2008 and 2009, patrol boats will receive mission effectiveness enhancements, which will ultimately yield more sustained long-term performance.										

Program:	Marine Environmental Protection (MEP)
Component:	U.S. Coast Guard
Program Performance Goal:	Reduce oil spills and chemical discharge incidents and mitigate impacts when they occur.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$349,570	$255,124	$336,631	$298,329	$373,330	$359,283
FTE	1,944	1,460	1,356	1,222	1,174	1,138

Note: This program also supports Objective 4.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Five-year average number of chemical discharges and oil spills per 100 million short tons shipped.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
22.1	Yes	18.5	Yes	16.3	Yes	19 or less	15	Yes	Retired plan measure.	

Measure: Five-year average number of oil spills per 100 million short tons shipped.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									13.5	13.0

Measure: Five-year average number of chemical discharge incidents per 100 million short tons shipped.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									26.6	25.9

Program: Ports, Waterways and Coastal Security (PWCS)

Component: U.S. Coast Guard

Program Performance Goal: Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent reduction in the maritime terrorism risk over which the U.S. Coast Guard has influence.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	3.4%	Yes	17%	Yes	15%	15%	Yes	15%	21%

Measure: Critical infrastructure required visit rate.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Program: Campaign Protection

Component: United States Secret Service

Program Performance Goal: Protect our Presidential and Vice Presidential Candidates and Nominees.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$64,557	$24,500	$0	$33,650	$85,250	$41,082
FTE	236	120	0	74	250	120

Performance Measure(s):

Measure: Percentage of instances Protectees arrive and depart safely (Campaign Protection).										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
100%	Yes	100%	Yes	N/A	N/A	N/A	100%	Yes	100%	100%
Explanation of FY 2007 N/A Target: The Secret Service began protecting Presidential Candidates in Fiscal Year 2007. Normally no target is established for a non-campaign year, however due to the unique circumstances of the 2008 Presidential Campaign, the Secret Service provided incident-free protection for Presidential Candidates at 349 travel stops during FY 2007.										

Program:	Domestic Protectees (DP)
Component:	United States Secret Service
Program Performance Goal:	Protect our Nation's leaders and other Protectees.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$819,927	$792,670	$830,560	$859,669	$910,127	$958,883
FTE	3,140	3,358	3,374	3,440	3,491	3,523

Performance Measure(s):

Measure: Percentage of instances Protectees arrive and depart safely (Domestic).										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
100%	Yes	100%	Yes	100%	Yes	100%	100%	Yes	100%	100%

Program:	Financial Investigations
Component:	United States Secret Service
Program Performance Goal:	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.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$251,262	$315,794	$341,612	$345,329	$334,371	$362,050
FTE	1,689	1,684	1,796	1,726	1,573	1,690

Performance Measure(s):

Measure: Counterfeit passed per million dollars of genuine U.S. currency.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
$60	Yes	$80	No	$81	No	$74	$79.9	No	Retired plan measure.	

Explanation and Corrective Action: The Financial Investigations Program did not meet its goal of restricting counterfeit currency in circulation to under $74 per $1 million of genuine U.S. Currency. The target represents an estimate, and the actual amount can fluctuate due to many factors including an increase in the currency replicable by commercially-available off-the-shelf technology. The amount this year of $79 per $1 million of genuine currency represents less than one one-hundredth of one percent of circulating genuine U.S. currency, and shows the commitment of the Secret Service to reduce the amount of counterfeit currency in circulation.

Measure: Counterfeit passed as a percent of the amount of genuine currency in circulation.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									< .01%	< .0098%

Measure: Financial crimes loss prevented through a criminal investigation (in billions).									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
$1.7	Yes	$1.8	Yes	$1.23	No	$1.5	$3.9	Yes	$1.0	$1.8

Note: The performance targets for this measure will be based on a five-year average of past performance. Since only four years of data are available, the FY 2008 target is set at the level of performance from the first year of measurement. At fiscal year end, the program will have five years of data, and the FY 2009 target will be adjusted.

Program: Foreign Protectees and Foreign Missions (FP/FM)

Component: United States Secret Service

Program Performance Goal: Protect visiting world leaders.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$105,406	$124,807	$129,134	$130,781	$136,012	$141,077
FTE	527	659	659	659	659	659

Performance Measure(s):

Measure: Percentage of instances Protectees arrive and depart safely (Foreign Dignitaries).									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
100%	Yes	100%	Yes	100%	Yes	100%	100%	Yes	100%	100%

Program: Infrastructure Investigations

Component: United States Secret Service

Program Performance Goal: 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.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$27,323	$49,172	$50,958	$54,140	$54,795	$58,517
FTE	240	254	289	300	277	290

Performance Measure(s):

Measure: Financial crimes loss prevented by the Secret Service Electronic Crimes Task Forces (in millions).									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007		FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
$150	Yes	$556.2	Yes	$315.9	Yes	$150	$355.1	Yes	$150	$160

Note: The performance targets for this measure will be based on a five-year average of past performance. Since only four years of data are available, the FY 2008 target is set at the level of performance from the first year of measurement. At fiscal year end, the program will have five years of data, and the FY 2009 target will be adjusted.

Program:	Protective Intelligence
Component:	United States Secret Service
Program Performance Goal:	Reduce threats posed by global terrorists and other adversaries.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$65,653	$68,857	$71,225	$73,548	$74,942	$77,737
FTE	441	441	446	450	450	450

Performance Measure(s):

Measure: Number of Protective Intelligence cases completed.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
3,992	No	4,614	Yes	4,164	Yes	3,300	3,631	Yes	4,200	4,000

Objective 3.2: Transportation Modes
<u>Achieves outcome of</u>: Ensuring the protection of all transportation modes.

Summary of Performance

The table below demonstrates our success in ensuring the protection of all transportation modes. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 10. Goal 3, Objective 3.2: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Aviation Security: Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved aviation security.	▲	$5,373
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. *Explanation/Corrective Action: This program established performance targets based on meeting flight coverage for categories of identified risk. In response to varied and increased threats beginning in August 2006, the program reallocated resources to areas not originally identified in its operational risk coverage goals. While performance was exemplary and responsive to the changing threat environment, this resulted in a wide variation in the ability to meet its previous plan. The program has set future targets to reflect current threats and will adapt its targets based on changing risk environments.*	■	$719
Surface Transportation Security: To protect the surface transportation system while ensuring the freedom of movement for people and commerce.	●	$37
Aids to Navigation: Reduce collisions, allisions, and groundings by vessels on our Nation's oceans and waterways. *Explanation/Corrective Action: The five-year average number of collisions and groundings increased slightly during FY 2007, instead of the expected decrease. However, this was within the limits of normal variation for this five-year average. Future reductions, specifically the groundings in the Western Rivers and Intracoastal Waterways, are expected to result from the U.S. Coast Guard's maintenance on aids to navigation.*	■	$1,321
Ice Operations: Limit disruption of maritime commerce due to ice.	●	$132

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Marine Safety: Reduce maritime fatalities and injuries on our Nation's oceans and waterways. ***Explanation/Corrective Action****: The five-year average number of mariner, passenger, and recreational boating deaths and injuries improved from a year ago, continuing a several year trend of positive achievement, but missed its target. The improvement trend this period is primarily the result of reducing recreational boating injuries. The program did not meet its performance target because the data source was updated to better account for maritime casualties. While this new data collection system more fully accounts for program performance, it also increased the baseline statistics more than five percent used to establish targets under the older system.*	■	$755

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Program dollars due not total to amount listed in Table 3 due to rounding.

Analysis

Two programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. The Surface Transportation Security program improved protection of systems by partnering with Federal, State, and local governments, and private industry to conduct assessments. This process enhances the owner/operators' ability to identify risk and develop mitigation strategies, thus improving surface transportation security. The Ice Operations program ensures there were not disruptions of maritime commerce due to ice in FY 2007.

One program and its associated program performance goal was rated green, indicating that some but not all of its performance targets were met. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	Aviation Security
Component:	Transportation Security Administration
Program Performance Goal:	Reduce the probability of a successful terrorist or other criminal attack to the air transportation system by improved aviation security.

Resources:					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	$4,509,388	$4,722,436	$5,372,758	$5,308,741	$5,177,486
FTE	---	48,989	45,476	46,061	48,982	49,697

Performance Measure(s):

Measure: Percentage of screeners scoring above the national standard level of Threat Image Projection (TIP) performance.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	SSI	SSI	Yes	Retired plan measure.	

Note: This information is Sensitive Secure Information (SSI).

Measure: Percent of airports in compliance with leading security indicators.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									95%	96%

Measure: Percent of air carriers in compliance with leading security indicators.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									96%	97%

Measure: Baggage security screening assessment results.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									SSI	SSI

Note: This information is Sensitive Secure Information (SSI).

Measure: Passenger security screening assessment results.										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									SSI	SSI

Note: This information is Sensitive Secure Information (SSI).

Measure: Level of public confidence in the ability of the flight crew to keep air travel secure and to defend the aircraft and its passengers from individuals with hostile intentions (as measured on a scale of 1-5).										
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	3.17	Yes	3.17	Yes	3.19	3.17	No	Retired plan measure.	

Explanation and Corrective Action: This measure was designed to gauge public confidence in the Federal Flight Crew Program. Current work on the program's Organizational Strategic Plan is underway to improve the processes which will ultimately result in higher public confidence. The Plan will include processes, policies and guidelines for to better gauge and improve public confidence.

Program:	Federal Air Marshal Service
Component:	Transportation Security Administration
Program Performance Goal:	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.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$610,290	$662,900	$683,510	$719,294	$769,500	$788,324
FTE	SSI	SSI	SSI	SSI	SSI	SSI

Note: This information is Sensitive Secure Information (SSI).

Performance Measure(s):

Measure: Percent level in meeting Federal Air Marshal Service (FAMS) coverage target for each individual category of identified risk.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	99.8%	Yes	101.7%	Yes	100%	96.2%	No	100%	100%

Explanation and Corrective Action: This program established performance targets based on meeting flight coverage for categories of identified risk. In response to varied and increased threats beginning in August 2006, the program reallocated resources to areas not originally identified in its operational risk coverage goals. While performance was exemplary and responsive to the changing threat environment, this resulted in a wide variation in the ability to meet its previous plan. The program has set future targets to reflect current threats and will adapt its targets based on changing risk environments.

Program:	Surface Transportation Security
Component:	Transportation Security Administration
Program Performance Goal:	To protect the surface transportation system while ensuring the freedom of movement for people and commerce.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	$82,093	$52,226	$37,200	$46,613	$37,000
FTE	---	190	277	288	326	230

Performance Measure(s):

Measure: Percent of national critical surface transportation assets or systems that have been assessed.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	31%	Yes	35%	37%	Yes	Retired plan measure.	

Measure: Percent of Mass Transit agencies that are in full compliance with industry agreed upon standards to improve security.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									50%	60%

Measure: Percent reduction in risk from toxic inhalation hazard bulk cargoes in rail transportation.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									50%	55%

Program: Aids to Navigation (AtoN)

Component: U.S. Coast Guard

Program Performance Goal: Reduce collisions, allisions, and groundings by vessels on our Nation's oceans and waterways.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$945,827	$1,152,794	$1,155,749	$1,321,449	$1,275,979	$1,189,133
FTE	6,749	6,985	7,526	8,549	7,330	7,269

Note: This program also supports Objective 4.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Five-year average number of Collisions, Allisions, and Groundings (CAG).									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
1,874	Yes	1,877	Yes	1,816	No	1,664	1,823	No	1,756	1,752

Explanation and Corrective Action: The five-year average number of collisions and groundings increased slightly during FY 2007, instead of the expected decrease. However, this was within the limits of normal variation for this five-year average. Future reductions, specifically the groundings in the Western Rivers and Intracoastal Waterways, are expected to result from the U.S. Coast Guard's maintenance on aids to navigation.

Program: Ice Operations

Component: U.S. Coast Guard

Program Performance Goal: Limit disruption of maritime commerce due to ice.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$184,793	$185,926	$111,025	$132,157	$149,194	$133,117
FTE	1,295	1,149	906	854	810	791

Note: This program also supports Objective 1.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Number of days critical waterways are closed due to ice.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
4 average	No	0 Closures	Yes	0 Closures	Yes	2(avg), 8 (severe)	0 Closures	Yes	2(avg), 8 (severe)	2(avg), 8 (severe)

Program:	Marine Safety
Component:	U.S. Coast Guard
Program Performance Goal:	Reduce maritime fatalities and injuries on our Nation's oceans and waterways.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
					Plan	
$ (thousands)	$487,391	$613,843	$786,051	$755,280	$756,638	$753,546
FTE	3,223	5,528	4,012	4,109	3,806	3,801

Performance Measure(s):

Measure: Maritime injury and fatality index.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	5,189	---	5,109	No	4,549	4,770	No	Retired plan measure.	

Explanation and Corrective Action: In FY 2007, the Marine Safety program did not meet its performance target because the data source was updated to better account for maritime casualties. While this new data collection system more fully accounts for U.S. Coast Guard performance, it also increased the baseline statistics more than five percent used to establish targets under the older system. The five-year average mariner, passenger, and boating deaths and injuries have continually improved over the past three years, which indicates that the program is performing satisfactorily. The improvement trend this period is primarily the result of reducing recreational boating injuries.

Measure: Five-year average number of commercial mariner deaths and injuries.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									501	499

Measure: Five-year average number of commercial passenger deaths and injuries.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									225	224

Measure: Five-year average number of recreational boating deaths and injuries.

FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									4,252	4,248

Program:	Ports, Waterways and Coastal Security (PWCS)
Component:	U.S. Coast Guard
Program Performance Goal:	Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: High capacity passenger vessel required escort rate.										
Results									Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									100%	100%

Goal 4. Build a Nimble, Effective Emergency Response System and a Culture of Preparedness

Objective 4.1: Response and Recovery

<u>Achieves outcome of</u>: Ensuring Americans and their governments at all levels can respond to and recover from catastrophic incidents.

Summary of Performance

The table below demonstrates our success in ensuring Americans and their governments at all levels can respond to and recover from catastrophic incidents. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 11. Goal 4, Objective 4.1: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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.	●	$5,104
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.	●	$466
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.	●	$34
National Continuity Programs: Ensure all Federal Departments and Agencies have fully operational Continuity of Operations and Continuity of Government capabilities.	●	$158
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. *Explanation/Corrective Action: This program continued to successfully operate the BioWatch system in more than 30 jurisdictions without a false positive. They developed an indoor monitoring program for high risk indoor facilities, and made critical updates to outdoor monitoring guidance documents. The program also started a pilot to test and evaluate an automated system to reduce the time it takes to detect a biological agent. However, the program set an aggressive target for deploying additional equipment to detect the release of a biological agent, which they did not meet. Based on FY 2007 results, a new target has been set to accurately reflect an optimistic yet realistic deployment plan. The program has also developed additional measures to improve the assessment of the program that will gauge the time between the detection and identification of a biological agent.*	■	$12

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
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.	🔵	$75
Search and Rescue: Save people in imminent danger on our Nation's oceans and waterways. *Explanation/Corrective Action: The U.S. Coast Guard saved over 4,500 lives, improving its performance over last year and barely missing its performance goal this year by less than one percent. This was primarily due to the number of unpredictable factors that influence the number and outcome of incidents (weather, location, incident severity, life saving devices on board). The targets likely will be met when improved capabilities come on line in during FY 2008 – FY 2010.*	🟧	$929

Note: Blue (🔵) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (🟧) less than 50%.

Analysis

Five programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights include the customer service provided by the Disaster Assistance program and measured by the percent of customers who were satisfied with assistance provided for both individual recovery (including monetary housing and/or other needs assistance), and public recovery (including debris removal, emergency protective measures, and repair or replacement of damaged infrastructure). The percent of response teams indicating they are ready to respond quickly and effectively to acts of terrorism, natural disasters, and other emergencies gauges performance outcomes for the disaster operations program. The readiness of three types of response teams is tracked: the 28 task forces of Urban Search and Rescue; the five Mobile Emergency Response Support detachments; and the two Federal Incident Response Support Teams. All these teams provide the core Federal operational capabilities needed to save lives, minimize suffering, and protect property.

Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	Disaster Assistance
Component:	Federal Emergency Management Agency
Program Performance Goal:	Help individuals and communities affected by federally declared disasters return to normal function quickly and efficiently, while planning for catastrophic disaster recovery operations.

Resources:					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$3,266,582	$33,812,600	$20,730,361	$5,104,310	$4,207,827	$1,732,235
FTE	2,821	4,406	7,045	3,191	2,820	3,216

Performance Measure(s):

Measure: Percent of customers satisfied with Individual Recovery Assistance.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
90.4%	Yes	93%	Yes	91%	Yes	91%	92.2%	Yes	92%	93%

Measure: Percent of customers satisfied with Public Recovery Assistance.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
89.2%	Yes	---	---	88%	Yes	88%	88%	Yes	90%	90%

Program:	Disaster Operations
Component:	Federal Emergency Management Agency
Program Performance Goal:	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.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	**Plan**	
					FY 2008	**FY 2009**
$ (thousands)	$1,692,165	$9,468,000	$1,115,945	$465,967	$248,295	$320,081
FTE	1,220	1,554	850	986	929	1,012

Performance Measure(s):

Measure: Percent of response teams reported at operational status.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	50%	Yes	85%	Yes	88%	88%	Yes	91%	94%

Program:	Logistics Management
Component:	Federal Emergency Management Agency
Program Performance Goal:	Improve the response to domestic emergencies and special events by ensuring logistics management capabilities exist to provide the full-range of necessary assets.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	**Plan**	
					FY 2008	**FY 2009**
$ (thousands)	---	---	$4,062,146	$33,831	$186,896	$364,143
FTE	---	---	1,549	155	538	695

Performance Measure(s):

Measure: Average time in hours to provide essential logistical services to an impacted community of 50,000 or fewer.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	65	No	63.5	Yes	60	48	Yes	56	36

Program:	National Continuity Programs
Component:	Federal Emergency Management Agency
Program Performance Goal:	Ensure all Federal Departments and Agencies have fully operational Continuity of Operations and Continuity of Government capabilities.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	$27,865	$60,600	$129,342	$157,770	$215,552	$228,228
FTE	116	132	146	309	251	262

Performance Measure(s):

Measure: Percent of Federal Departments and Agencies with fully operational Continuity of Operations (COOP) capabilities.

Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
70%	No	90%	No	95%	Yes	100%	100%	Yes	100%	100%

Measure: Percent of fully operational Continuity of Government (COG) capabilities.

Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
75%	No	20%	No	70%	Yes	80%	80%	Yes	90%	100%

Program:	Cyber Security and Communications
Component:	National Protection and Programs Directorate
Program Performance Goal:	Improve the security and interoperability of America's cyber and emergency preparedness communications assets by working collaboratively with public, private and international entities.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	---	$234,074	$261,317	$298,339	$398,149	$593,601
FTE	---	106	106	155	195	293

Note: This program also supports Objective 3.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent of States and Urban Areas whose current interoperable communications abilities have been fully assessed.

Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									65%	80%

Program:	Medical and Biodefense Programs
Component:	Office of Health Affairs
Program Performance Goal:	Bolster the Nation's biodefense readiness by enhancing the national architecture to rapidly detect, characterize, and respond effectively to a large-scale biological event.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan	
					FY 2008	FY 2009
$ (thousands)	---	---	---	$24,895	$116,500	$2,336,339
FTE	---	---	---	22	49	80

Note: This program also supports Objective 2.2. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Probability of detecting the release of a biological agent.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	SSI	SSI	No	Retired plan measure.	

Explanation and Corrective Action: The program continued to successfully operate the BioWatch system in more than 30 jurisdictions without a false positive. They developed an indoor monitoring program for high risk indoor facilities and made critical updates to outdoor monitoring guidance documents. The program also started a pilot to test and evaluate an automated system to reduce the time it takes to detect a biological agent. However, the program set an aggressive target for deploying additional equipment to detect the release of a biological agent which they did not meet. Based on FY 2007 results, a new target has been set to accurately reflect an optimistic yet realistic deployment plan. The program has also developed additional measures to improve the assessment of the program that will gauge the time between the release and detection of a biological agent.

Note: This information is Sensitive Secure Information (SSI).

Measure: Time between an indoor monitoring unit exposure to a biological agent and the declaration of a confirmed positive result.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									< 17 hrs	< 12 hrs

Measure: Time between an outdoor monitoring unit exposure to a biological agent and the declaration of a confirmed positive result.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									< 36 hrs	< 36 hrs

Program:	Command, Control and Interoperability
Component:	Science and Technology
Program Performance Goal:	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.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	---	---	$117,322	$75,184	$69,933	$74,769
FTE	---	---	23	20	29	31

Performance Measure(s):

Measure: Number of cyber security data sets collected and approved.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	68	No	85	263	Yes	350	450

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	75%	75%	Yes	90%	95%

Measure: Percent of states that have initiated or completed a statewide interoperability plan, such as the Statewide Communications Interoperability Plan (SCIP).								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	26%	Yes	36%	89%	Yes	Retired plan measure.	

Measure: Number of proof-of-concept reconnaissance, surveillance and investigative technologies demonstrated.								
Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									5	8

Program:	Aids to Navigation (AtoN)
Component:	U.S. Coast Guard
Program Performance Goal:	Reduce collisions, allisions and groundings by vessels on our Nation's oceans and waterways.

Resources:					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$945,827	$1,152,794	$1,155,749	$1,321,449	$1,275,979	$1,189,133
FTE	6,749	6,985	7,526	8,549	7,330	7,269

Note: This program also supports Objective 3.2. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Federal aids to navigation availability.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									97.5%	97.5%

Program: Marine Environmental Protection (MEP)

Component: U.S. Coast Guard

Program Performance Goal: Reduce oil spills and chemical discharge incidents and mitigate impacts when they occur.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$349,570	$255,124	$336,631	$298,329	$373,330	$359,283
FTE	1,944	1,460	1,356	1,222	1,174	1,138

Note: This program also supports Objective 3.1. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Percent of oil removed or otherwise mitigated as compared to the amount of oil released for reported spills of 100 gallons or more.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									15%	16%

Program: Ports, Waterways and Coastal Security (PWCS)

Component: U.S. Coast Guard

Program Performance Goal: Manage terror-related risk in the U.S. Maritime Domain to an acceptable level.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$1,833,794	$1,625,391	$1,610,087	$1,362,220	$2,081,438	$2,593,223
FTE	14,670	12,268	12,906	7,710	13,864	15,066

Note: This program supports multiple Objectives. The resources listed above are the total resources for this program.

Performance Measure(s):

Measure: Risk reduction due to consequence management.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									6%	6%

Program:	Search and Rescue (SAR)
Component:	U.S. Coast Guard
Program Performance Goal:	Save people in imminent danger on our Nation's oceans and waterways.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	$1,575,664	$910,887	$832,089	$928,782	$903,761	$923,680
FTE	4,845	4,136	4,652	5,004	4,893	4,826

Performance Measure(s):

Measure: Percent of mariners in imminent danger saved.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
86.84%	Yes	86.10%	Yes	85.27%	No	86%	85.4%	No	87%	87%
Explanation and Corrective Action: The U.S. Coast Guard saved over 4,500 lives, improving its performance over last year and barely missing its performance goal this year by less than one percent. This was primarily due to the number of unpredictable factors that influence the number and outcome of incidents (weather, location, incident severity, life saving devices on board). The targets likely will be met when improved capabilities come on line in during FY 2008 – FY 2010.										

Objective 4.2: Preparedness
<u>Achieves outcome of</u>: Ensuring Americans are prepared, capable, and ready to respond to adverse incidents.

Summary of Performance

The table below demonstrates our success in ensuring Americans are prepared, capable, and ready to respond to adverse incidents. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 12. Goal 4, Objective 4.2: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
U.S. Fire Administration: Reduce the effect of fire and all hazard emergencies by enhancing the delivery of State and local fire and emergency services.	●	$41
Grants: 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.	●	$3,355
Mitigation: Reduce the impact of natural hazards on people and property through the analysis and reduction of risks and the provision of flood insurance.	●	$3,701
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.	▲	$393
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.	▲	$275
Innovation: Support significant technology breakthroughs that have the potential to greatly enhance DHS operations through science and technology.	●	$47
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. *Explanation/Corrective Action: This program made significant progress meeting 92 percent of their established milestones, but missed their target of 100 percent due to delays in starting an environmental impact statement for a new construction project. The program will complete this milestone in FY 2008, and anticipates meeting its FY 2008 targets.*	■	$142

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Testing, Evaluation & 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. *Explanation/Corrective Action: This program introduced 19 standards to the DHS Standards Council, but was not able to introduce all twenty as targeted during FY 2007. Of the standards introduced, 84% were adopted by the Council, yet the target for the percent of standards adopted fell short due to not having the twentieth standard evaluated for adoption. The program will work in to avoid future delays so that it will be able to meet its projected targets.*	🟧	$30
Transition: Deliver near-term products and technology enhancements through science and technology.	🔵	$29
University Programs: Improve university-based research, development, and education systems to enhance the Nation's homeland security through science and technology. *Explanation/Corrective Action: This program made significant progress meeting 60 percent of their established milestones, but missed their target of 80 percent. Additionally, due to changes in program direction and management, it did not conduct the planned peer reviews to help evaluate program performance. The program has established ambitious yet realistic milestones for FY 2008 based on knowledge gained in FY 2007.*	🟧	$55

Note: Blue (🔵) is achieved by meeting 75% or more of performance targets, green (🔺) 50 to 74%, and orange (🟧) less than 50%.

Analysis

Five programs and their associated program performance goals were rated blue, indicating they met their performance measure targets. Highlights include minimizing the per capita loss of life due to fire and thus maximizing the health and safety of the public and firefighting personnel. Reducing the impact of natural hazards on people and property was advanced through the availability of flood risk data in Geospatial Information System (GIS) format.

Two programs and their associated program performance goals were rated green, indicating that some but not all of their performance measure targets were met. Explanations and corrective actions for these measures are provided in the Program Measure Results and Plan section. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	U.S. Fire Administration
Component:	Federal Emergency Management Agency
Program Performance Goal:	Reduce the effect of fire and all hazard emergencies by enhancing the delivery of State and local fire and emergency services.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	---	$715,000	$699,109	$41,349	$43,300	$86,434
FTE	---	---	148	114	114	279

Performance Measure(s):

Measure: The per capita loss of life due to fire in the United States.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
13.2	Yes	12.4	Yes	12.4	Yes	13.1	13.1	Yes	13.0	12.9

Program:	Grants
Component:	Federal Emergency Management Agency
Program Performance Goal:	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.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	---	$2,871,718	$2,683,809	$3,354,555	$3,934,049	$2,105,627
FTE	---	62	203	216	341	357

Performance Measure(s):

Measure: Percent of jurisdictions demonstrating acceptable performance on applicable critical tasks in exercises using Grants and Training approved scenarios.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	40%	Yes	35%	No	40%	72%	Yes	Retired plan measure.	

Measure: Percent of analyzed capabilities performed acceptably in exercises.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									40%	40%

Measure: Percent of state and local homeland security agency grant recipients reporting measurable progress towards identified goals and objectives to prevent and respond to terrorist attacks.									
Results								Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	35%	No	61.8%	No	65%	67%	Yes	Retired plan measure.	

Measure: Percent of state and local homeland security agency grant recipients reporting significant progress towards identified goals and objectives.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									26%	27%

Measure: Percent of participating urban area grant recipients reporting measurable progress made towards identified goals and objectives to prevent and respond to terrorist attacks.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	8%	No	64.8%	No	65%	64.3%	No	Retired plan measure.	

Explanation and Corrective Action: The program came very close to meeting its target for FY 2007. Evaluations are conducted on an every other year basis leaving a small sample size for this year. The program has implemented a new measure to better reflect significant progress made by urban area grant recipients.

Measure: Percent of urban area grant recipients reporting significant progress towards identified goals and objectives.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									26%	27%

Measure: Ratio of the Nation's on-scene fire incident injuries to total number of active firefighters.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	3.4%	Yes	3.4%	3.4%	Yes	Retired plan measure.	

Measure: Percent reduction in firefighter injuries in jurisdictions receiving Assistance to Firefighter Grants funding compared to the national average.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									18%	21%

Program:	Mitigation
Component:	Federal Emergency Management Agency
Program Performance Goal:	Reduce the impact of natural hazards on people and property through the analysis and reduction of risks and the provision of flood insurance.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$2,535,636	$6,389,315	$21,539,333	$3,701,083	$3,503,939	$3,681,264
FTE	731	936	1,231	962	950	1,002

Performance Measure(s):

Measure: Percent of the national population whose safety is improved through the availability of flood risk data in Geospatial Information System (GIS) format.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
15%	Yes	38.6%	Yes	47.7%	No	60%	60%	Yes	70%	80%

Measure: Potential property losses, disasters, and other costs avoided.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
$1.95B	Yes	$1.9B	Yes	$2.3B	Yes	$2.4B	$2.61B	Yes	$2.1B	$2.2B

Program:	National Preparedness
Component:	Federal Emergency Management Agency
Program Performance Goal:	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.

Resources:

					Plan	
Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$ (thousands)	$345,286	$136,300	$209,551	$393,238	$327,381	$257,250
FTE	589	620	430	517	698	730

Performance Measure(s):

Measure: Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
83%	Yes	84.3%	No	90%	Yes	91%	89%	No	90%	90%

Explanation and Corrective Action: This measure currently represents a roll-up of both Emergency Management Institute (EMI) training data and FEMA's Employee Development Training Program. This training provides Federal, State, local and tribal officials having key emergency responsibilities with the knowledge and skills needed to strengthen nationwide preparedness and respond to, recover from, and mitigate against acts of terrorism, natural disasters, and other emergencies. The emphasis on training participation in the aftermath of Hurricane Katrina as well as the inclusion of Employee Development Training responses increased the rate of "better prepared" responses in 2006 and 2007. As a result the target was adjusted during FY 2007 to reflect a more ambitious goal. Further evaluation determined that a more appropriate stretch goal would be 90%. Potential improvement actions to achieve and sustain the new target is to conduct a comprehensive review to improve EMI's curriculum management system to better align curriculum and training with FEMA mission, target audiences, and applicable national policies.

Measure: 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.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	100%	Yes	100%	100%	Yes	100%	100%

Measure: Percent of Federal, State, local and tribal governments compliant with the National Incident Management System (NIMS).									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	82%	No	100%	Yes	100%	100%	Yes	100%	100%

Measure: Percent increase in knowledge, skills, and abilities (KSAs) of State and local homeland security preparedness professionals receiving training.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	38.5%	Yes	27%	No	27%	25%	No	27%	28%
Explanation and Corrective Action: The deviation from the target was slight and there was no effect on overall program performance.										

Program: Law Enforcement Training

Component: Federal Law Enforcement Training Center

Program Performance Goal: 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.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	$225,925	$290,765	$275,279	$288,666	$274,126
FTE	---	940	932	1,047	1,056	1,106

Performance Measure(s):

Measure: Percent of students that express "excellent" or "outstanding" on the Student Feedback-Program Survey.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
64.1%	Yes	64%	Yes	62%	No	67%	76%	Yes	68%	69%

Measure: Percent of Partner Organizations (POs) that respond "agree" or "strongly agree" on the Partner Organization Satisfaction Survey (POSS) to their overall satisfaction with the training provided by the FLETC.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	91%	Yes	92%	87%	No	87%	87%
Explanation and Corrective Action: During the year, FLETC revised the survey by adding 10 additional questions. These questions helped FLETC gain more meaningful feedback, compared to FY 2006, but prevented FLETC from achieving the intended target. We will continue to collaborate with our Partner Organizations to assess, validate and improve each program as they evolve and refine in response to emerging issues such as changes in the laws, mission emphasis, and Partner Organization requirements. Through this collaboration with our Partner Organizations, FLETC will be able to provide the agencies with 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.										

Measure: Percent of Partner Organizations (POs) that respond "agree" or "strongly agree" that FLETC training programs address the right skills needed for their officers/agents to perform their law enforcement duties.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
73.4%	Yes	90%	Yes	71%	No	74%	79.75%	Yes	75%	77%

Program: Innovation

Component: Science and Technology

Program Performance Goal: Support significant technology breakthroughs that have the potential to greatly enhance DHS operations through science and technology.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	---	$46,922	$42,270	$53,808
FTE	---	---	---	17	24	26

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	45%	83%	Yes	50%	50%

Program: Laboratory Facilities

Component: Science and Technology

Program Performance Goal: 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.

Resources:

					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	$104,825	$142,002	$140,848	$180,853
FTE	---	---	21	127	150	163

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	100%	93%	No	100%	100%
Explanation and Corrective Action: This program made significant progress meeting 93 percent of their established milestones, but missed their target of 100 percent due to delays in starting an environmental impact statement for a new construction project. This is the baseline year of this measure and therefore the program has evaluated project milestones and identified more realistic, yet ambitious milestones for FY 2008.										

Program:	Testing and Evaluation and Standards
Component:	Science and Technology
Program Performance Goal:	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.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	$35,017	$29,556	$32,518	$28,596
FTE	---	---	7	6	7	8

Performance Measure(s):

Measure: Number of Department of Homeland Security official technical standards introduced per year.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	15	Yes	20	19	No	20	20
Explanation and Corrective Action: This program introduced 19 standards to the DHS Standards Council, but was not able to introduce all twenty as targeted during FY 2007. The program will work to avoid future delays so that it will be able to meet its projected targets.										

Measure: Percent of standards introduced that are adopted by Department of Homeland Security and partner agencies.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	92%	Yes	85%	84%	No	90%	95%
Explanation and Corrective Action: This program introduced 19 standards to the DHS Standards Council of which 16 were adopted (84 percent). Had the program introduced 20 standards as planned for FY 2007, it would have likely met its target.										

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	70%	88%	Yes	70%	80%

Program:	Transition
Component:	Science and Technology
Program Performance Goal:	Deliver near-term products and technology enhancements through science and technology.

Resources:					**Plan**	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	---	---	$7,365	$29,402	$35,809	$37,058
FTE	---	---	1	11	15	16

Performance Measure(s):

Measure: Percent of milestones that are met, as established in the fiscal years budget execution plan.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	80%	100%	Yes	85%	85%

Measure: Percent of SAFETY Act applications that have been processed and feedback provided to applicant when package has been disapproved.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	100%	Yes	100%	100%	Yes	100%	100%

Program:	University Programs
Component:	Science and Technology
Program Performance Goal:	Improve university-based research, development and education systems to enhance the Nation's homeland security through science and technology.

Resources:					Plan	
Fiscal Year	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
$ (thousands)	$23,015	$120,064	$47,147	$55,016	$55,341	$49,701
FTE	4	13	9	9	10	10

Performance Measure(s):

Measure: Percent of peer review adjectival ratings on University Programs' management and research and education programs that are "very good" or "excellent."								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	54.3%	No	60%	0%	No	Retired plan measure.	
Explanation: Due to changes in program direction and management, the program did not conduct the planned peer reviews to help evaluate program performance. The program is introducing a new measure in FY 2008.										

Measure: Number of Science, Technology, Engineering and Mathematics (STEM) students supported.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									200	200

Measure: Percent of milestones that are met, as established in the fiscal year's budget execution plan.								
Results							**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	80%	60%	No	85%	85%
Explanation and Corrective Action: The program did not meet its performance target of 80%. This is the baseline year of this measure and therefore the program has evaluated project milestones and identified more realistic, yet ambitious milestones for FY 2008.										

Goal 5. Strengthen and Unify DHS Operations and Management

Objective 5.1: Strengthen and Unify DHS Operations and Management

<u>Achieves outcome of</u>: Ensuring that DHS management, intelligence, and other mission enabling activities support and improve integrated and informed DHS operations.

Summary of Performance

The table below demonstrates our success in ensuring that DHS management, intelligence, and other mission enabling activities support and improve integrated and informed DHS operations. The table indicates the performance rating for each program performance goal that contributes to achieving the DHS objective and associated goal. The table also lists the FY 2007 budget for achieving each program performance goal.

Table 13. Goal 5, Objective 5.1: Success in Achieving Performance Goals

Program Performance Goal	Rating	FY 2007 Budget (in Millions)
Analysis and Operations Program: Deter, detect, and prevent terrorist incidents by sharing domestic situational awareness through national operational communications and intelligence analysis.	▲	$308
Departmental Management and Operations Program: Provide comprehensive leadership, oversight, and support to all Components and improve the efficiency and effectiveness of the Department and its business and management services. *Explanation/Corrective Action: Departmental Management and Operations demonstrated positive performance by decreasing its financial material weakness conditions. However, it did not meet its target to improve scores on the President's Management Agenda or to increase Information Technology projects that are within 10 percent of cost/schedule/performance objectives. Efforts will continue to improve performance in FY 2008.*	■	$604
Audit, Inspections, and Investigations Program: Add value to the DHS programs and operations; ensure integrity of the DHS programs and operations; and enable the Office of Inspector General to deliver quality products and services.	●	$103

Note: Blue (●) is achieved by meeting 75% or more of performance targets, green (▲) 50 to 74%, and orange (■) less than 50%.

Analysis

One program and its associated program performance goal was rated blue, indicating it met its performance measure target. The Audit, Inspection, and Investigations program continues to add value to DHS programs and operations by making recommendations for improvement that are accepted by DHS. One program and its associated program performance goal was rated green, indicating that some but not all of performance measure targets were met. Explanations for performance goals rated orange are included in the previous table, and also in the Program Measure Results and Plan section.

Program Measure Results and Plan

Program:	Analysis and Operations Program
Component:	Office of Intelligence and Analysis
Program Performance Goal:	Deter, detect, and prevent terrorist incidents by sharing domestic situational awareness through national operational communications and intelligence analysis.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	---	---	$202,978	$307,663	$306,000	$333,521
FTE	---	---	233	475	518	588

Performance Measure(s):

Measure: Percent of component-to-component information sharing relationships documented through information sharing and access agreements (ISAAs).

	Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	---	---	Baseline	70%	Yes	75%	80%

Measure: Number of Homeland Intelligence Reports (HIRs) disseminated.

	Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									2,776	2,832

Measure: Percent of active Homeland Security Information Network (HSIN) users.

	Results							Plan	
FY 2004		FY 2005		FY 2006		FY 2007			FY 2008	FY 2009
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	N/A*	No	N/A*	No	90%	38%	No	50%	60%

Explanation and Corrective Action: The lower than expected number was due to an account verification process that reduced the number of active user accounts. DHS is taking action to restructure and improve the system to expand the user base. In addition, an account management process is being implemented to better track the user accounts.

* Data are not available.

Program:	Departmental Management and Operations
Component:	Management Directorate
Program Performance Goal:	Provide comprehensive leadership, oversight, and support to all Components and improve the efficiency and effectiveness of the Department and its business and management services.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	Plan FY 2008	Plan FY 2009
$ (thousands)	$420,321	$518,823	$570,858	$604,385	$571,791	$752,017
FTE	626	645	790	947	1,119	1,300

Performance Measure(s):

Measure: Percent of DHS strategic objectives with programs that meet their associated performance targets.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	84.9%	Yes	69%	No	75%	65%	(Est.) No	Retired plan measure.	

Explanation and Corrective Action: Although the Department did not meet the target for FY 2007, this is not an indication that senior management within the Department does not take program performance seriously. All programs that miss their targets publish action plans that detail how they will improve performance. Additionally, the Office of the Chief Financial Officer publishes a Quarterly Performance Report to track performance throughout the year. Components present these reports to their leadership, as part of the President's Management Agenda, ensuring that program managers are accountable for targets and actual performance. As programs begin to meet targets, performance throughout the Department will improve.

Measure: Number of President's Management Agenda (PMA) initiatives whose score improved over the prior year or were rated green in either status or progress.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
6	Yes	6	Yes	6	Yes	7	6	No	Retired plan measure.	

Explanation and Corrective Action: Ratings in FY 2007 indicated that scores will improve over the course of the following fiscal year. In aggressive pursuit of green, the Department plans to take actions to meet milestones established by the PMA and in the Proud to Be Five document that DHS submitted to the Office of Management and Budget. This includes providing a final Strategic Plan and resolving disagreement over which positions are inherently governmental. To ensure progress, the Under Secretary for Management's office reviews the ratings quarterly and identifies areas that require management action.

Measure: Percent of the President's Management Agenda Initiatives that receive a green progress score from the Office of Management and Budget.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.								50%	62%

Measure: Percent of favorable responses by DHS employees on the Federal Human Capital Survey.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.								50%	N/A

Note: Data for this measure is collected on a biennial basis and replaces the previously published measure, *Percent improvement in favorable responses by DHS employees agency-wide (strongly agree/agree) on the section of the Federal Human Capital Survey that addresses employee sense of accomplishment.* The previous measure is not included in this report since there was no FY 2007 target due to the biennial collection of results.

Measure: Total instances of material weakness conditions identified by the independent auditor in their report on the DHS financial statements.									
Results								**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**		**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
---	---	---	---	25	No	25	16	Yes	< 16	< 12

Measure: Number of internal control processes tested for design and operational effectiveness.									Plan	
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
New performance plan measure for FY 2008.									> 40	> 60

Measure: Percent of major IT projects that are within 10% of cost/schedule/performance objectives.									Plan	
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
52%	Yes	81%	Yes	78%	No	80%	50%	No	90%	90%

Explanation and Corrective Action: The Chief Information Officer is tracking quarterly the performance of major investments through the Periodic Reporting process. Those reporting more than 8% cost/schedule/performance variance must provide explanations for the performance on their quarterly Periodic Reports, along with actions designed to improve future performance. In addition, these investments must submit breach remediation plans that describe the plan to improve future performance. Selected reviews have been and will continue to be conducted on investment programs reporting more than 8% variances. Future year target levels for this measure will be set based on historical data and an estimate of realistic future performance.

Program: Audit, Inspections, and Investigations Program

Component: Office of Inspector General

Program Performance Goal: Add value to the DHS programs and operations; ensure integrity of the DHS programs and operations; and enable the Office of Inspector General to deliver quality products and services.

Resources:

Fiscal Year	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
					Plan	
$ (thousands)	$80,318	$97,317	$82,041	$102,685	$108,711	$101,013
FTE	457	502	540	545	551	577

Performance Measure(s):

Measure: Percent of recommendations made by the Office of Inspector General (OIG) that are accepted by the Department of Homeland Security.									Plan	
Results									**Plan**	
FY 2004		**FY 2005**		**FY 2006**		**FY 2007**			**FY 2008**	**FY 2009**
Result	Met	Result	Met	Result	Met	Target	Result	Met	Target	Target
92%	Yes	93%	Yes	91%	Yes	85%	91%	Yes	85%	85%