

**DEPARTMENT OF HOMELAND SECURITY  
OFFICE OF THE CIO  
E-GOVERNMENT ACT REPORT 2009**



**Homeland  
Security**

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## Executive Summary

The E-Government Act of 2002 sought to leverage web-based technology to enable citizens and businesses to simplify access to government services and streamline citizen-to-government communications—all while saving taxpayer dollars. The President's E-Government (E-Gov) Strategy has identified several Government-wide initiatives to integrate agency operations and information technology (IT) investments. The goal of these initiatives will be to eliminate redundant systems and significantly enhance the government's quality of customer service for citizens and businesses. Improved and expanded E-Government will further both the Department of Homeland Security (DHS) and overall Administration goals of greater government transparency and increasing accountability to the American public. E-Gov provides an easy and accessible medium for entities within the federal government to communicate with the public and inform them of activities, events, policy changes, and a host of other information relating to their work. The role of E-Gov within DHS is primarily focused on expanding access to the Department and sharing information with the public through E-Gov initiatives. The focus expands to saving taxpayer dollars and providing a single, online access point to government information and services. This function makes E-Gov instrumental in opening government to citizens and businesses.

In fiscal year 2009, DHS participated in 22 E-Gov initiatives and lines of business. DHS serves as the managing partner for Disaster Management, Disaster Assistance Improvement Plan, International Trade Data Systems, SAFECOM, and the Information Systems Security Line of Business.

- **Disaster Management:** Helps citizens and members of the emergency management community at the Federal, Local, Tribal, and State government levels by improving public safety response through more effective and efficient interoperable data communications and to serve as a unified point of access to disaster preparedness, mitigation, response, and recovery information.
- **Disaster Assistance Improvement Plan:** Disaster Assistance Improvement Plan is a Government-wide single portal for disaster victims to submit electronic applications for assistance. The focus of the current plan is to provide application services following major disaster declarations to homeowners and renters, most of which are typically referred to SBA for a loan.
- **International Trade Data System (ITDS):** ITDS provides all appropriate agencies a single point of access to consolidated import information through a secure web portal, and will continue to expand existing public-private partnerships in order to seek and share recommendations and best practices within the importing community.
- **SAFECOM:** SAFECOM functions as the key Federal coordinator for promoting and providing support to local, tribal, state, and Federal public safety agencies for the improvement of public safety response through more effective and efficient interoperable wireless communications.
- **Information Systems Security Line of Business:** The Federal Government's information systems security program enables agencies' mission objectives through a comprehensive and consistently implemented set of risk-based, cost-effective controls and measures that adequately protects information contained in Federal Government information systems.

To support the E-Gov principles of elimination of redundancy, collaboration, transparency, and cost reduction, DHS works across the Federal Government to expand the scope and reach of E-Government and increase its visibility among all federal agencies.

In 2009, DHS also achieved success with other E-Government-related programs, effectively using technology to enable successful execution of the Department's mission, enhance security, and increase efficiency. Specifically, DHS is using innovative technology solutions to support the core strategic goal of protecting the nation from dangerous people through controlling our borders. The Secure Border Initiative (SBI) is the most comprehensive and aggressive effort in the nation's history to control nearly 6,000 miles of international land borders. It encompasses the northern and southern land borders, the Great Lakes, the official Ports of Entry (POEs), and between the ports. The border environment is extremely complex, consisting of remote, rural, and urban areas, locations without roads or electricity, and extreme variations in climate and terrain. DHS has established the SBInet solution to develop an optimal mix of personnel, technology, tactical infrastructure, and response capability customized to each border sector and woven together into one comprehensive system. SBInet will deploy and sustain the technology and tactical infrastructure required to support that mix, and provide an essential communications link between surveillance equipment and Customs and Border Patrol (CBP) Law Enforcement agents. It will be a critical link between agencies involved in border security across federal, state, local, and tribal governments, private industry, media, and international efforts.

Supporting the goals of increasing transparency and collaboration, the Department's E-Government will increase its focuses on U.S. citizens. DHS recognizes that inter-agency best practices are realized through collaboration, significantly improving the government's quality of customer service for both citizens and businesses, and will continue to strive for improved collaboration and transparency in the execution of the E-Government initiatives.

## **Section I: Transparency, Engagement, and Innovation**

### **1. Describe major transparency initiatives undertaken in the past year and major transparency initiatives planned for the coming year**

There are many E-Gov initiatives that are designed to increase government transparency for the public. For example, E-Rulemaking and Grants.gov provide public facing websites designed to provide the public with federal government information. The E-Rulemaking initiative hosts the website Regulations.gov, a front-end Web application that posts and allows comments on proposed federal agency rules. Grants.gov creates a single portal for all federal grant customers to find, apply, and manage grants online.

Additionally, in the DHS Recovery Act Coordination office the Department tracks, on an individual basis, the progress of Recovery funded grants from initial guidance through award and financial performance. All of our award data is posted to the DHS public web site and to the Recovery Accountability and Transparency Board (RATB) on a real time basis. This information is then passed on to the USASpending.gov website.

The Department has also provided considerable input to the new Federal Information Technology (IT) Dashboard, sharing the investment, planning, and performance information for the existing 79 major IT programs across all components of DHS. The Department's IT Dashboard compliance ensures that the public has insight into the performance of major IT investments and holds DHS more accountable for the success of these investments. DHS will continue to provide timely updates to the IT Dashboard and will work collaboratively with other agencies to identify ways to improve and enhance the effectiveness of the IT Dashboard in promoting government transparency.

### **2. Do you have an innovation you would like to share with the public and the Federal workforce on the Innovations Gallery?**

The following E-Government initiatives are currently shared with the public and Federal workforce on the Innovations Gallery: Business.gov and Regulations.gov.

DHS recommends adding DisasterAssistance.gov and SAFECOMprogram.gov to the current collection of innovations. DisasterAssistance.gov is a web portal that consolidates disaster assistance information, allowing citizens quick access after emergencies. Since December 31, 2008, the site has received over 459,000 visitors. SAFECOMprogram.gov provides members of the emergency response community and other constituents with information and resources to help them meet their communications and interoperability needs. It offers comprehensive information on topics relevant to emergency response communications and features best practices that have evolved from real-world situations.

### **3. How many data sets does your agency have on data.gov?**

As of December 2009, the Department of Homeland Security has a total of 42 raw data sets on data.gov.

**4. Describe your progress in complying with OMB requirements to post all spending data on usaspending.gov.**

DHS posts 100% of IT spending to USASpending.gov via the Federal IT Dashboard. DHS posts 100% of Recovery-Act-funded grant data to USASpending.gov via the Federal Assistance Award Data System (FAADS+) system. DHS is compliant with reporting all contracting data via Federal Procurement Data System – Next Generation (FPDS-NG) to USASpending.gov.

**5. What tools is your agency using to advance citizen participation and engagement? Cite examples of how the agency has used citizen feedback.**

The Department is using a variety of public websites to increase citizen participation in government. The Business Gateway initiative hosts the website Business.gov, which acts as a forum where government officials, small business owners and everyday citizens can discuss issues within the small business community. DisasterAssistance.gov provides access to federally funded disaster aid for citizens. Regulations.gov and Business.gov sites have comment sections for the public to provide feedback on content. Also, the Department of Homeland Security's IT Dashboard information gives the public an opportunity to see the performance metrics of IT programs and submit comments and/or questions.

**6. Is your agency currently meeting all reporting requirements of Office of Management and Budget (OMB) M-09-19? If not, what are your plans for becoming compliant?**

As of December 2009, DHS is not current with Federal Funding Accountability and Transparency Act (FFATA) requirements, but throughout 2009, took pro-active measures by providing guidance, outreach and training to DHS program offices on the FFATA reporting requirements. This activity resulted in a substantial increase in DHS' FFATA award reporting, including ensuring all American Recovery and Reinvestment Act (ARRA) reporting was maintained current for grants.

The Department's plan to become current with FFATA reporting requirements is outlined below.

- FY 2009: DHS identified programs that are current/non current with FFATA reporting by the Catalog of Federal Domestic Assistance (CFDA) number and provided outreach visits and training to components on FFATA requirements. Outreach resulted in multiple FFATA submissions for a significant number of FY 2009 programs. It also resulted in major progress for FY 2008 submissions with substantial work towards progress for FY 2007.
- FY 2010: DHS will provide on-going guidance, outreach, and training to the components to include regional offices.

DHS plans to be compliant with FFATA reporting requirements by September 30, 2010.

## **Section II: Information and Information Technology Management**

### **1. How has the IT Dashboard impacted the investment management process at your agency?**

The DHS Chief Information Officer (CIO) conducts Program Reviews, which assess program management, performance, and risk. DHS combines the CIO evaluations with OMB Exhibit 300s (E-300) and Probability of Project Success (PoPS) scores to gauge performance. Using the DHS next generation Periodic Reporting System (nPRS), the Department updates the cost and schedule for all programs to provide current information on program performance in the IT Dashboard. This ensures the Department has routine and timely information to facilitate the ongoing evaluation of program performance across the enterprise.

### **2. Describe your agency's efforts in complying with reporting requirements for the IT Dashboard.**

The Department of Homeland Security is ensuring that applicable programs submit performance updates by the end of the month in nPRS. The Department maintains full compliance with reporting requirements on a monthly basis.

### **3. Describe the process your agency is using to apply CIO Evaluations for your major IT investments.**

Major IT investments in the Department of Homeland Security participate in CIO Program Reviews, which assess program management, performance, and risk. These performance evaluations are supported by an algorithm consisting of E-300 and PoPs scores, with each major IT investment given a score ranging from 1-5. The Program Review of major IT programs across the 15 DHS components will inform the CIO's evaluations for the investments and be used to update the input and scoring in the IT Dashboard.

### **4. Provide your agency's Information Resources Management (IRM) Strategic Plan and Enterprise Architecture (EA) Transition Plan.**

The DHS Strategic Plan is available at:

<http://www.dhs.gov/xabout/strategicplan>

The DSH IT Strategic Plan is available at:

[http://www.dhs.gov/xlibrary/assets/cio\\_infotech\\_strategic\\_plan\\_2009-2013.pdf](http://www.dhs.gov/xlibrary/assets/cio_infotech_strategic_plan_2009-2013.pdf)

The Enterprise Architecture Transition Plan is available at:

<http://dhsonline.dhs.gov/portal/jhtml/dc/sf.jhtml?doid=107156>

### **5. Outline the progress of integrating the Enterprise Architecture and the Capital Planning and Investment Control processes and policies.**

The Capital Planning and Investment Control (CPIC) team works closely with the EA team to share information and align investments to the Department segment architectures. EA is part of every

Exhibit 300 and Exhibit 53. All IT investments are mapped to the Department’s segment architectures and efforts are underway to map them to the Federal segment architectures. All data that is provided to OMB through data exchange files are also provided to the EA team to populate the Department’s EA database.

**6. Provide the status and maturity of your modernization roadmap (segment architecture) activity including use by major programs and alignment on shared target architectures.**

The Department of Homeland Security has identified functional areas that define the segments for DHS at a high level. These functional areas/segments have been adopted by the DHS Office of Strategic Plans to serve as the underlying structure and neutral lens for planning, programming, budgeting, executing, and assessing performance of DHS resources and capital investments. These areas are supported by one or more segment architectures. Figure 1 below represents the DHS segments.

Figure 1. Homeland Security Target Enterprise



Throughout 2009, DHS has actively worked on the following segment architectures:

- Enterprise Business Service → Human Capital
- Enterprise IT Services → Identity and Access Management
- Screening
- Information Sharing Environment (ISE)

In 2010, DHS is expecting to move past the planning phase and further develop segment architectures for:

- Law Enforcement
- Domain Awareness
- Securing → Critical Infrastructure and Key Resources Protection



To assist in Segment Architecture development, DHS has tailored the Federal Segment Architecture Methodology (FSAM) to provide a standardized, repeatable methodology to segment architecture development that is integrated with existing DHS processes. This methodology will ensure that DHS Segments are integrated with the Enterprise Architecture and are appropriately governed through the DHS governance mechanisms.

- 7. For each E-Gov initiative, provide the final determinations, priorities, and schedules. Also include your agency's information dissemination product catalogs, directories, inventories, and any other management tools used to improve the dissemination of and access to your agency's information by the public.**

The following section outlines determinations, priorities and timeline information for each E-Gov Initiative. In addition, the Initiative websites that are used to disseminate data to the public are listed below (where applicable):

- **Disaster Management:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government to fund the Disaster Management Initiative in the amount of \$12,270,000.
2. Priorities:
  - To integrate Federal Government disaster assistance services through the DAIP enabling state and local Governments as well as individuals to better access the broad scope of recovery assistance information
  - To consolidate Web content to more easily access information on cross-cutting national initiatives that Federal Emergency Management Agency (FEMA) manages for the benefit of federal departments and agencies and the American people such as the National Exercise Program, National Training Program, lessons learned and corrective action platforms, grant programs, and FEMA's role in coordinating the federal response and recovery efforts during disasters
3. Schedule: Complete the above priorities by the end of Fiscal Year (FY) 10.
4. Website: [http://www.disasterassistance.gov/daip\\_en.portal](http://www.disasterassistance.gov/daip_en.portal)

- **Disaster Assistance Improvement Plan:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government to fund the Disaster Assistance Improvement Plan Initiative in the amount of \$204,000.
2. Priorities:
  - Ensure the full deployment to partnering agencies with qualified, federally-administered programs
  - Create GovBenefits.gov Link on Agency's Website
  - Manage Findings Report from agencies that have programs administered at the state and local level
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: [http://www.disasterassistance.gov/daip\\_en.portal](http://www.disasterassistance.gov/daip_en.portal)

- **Information Systems Security Line of Business (LoB):**

1. Determinations: In 2009, it was determined that it was in the best interest of DHS to fund the Information Systems Security LoB Initiative for the amount of \$2,000,000.
2. Priorities:
  - Review and evaluate agencies as Shared Service Centers for role-based training
  - Establish Shared Service Centers for Tier 2 Situational Awareness/Incident Response (SAIR) capabilities
  - Fully implement Shared Service Centers for C&A
  - Establish a multi-vendor contract vehicle for C&A capability
3. Schedule: Complete the above priorities by the end of FY10.

- **International Trade Data System:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government to fund the International Trade Data System in the amount of \$16,000,000.
2. Priorities:
  - Reduce the cost of reporting international trade transactions for business and processing international trade transactions
  - Facilitate compliance with Government trade requirements (e.g., transportation, public health, safety, export control)
  - Enhance national security by facilitating the sharing of information among authorized agencies
  - Provide access to more accurate, complete, and timely international trade information
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: <http://www.itds.gov/>

- **SAFECOM:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government to fund the SAFECOM Initiative in the amount of \$5,179,112.
2. Priorities:
  - Update and deliver the annual SAFECOM grant guidance document to help maximize the efficiency in which public safety communications-related funds are allocated and spent
  - Provide guidance and support to the Office of Emergency Communications as it conducts follow-up state-wide planning evaluation activities
  - Provide guidance and support to the Office of Emergency Communications in its delivery of state-wide and tactical technical assistance to state, local and tribal Governments and first responder organizations
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: <http://www.safecomprogram.gov/SAFECOM/>

- **Enterprise Human Resource Integration (EHRI):**
  1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$3,780,400 to the servicing agency.
  2. Priorities:
    - Enable access to pay and benefits data from agency payroll providers
    - Streamline Human Resources processes and improve policy formulation and impact analysis
  3. Schedule: Complete the above priorities by the end of FY10.
  4. Website: <http://www.opm.gov/egov/e-gov/EHRI/>
  
- **E-Rulemaking:**
  1. Determinations: In 2009, it was determined that it was in the best interest of the Government to contribute \$636,017 to the servicing agency on the behalf of DHS.
  2. Priorities:
    - Consolidate existing agency e-docket systems with Environmental Protection Agency's (EPA) system, including US Department of Agriculture (USDA) and Department of Housing and Urban Development (HUD)
    - Post HUD and USDA/Animal and Plant Health Inspection Service (APHIS) dockets on EPA's on-line system as a proof-of-concept
    - Develop and deploy the federal-wide docket management system
    - Initiate Business Process Reengineering of rulemaking process
    - Ensure Federal Docket Management System (FDMS)/Regulations.gov meets a threshold of 99.9% availability to the public and Federal agencies
    - Complete implementation of Federal entities that request and pay for migration to FDMS
  3. Schedule: Complete the above priorities by the end of FY10.
  4. Website: <http://www.regulations.gov/search/Regs/home.html#home>
  
- **E-Training:**
  1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$1,813,598 to the servicing agency.
  2. Priorities:
    - Migrate agency-specific Learning Management Systems (LMS's) to one of the three E-Training service providers (GoLearn, FasTrac, NTIS)
    - Reduce redundancies and achieve economies of scale in the purchase and/or development of e-Learning content and infrastructure
    - Offer user-friendly, one-stop access to a robust and high-quality e-Learning environment
  3. Schedule: Complete the above priorities by the end of FY10.
  4. Website: [http://www.opm.gov/egov/e-gov/e-training/products\\_services/index.asp](http://www.opm.gov/egov/e-gov/e-training/products_services/index.asp)
  
- **E-Travel:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$2,876,070 to the servicing agency.
2. Priorities:
  - Fully deploy Science and Technology (S&T), National Protection and Program Directorate (NPPD) and DHS Headquarters (HQ) on schedule
  - Begin deployments of FEMA & US Citizen and Immigration Services (USCIS)
  - Fully deploy US Coast Guard (USCG)
3. Schedule: Complete the above priorities by the end of FY10.
4. Website:  
[http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA\\_OVERVIEW&contentId=15807](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_OVERVIEW&contentId=15807)

- **GovBenefits.gov:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$138,789 to the servicing agency.
2. Priorities:
  - Increase public awareness through an integrated marketing communications campaign
  - Ensure quality content by conducting an annual program audit and implementing updates, deploying Content Management System (CMS) improvements, and performing ongoing research to identify benefit programs not currently on GovBenefits.gov
  - Improve functionality by launching Questionnaire Help Text and USA.gov site search
  - Enhance citizens' ability to identify and access programs by establishing clear "Next Steps" for citizens and launching Veterans' Affairs Customized Connection
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: [http://www.govbenefits.gov/govbenefits\\_en.portal](http://www.govbenefits.gov/govbenefits_en.portal)

- **Grants.gov:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$517,763 to the servicing agency.
2. Priorities:
  - Continue outreach, training and ramp-up activities with agencies and applicants
  - Merge the back-end of Grants.gov Find and Apply into one system
  - Use the Apply functionality of Grants.gov to post application packages for grant programs
  - Post all competitive discretionary grant application packages quarterly on Grants.gov to match posted opportunities
  - Continue migration efforts for agency-specific application and utilization of the Find and Apply functionality of Grants.gov, and have a solution available that will allow an agency to accept electronic applications and other products that are developed by Grants.gov

3. Schedule: Complete the above priorities by the end of FY10.
  4. Website: <http://www.grants.gov/>
- **Integrated Acquisition Environment (IAE)-Loans and Grants:**
    1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$189,973 to the servicing agency.
    2. Priorities:
      - Develop a standard glossary and vocabulary to facilitate exchange of data between and within agencies
      - Transform Intra-Governmental ordering and billing to enable universal electronic processes, reduce payment and collection problems, and enable swift and accurate revenue and expense elimination processes for preparing consolidated financial statements via the Intra-Governmental Transaction Exchange (IGTE)
    3. Schedule: Complete the above priorities by the end of FY10.
    4. Website: [http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA\\_OVERVIEW&contentId=20144](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_OVERVIEW&contentId=20144)
  - **Integrated Acquisition Environment:**
    1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$2,270,519 to the servicing agency.
    2. Priorities:
      - Develop a standard glossary and vocabulary to facilitate the exchange of data between (and within) agencies
      - Transform Intra-Governmental ordering and billing to enable universal electronic processes, reduce payment and collection problems, and enable swift and accurate revenue and expense elimination processes for preparing consolidated financial statements via the Intra-Governmental Transaction Exchange (IGTE)
    3. Schedule: Complete the above priorities by the end of FY10.
    4. Website: [http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA\\_OVERVIEW&contentId=20144](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_OVERVIEW&contentId=20144)
  - **Budget Formulation and Execution LoB:**
    1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$95,000 to the servicing agency.
    2. Priorities:
      - Implement Budget Formulation and Execution Management DHS-wide by 2011 CJ submission
    3. Schedule: Complete the above priorities by the end of FY10.
    4. Website: <http://www.ed.gov/exhibit300/fy2010/by10bfelob.html>

- **Financial Management (FM) LoB:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$95,000 to the servicing agency.
2. Priorities:
  - Continue migration planning and migration of agency systems to Shared Services Provider (SSPs)
  - Continue to develop standard business processes, interfaces, objects/rules and data objects for select core FM functions
  - Review and update Service Assessment Guide, monitor agency metrics reports
  - Continue to monitor and update Common Government Wide Accounting Codes
3. Schedule: Complete the above priorities by the end of FY10.

- **Geospatial LoB:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$62,000 to the servicing agency.
2. Priorities:
  - Develop processes to effectively manage geospatial assets as a portfolio of assets
  - Identify common capabilities to allow cost-benefit return on investment (ROI) for shared services
  - Implement a Geospatial SmartBUY opportunity for geospatial data and technologies which promotes shared licenses for smaller agencies
  - Develop and implement common grants language for geospatial information and services
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: <http://gos2.geodata.gov/wps/portal/gos>

- **Grants Management (GM) LoB:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$59,316 to the servicing agency.
2. Priorities:
  - Submit Fit/Gap cost analysis
  - Support GMLoB activities through communications, develop reporting and analytic tools, and information gathering and analyses
  - Support the operation of GMLoB and the Program Management Office by obligating and providing funding in accordance with Grants Executive Board (GEB)-approved funding levels specified in Interagency Agreement documents
3. Schedule: Complete the above priorities by the end of FY10.
4. Website: <http://www.hud.gov/offices/adm/grants/lineofbusns/grantslob.cfm>

- **Human Resources (HR) Management LoB:**

1. Determinations: In 2009, it was determined that it was in the best interest of the Government for DHS to contribute \$260,870 to the servicing agency.
  2. Priorities:
    - Improve strategic management of human capital
    - Increase cost savings/avoidance
    - Improve customer service
  3. Schedule: Complete the above priorities by the end of FY10.
  4. Website: [http://www.opm.gov/egov/HR\\_LOB/index.asp](http://www.opm.gov/egov/HR_LOB/index.asp)
- 8. Provide your agency's Freedom of Information Act (FOIA) handbook, the link of your agency's primary FOIA website, and the website link where frequent requests for records are made available to the public.**
- FOIA handbook:  
[http://www.dhs.gov/xlibrary/assets/foia/privacy\\_foia\\_improvement-plan\\_r.pdf](http://www.dhs.gov/xlibrary/assets/foia/privacy_foia_improvement-plan_r.pdf)
  - Primary FOIA Web site:  
[http://www.dhs.gov/xfoia/editorial\\_0579.shtm](http://www.dhs.gov/xfoia/editorial_0579.shtm)
  - FOIA 2008 Annual Report:  
[http://www.dhs.gov/xlibrary/assets/foia/privacy\\_rpt\\_foia\\_2008.pdf](http://www.dhs.gov/xlibrary/assets/foia/privacy_rpt_foia_2008.pdf)
- 9. Describe in brief your agency efforts to comply with Section 508 in regards to information management.**

The Officer for Civil Rights and Civil Liberties and the DHS CIO continue to collaborate to fully implement and enforce the provisions of Section 508 throughout the Department. The two offices worked in concert to establish a Department-wide Section 508 program, run by the Office on Accessible Systems & Technology (OAST). OAST continues to be a catalyst for great progress in the Section 508 compliance area, performing periodic scanning of Department systems. OAST operations and services include:

- Accessibility Helpdesk – a single point of contact for employees with accessibility needs or questions regarding 508 compliance
- Training – OAST offers an extensive selection of hands-on, online and customized training opportunities
- Document accessibility – OAST personnel provide assistance to all DHS components, as well as various external audiences, in reviewing and remediating electronic document files, including forms, memorandums, informational pamphlets, flyers and various reports
- Governance – OAST governance and compliance activities include assessing performance of IT programs and organizations as well as managing accessibility risks through detailed process controls
- Application accessibility assessments – OAST provides accessibility assessments, reviews and evaluations of commercial and government applications, including Web applications, for Section 508 compliance

Examples of additional efforts throughout DHS include the IT Acquisition Review (ITAR), EA Center of Excellence, and Paperwork Reduction Act Program Management, in which 508 compliance is built into the IT governance and compliance process.

**10. Provide a list of your agency's public websites disseminating research and development (R&D) information to the public, and whether or not each website provides public information about federally funded R&D activities and/or provides the results of Federal Research.**

From an E-Gov perspective, SAFECOM is a communications program of the Department of Homeland Security. SAFECOM provides research, development, testing and evaluation, guidance, tools, and templates on interoperable communications-related issues to local, tribal, state, and Federal emergency response agencies. The Office for Interoperability and Compatibility (OIC) supports SAFECOM-related research, development, testing, evaluation and standards. OIC is managed by the Science and Technology Directorate. The SAFECOM website is [www.safecomprogram.gov](http://www.safecomprogram.gov).

**11. Provide an inventory of formal agency agreements (e.g., contract, memorandum of understanding, partnerships) with external entities (e.g., partnerships with State and local governments, public libraries, industry and commercial search engines) complementing your agency's information dissemination program, with a brief explanation of how each agreement improves the access to and dissemination of government information to the public.**

DHS enters into formal agency agreements with the following Federal Departments and Agencies for the purposes of E-Gov initiatives: Small Business Administration (SBA), General Services Administration (GSA), Environmental Protection Agency, Office of Personnel Management (OPM), Health and Human Services (HHS), Department of Interior (DOI), Department of Labor (DOL), Department of Education, and National Science Foundation (NSF). Initiatives where DHS is the managing partner, additional agreements exist with State and Local emergency management organizations and other private industry organizations. DHS participates in the following E-Gov initiatives.

- **Disaster Management:** Helps citizens and members of the emergency management community at the Federal, Local, Tribal, and State government levels by improving public safety response through more effective and efficient interoperable data communications and to serve as a unified point of access to disaster preparedness, mitigation, response, and recovery information.
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- **Information Systems Security LoB:** The Federal Government's information systems security program enables agencies' mission objectives through a comprehensive and consistently implemented set of risk-based, cost-effective



controls and measures that adequately protects information contained in Federal Government information systems.

- **International Trade Data System:** ITDS provides all appropriate agencies a single point of access to consolidated import information through a secure web portal, and will continue to expand existing public-private partnerships in order to seek and share recommendations and best practices within the importing community.
- **SAFECOM:** SAFECOM functions as the key Federal coordinator for promoting and providing support to local, tribal, state, and Federal public safety agencies for the improvement of public safety response through more effective and efficient interoperable wireless communications.
- **Enterprise Human Resource Integration:** The EHRI initiative develops policies and tools to streamline and automate the electronic exchange of standardized HR data needed to create official employee records across the Executive Branch. The EHRI toolset and central data repository will provide comprehensive knowledge management, workforce analysis, forecasting, and reporting across the Executive Branch for the strategic management of human capital.
- **E-Rulemaking:** Improves the access to, and quality of, the rulemaking process for individuals, businesses, and other government entities while streamlining and increasing the efficiency of internal agency processes.
- **E-Training:** E-Training is a Government-wide initiative focused on creating a premier E-training environment that supports the development of the Federal workforce and advances the accomplishment of agency missions through simplified, one-stop access to E-Training products and services.
- **E-Travel:** A government-wide, web-based service that applies world-class travel management practices to consolidate federal travel, minimize cost and produce superior customer satisfaction. Commercially hosted, E-Travel is an end-to-end service that streamlines travel management from travel planning and authorization to reimbursement.
- **GovBenefits.gov:** Provides a single point of access for citizens to locate and determine potential eligibility for government benefits and services.
- **Grants.gov:** Grants.gov is a single portal for all Federal grant customers to find and apply for grants online.
- **IAE-Loans and Grants:** The Federal Funding Accountability and Transparency Act of 2006 (FFATA) requires OMB to “ensure the existence and operation of a single searchable website, accessible by the public at no cost” that includes information on each federal award. The IAE – Loans and Grants initiative supports the FFATA for the relationship with Dun and Bradstreet (D&B) and Data Universal Numbering System (DUNS) support services. The IAE Program Management Office shall execute any interagency funding agreements necessary to cover the cost of participating in the initiative and ensure administration of the D&B contract.

- **Integrated Acquisition Environment:** This initiative creates a secure business environment that facilitates and supports cost-effective acquisition of goods and services by federal agencies, while eliminating inefficiencies in the current acquisition environment.
- **Budget Formulation and Execution (BFE) LoB:** The BFE LoB strives to find solutions that link budget formulation, execution, planning, performance, and financial information. Areas of particular interest include technology, budget performance integration, data collection and tracking, financial management integration, and human capital.
- **Financial Management LoB:** Improves the cost, quality, and performance of financial management, reducing non-compliance systems by leveraging common standards, shared service solutions and implementing other government-wide reforms that foster efficiencies in Federal financial operations.
- **Geospatial LoB:** The Geospatial LoB will identify opportunities for optimizing and consolidating Federal geospatial-related investments and activities to reduce the cost of government and improve services to citizens.
- **Grants Management LoB:** A government-wide system to support end-to-end grants management activities that promote citizen access, customer service, and agency financial and technical stewardship.
- **HR Management LoB:** Cross agency system that seeks to provide modern, cost effective, standardized, and interoperable Human Resource services; providing common core functionality to support the strategic management of Human Capital.

**12. Provide an inventory that describes your agency’s National Archives and Records Administration (NARA) approved records schedule(s), and a brief explanation of your agency’s progress to implement NARA Bulletin 2006-02. For the brief explanation please report the number of systems for which a record schedule was submitted to NARA in FY 2008 and the number of systems still requiring record schedules.**

As reflected in the Chief Acquisition Officer (CAO)/Records Management scorecard for the last quarter of FY 2009, the number of total systems and systems for which schedules have been submitted are provided below.

Component	Total Systems	Systems Scheduled
DHS	92	88
CIS	32	27
CBP	28	28
ICE	30	27
FEMA	55	0
FLETC	3	2
USSS	66	60

USCG	70	51
TSA	85	12

The following systems are either scheduled with NARA, at NARA pending registration, or are General Record Schedule (GRS) systems.

All have been identified and schedules drafted:

Parent Office	System Name	Status
Citizenship and Immigration Services, Ombudsman	Office of the Citizenship & Immigration Services Ombudsman (CISOMB)	N1-563-08-1
Civil Rights and Civil Liberties	CRCL Hawk	N1-563-07-6
Domestic Nuclear Detection Office	Joint Analysis Center Collaborative Information System (JACCIS)	N1-563-09-9
Executive Secretariat	Intranet Quorum (IQ) Correspondence and Document Management System	N1-563-07-1
Health Affairs, Office of	National Bio-surveillance Integration System (NBIS) 2.0	N1-563-08-18
Inspector General, Office of	Investigations Data Management System (IDMS)	N1-563-07-5
Intelligence and Analysis, Office of	Domestic Terrorism/Ideologically Based Violence (DTx) Incident Database	N1-563-08-24
	Homeland Security Intelligence Database (HSIDB)	
	HSIN-Intelligence Portal	
	Intelligence and Information Fusion (I2F)	
	IWW 24 Hour Log	N1-563-07-11
	Organizational Shared Space (OSS)	
	Pathfinder	
Management	DHScovery	
	DHSAccessGate System	N1-563-09-2
	DHS Foreign Access Management System (DFAMS)	N1-563-09-1
	Enterprise PRISM Instance (PRISM)	
	Lenel's On Guard (Access Control System)	
	Mail Management Business Intelligence Tool (MBIT)	N1-563-08-15
	MAXHR Solution Component e-Performance System	
	Personal Identity Verification Management System (PIV)	GRS 18, 22
	Personal Security Activities Management System (PSAMS)	GRS 18, 22
	Sunflower Asset Management System (SAMS)	
National Protection and Programs Directorate	TrustedAgent FISMA (TAF)	
	Web Time and Attendance System (webTA)	GRS 2, 7
	Automated Biometric Identification System (IDENT)	N1-563-08-34
	Chemical Security Assessment Tool (CSAT)	N1-563-07-7
	Communication Assets Survey and Mapping Tool (CASM)	N1-563-08-32
	Communications Asset Database (CAD)	N1-563-08-43
	Critical Infrastructure Warning Information Network (CWIN)	N1-563-07-8
	Critical Infrastructure/Key Resources (CI/KRs) Sector Clearance Program (SCP) Master Roster	
	Infrastructure Information Collection Program (IICP)	N1-563-08-14
	INSight	N1-563-08-27

	LENS (Linked Encrypted Network System)	N1-563-08-25
	Master Station Log (MSL)	N1-563-07-10
	National Capabilities Analysis Database (NCAD)	N1-563-08-26
	Priority Telecommunications Service (PTS)	N1-563-07-12
	Priority Telecommunications System (PTS)	N1-563-07-9
	Protected Critical Infrastructure Information Management System (PCIIMS)	N1-563-08-36
	Technical Reconciliation Analysis Classification System (TRACS)	N1-563-08-35
	Technology Assessment Network (TAN)	N1-563-08-42
	TRIPwire	N1-563-08-28
	USV-TechDoc	
Operations Coordination, Office of	Homeland Security Information Network (HSIN)	N1-563-08-19
	National Operations Center (NOC) Senior Watch Officer (SWO)/Tracker Logs	N1-563-08-23
	Operations Directorate COOP/Personnel Database	N1-563-07-14
	Repeat and Disruptive Callers Database (RDCR)	N1-563-07-15
Science and Technology Directorate	Access Commander	
	Protected Repository for the Defense of Infrastructure Against Cyber Threats (PREDICT)	N1-563-08-37
	SAFECOM Baseline Searchable Database System	N1-563-07-18
	SAFETY Act	N1-563-07-23
	Staffing Management System (SMS)	GRS 23, 1
	Standardized Policies & Procedures (SP2)	
	Technology Solutions	N1-563-07-21

These systems are pending (not at NARA):

Parent Office	System Name
Domestic Nuclear Detection Office	DNDOBIDS/SBIR
National Protection and Programs Directorate	EINSTEIN
	EINSTEIN 2
	MOE -Mission Operations Environment (24x7)
	US-VOICE
Policy, Office of	Performance Analysis System (PAS)

### **Section III: Implementation of E-Government Initiatives**

#### **1. Describe the initiative, the methodology for identification of the initiative, and how the initiative is transforming agency operations.**

Secure Flight will strengthen the security of the Nation's transportation systems by creating and operating a threat-based, watch list matching capability. Investment is for the completion of development, implementation, and operation of that capability for 700 million (100%) domestic passengers per year. Secure Flight directly supports the DHS Strategic Goal of Protecting our Nation from Dangerous People by identifying potential threats to aviation and providing timely information on these threats to law enforcement.

In addition, through the Budget Performance Integration (BPI): Secure Flight (SF) has set a performance-based budget based on the capability to vet 100% (700M) passengers per year. For Competitive Sourcing (CS): Secure Flight performs 80% of its work through competitive awards. Expanded E-Government (EE-G): Secure Flight shares results with other government agencies and airports; automates processes; maximizes interoperability; and minimizes redundancy.

#### **2. Quantify the cost savings and cost avoidance achieved through implementing the initiative (e.g., reducing or eliminating other investments in information technology)**

The selected Alternative 1 supports closing all performance gaps identified in the Secure Flight Mission Needs Statement (MNS) (i.e., watch list matching inconsistent & inflexible; matching results not available in advance for security resource allocation or threat management; sensitive watch list content is omitted due to broad distribution; and lack of timely & fair appeals process for passengers miss-identified as threats. In Alt #1, Secure Flight provides program management and quality assurance; creates & operates the automated watch list matching process & the manual review/resolution process.

Alternative 1 provides the following qualitative benefits for which the Secure Flight capability has been implemented:

- Enables strict security controls.
- Leverages existing CBP Infrastructure currently used for data transmission/receipt for international flights. In partnering with CBP, the DHS E-Gov initiative related to CBP Automated Targeting Systems (ATS) will be leveraged.
- Integrates automated watch list matching and manual review and resolution of near-matches.
- Reduces organizational complexity and simplifies integration, program control and management.

Alternative 1 also provides quantifiable societal benefits by reducing the risk of terrorist events and the resulting economic impact if a government-controlled watch list matching capability is not implemented. To derive societal benefit, the names of groups or airlines for DHS E-Government Act Report 2009

which the Secure Flight capability has been implemented cannot be publicly divulged. Benefits attributable to the Secure Flight capability are assumed to be a small portion (7%) of the cost of damages that would result from not preventing a terrorist from boarding an aircraft. To estimate benefits, real-world examples were selected from published literature:

- Aviation disaster (NOAA GOES-R Benefits Analysis Nov03) cost for loss of a single aircraft and associated human life (annual cost reduction is \$989M)
- Bio/chemical/radiation incident (Zimmerman/Loeb in Defense Horizons, Jan04) cost to return Manhattan area to original condition (annual cost reduction is \$6B).
- Electric power outage (Andersen Economic Group, Oct02) cost similar to NE blackout in '03 (annual cost reduction is \$6.0B).
- Airport shutdown (Atlanta-based airline estimate) cost of shutdown (annual cost reduction is \$5.0B).
- Risk-adjusted ROI analyses confirm that benefits attributable to SF would need to be reduced to less than 4% before Payback Period for Alternative 1 would exceed 5 yrs.
- A key assumption is that benefits are not realized until the Secure Flight capability has been rolled out to groups and airlines. Although all alternatives eventually derive maximum benefit from rolling out to all groups, these benefits are realized sooner with Alternative 1 because the Secure Flight capability can be developed/implemented more quickly.

	Budgeted Cost Savings (\$M)	Cost Avoidance (\$M)	Justification for Budgeted Cost Savings	Justification for Cost Avoidance
			[LIMIT: 500 char]	[LIMIT: 500 char]
<b>PY-1 &amp; Earlier</b>				
<b>PY</b>				
<b>CY</b>	28.200	33.269	Based on the estimated replacement costs associated with each event assumed	The following real-world threat events are assumed to be avoided Bio/Chemical/Radiation Incident (cost to return lower Manhattan area to original condition), Electric Power Outage (similar to Northeast blackout in 2003), and Airport Shutdown (one day).
<b>BY</b>	205.000	373.647	As cut-over begins more airlines will utilize the SF vetting tool	Continue to assume the prevention of the following real-world threat events are assumed to be avoided Bio/Chemical/Radiation Incident (cost to

				return lower Manhattan area to original condition), Electric Power Outage (similar to Northeast blackout in 2003), and Airport Shutdown (one day), and now to include Aviation Disaster (cost for loss of a single aircraft and associated passengers/crew
<b>BY+1</b>	275.000	381.494	After cut-over begins airlines will utilize the SF vetting tool	Continue to assume the prevention of the following real-world threat events are assumed to be avoided Bio/Chemical/Radiation Incident (cost to return lower Manhattan area to original condition), Electric Power Outage (similar to Northeast blackout in 2003), and Airport Shutdown (one day), and now to include Aviation Disaster (cost for loss of a single aircraft and associated passengers/crew
<b>BY+2</b>				
<b>BY+3</b>				
<b>BY+4 &amp; Beyond</b>				
<b>Total LCC Benefit</b>	508.200	788.410		

**3. Explain how your agency maintains an ongoing dialogue with interested parties to find innovative ways to use information technology for the initiative.**

The overall TSA Secure Flight initiative maintains a website posting initiative descriptions, project descriptions, new and contact information. On the website, Secure Flight provides documentation as applicable for individual secure flight processes. Secure flight web pages describe the program background, how secure flight works, the secure flight process, and how privacy is maintained while using Secure Flight. The site also provides what laws require secure flight. The latest news regarding secure flight is posted on the site as well as an extensive frequently asked questions page. This site is <http://www.tsa.gov/secureflight>.

**4. Identify improved performance (e.g., outcome measures, quantifiable business impact) by tracking performance measures supporting agency objectives and strategic goals.**

The table below provides further detail on the performance metrics, targets and baselines for this initiative. The performance table begins in 2008 and runs through the life-cycle of 2020.

#	Fiscal Year	Strategic Goal Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator [LIMIT: 250 char]	Baseline [LIMIT: 250 char]	Target [LIMIT: 250 char]	Actual Results [LIMIT: 250 char]
1	2008	Protect our Nation from Dangerous People	Mission and Business Results	Human Resource Management	Human Resources Development	Percentage of program FTEs achieving Privacy Training compliance.	92%	100%	98%
2	2008	Protect our Nation from Dangerous People	Processes and Activities	Management and Innovation	Compliance	Percentage of program milestones that are within 10% variance from baseline.	93%	100%	95%
3	2008	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Satisfaction	Percentage of key stakeholders briefed post-publishing of the Final Rule.	85%	100%	100%
4	2008	Protect our Nation from Dangerous People	Technology	Effectiveness	User Requirements	Percentage of test scenarios that pass UAT for Release 2.	70%	75%	75%
5	2009	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Percentage of Aircraft Operators on-boarded with Secure Flight.	8%	Initiate on-boarding of Aircraft Operators and increase deployment from 0% to 12%	13%
6	2009	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	100%
7	2009	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	No change in threat level was experienced in FY09.
8	2009	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	0% - Only 2 passengers in FY09 were required to go all the way through the entire manual resolution process, and both were immediately cleared with full ID verification.
9	2009	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed	Percentage of Redressed passengers Auto Cleared	Increase percentage of Redressed	The AOs we have on-boarded so far in FY09 have not had the capability to capture redress numbers



						by DHS TRIP) that are automatically recognized and cleared by the SF system.	maintained at no less than 95%	passengers Auto Cleared to 100%	in their systems. This requirement came into play 8/15/09, but has not affected the SF program yet.
10	2009	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	100%
11	2010	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Percentage of Aircraft Operators on-boarded with Secure Flight.	50%	Continue on-boarding of Aircraft Operators and increase deployment from 12% to 82%	Actual results will be reported at the end of FY10.
12	2010	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY10.
13	2010	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY10.
14	2010	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY10.
15	2010	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY10.
16	2010	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY10.
17	2011	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Percentage of Aircraft Operators on-boarded with Secure Flight.	85%	Complete on-boarding of Aircraft Operators and increase	Actual results will be reported at the end of FY11.

								deployment from 82% to 100%	
18	2011	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY11.
19	2011	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY11.
20	2011	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY11.
21	2011	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY11.
22	2011	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY11.
23	2012	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY12
24	2012	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY12.
25	2012	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered	Percentage of calls answered within 10 seconds at no	Increase percentage of calls answered	Actual results will be reported at the end of FY12.

						within 10 seconds or less.	less than 88%	within 10 seconds to 90% or greater	
26	2012	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY12.
27	2012	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY12.
28	2012	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY12.
29	2013	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY13.
30	2013	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY13.
31	2013	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY13.
32	2013	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY13.
33	2013	Protect our Nation from Dangerous	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been	Percentage of Redressed passengers	Increase percentage of	Actual results will be reported at the end of FY13.

		People				successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Auto Cleared maintained at no less than 95%	Redressed passengers Auto Cleared to 100%	
34	2013	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY13.
35	2014	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY14.
36	2014	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY14.
37	2014	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY14.
38	2014	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY14.
39	2014	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY14.
40	2014	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY14.
41	2015	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers	Increase percentage of airline	Actual results will be reported at the end of FY15.

		People					vetted through Secure Flight maintained at no less than 98%	passengers vetted through Secure Flight to 100%	
42	2015	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY15.
43	2015	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY15.
44	2015	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY15.
45	2015	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY15.
46	2015	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY15.
47	2016	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY16.
48	2016	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY16.
49	2016	Protect our	Processes and	Productivity	Efficiency	Percentage of calls to	Percentage of	Increase	Actual results will be

		Nation from Dangerous People	Activities			the Secure Flight Resolution Service Center answered within 10 seconds or less.	calls answered within 10 seconds at no less than 88%	percentage of calls answered within 10 seconds to 90% or greater	reported at the end of FY16.
50	2016	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY16.
51	2016	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY16.
52	2016	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY16.
53	2017	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY17.
54	2017	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be provided at the end of FY17.
55	2017	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY17.
56	2017	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY17.

57	2017	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY17.
58	2017	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY17.
59	2018	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY18.
60	2018	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY18
61	2018	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY18.
62	2018	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY18.
63	2018	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY18.
64	2018	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY18.

65	2019	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of airline passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY19.
66	2019	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new threat level.	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY19.
67	2019	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY19
68	2019	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY19.
69	2019	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY19.
70	2019	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY19.
71	2020	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Productivity	Percentage of passengers vetted through Secure Flight.	Percentage of airline passengers vetted through Secure Flight maintained at no less than 98%	Increase percentage of airline passengers vetted through Secure Flight to 100%	Actual results will be reported at the end of FY20.
72	2020	Protect our Nation from Dangerous People	Mission and Business Results	Homeland Security	Catastrophic Defense	Average elapsed time from official notice of the change in threat level to the time SF has implemented the standard operation procedures for the new	Program response time to change in threat level at no greater than 48 hrs	Decrease program response time to less than or equal to 24 hrs	Actual results will be reported at the end of FY20.



						threat level.			
73	2020	Protect our Nation from Dangerous People	Processes and Activities	Productivity	Efficiency	Percentage of calls to the Secure Flight Resolution Service Center answered within 10 seconds or less.	Percentage of calls answered within 10 seconds at no less than 88%	Increase percentage of calls answered within 10 seconds to 90% or greater	Actual results will be reported at the end of FY20.
74	2020	Protect our Nation from Dangerous People	Customer Results	Customer Benefit	Customer Impact or Burden	Percentage of passengers whose name is still deemed a match after being processed through the SF name matching process including ID verification.	False Positive Rate maintained at no greater than .006%	Decrease False Positive Rate to no greater than .0023%	Actual results will be reported at the end of FY20.
75	2020	Protect our Nation from Dangerous People	Technology	Effectiveness	User Satisfaction	Percentage of Redressed passengers (that have been successfully redressed by DHS TRIP) that are automatically recognized and cleared by the Secure Flight system.	Percentage of Redressed passengers Auto Cleared maintained at no less than 95%	Increase percentage of Redressed passengers Auto Cleared to 100%	Actual results will be reported at the end of FY20.
76	2020	Protect our Nation from Dangerous People	Processes and Activities	Security and Privacy	Privacy	Percentage of records purged in accordance with NARA schedule retention guidelines.	Maintain system record purge compliance at no less than 100%	Maintain system record purge compliance at no less than 100%	Actual results will be reported at the end of FY20.

**5. Explain how this initiative ensures the availability of government information and services for those without access to the Internet and for those with disabilities.**

Secure Flight utilizes the DHS Accessibility Requirements Tool (DART), created by the DHS Office on Accessible Systems and Technology (OAST). DART is a web-based tool that allows a user to create Section 508 contractual language tailored to the type of procurement being conducted. It is mandatory for all of DHS. Section 508 requires that the TSA Secure Flight PMO ensure their procurement of Electronic and Information Technology (EIT) take into account the needs of all end user – including those with disabilities. Doing so enhances the availability of Federal staff with disabilities to have access to and use of information and data that is comparable to that provides to others. Tasks associated with implementing TSA Secure Flight systems, including the data management centers, require Section 508 compliance.

**6. Identify external partners (e.g., Federal, State or local agencies, industry) who collaborate on the initiative**

TSA takes the security of personal information very seriously. The personal data that Secure Flight proposes to collect is protected by the highest set of security protocol standards established by the federal government.

TSA takes a number of steps to guard the safety and privacy of personal information it collects about individuals and the flying public. TSA's Office of Privacy Policy and Compliance collaborates with the Chief Information Security Office (CISO) to work with program offices during the design and implementation of systems to ensure compliance with the Federal Information Security Management Act (FISMA) and the Privacy Act, 5 U.S.C. § 552a.

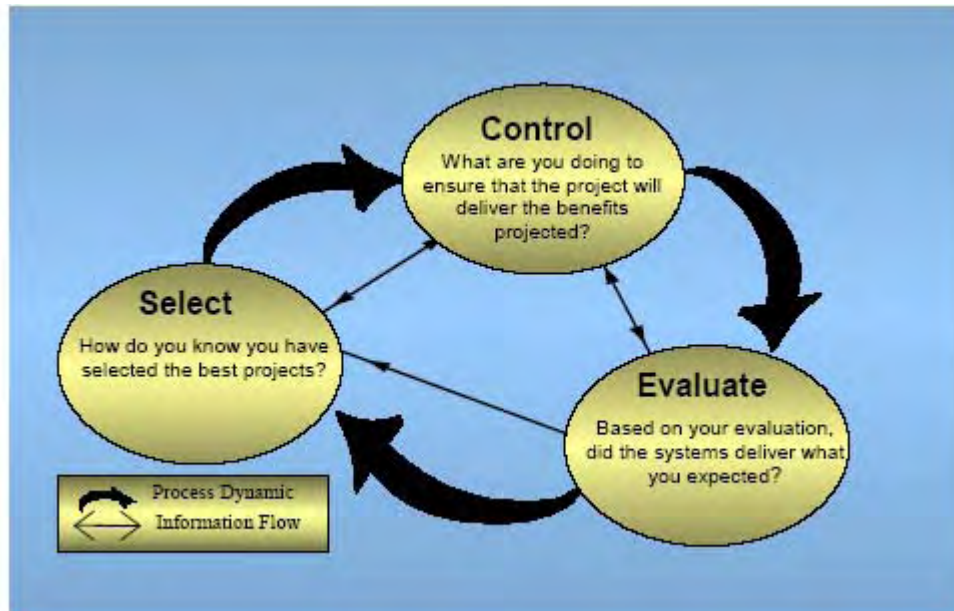
Secure Flight published a [Privacy Impact Assessment \(PIA\)](#) and [System of Records Notice \(SORN\)](#) to provide detailed information about the program's impact to individuals' privacy and information about the program's privacy approach. The [9/11 Commission Report](#) recommended that the Transportation Security Administration (TSA) take over watch list matching from the airlines. The [Intelligence Reform and Terrorism Prevention Act \(IRTPA\) of 2004](#) codified this recommendation and requires the Department of Homeland Security (DHS) and TSA to assume from airlines the function of conducting pre-flight comparisons of airline passenger information to federal government watch lists. TSA is implementing the Secure Flight program to meet this Congressional mandate. The Secure Flight Final Rule provides the regulatory authority for the implementation of the Secure Flight program.

**7. Explain how the project applies effective capital planning and investment control procedures.**

The Office of the Chief Information Officer (OCIO) coordinates the Department's capital planning and investment control (CPIC), budgeting, and performance management processes for Information Technology (IT). The OCIO provides direct planning development and support to assure that IT plans support agency business planning and mission objectives. The OCIO assesses and prioritizes the Department's major information systems, analyzes and evaluates IT investment decisions, and reviews the use of performance metrics to evaluate programs for both initial and continued funding.

DHS successfully employs the Select, Control, and Evaluate Phases recommended by both the government Accountability Office (GAO) and the Office of Budget and Management (OMB) in implementing a capital planning process as required by the Clinger-Cohen Act of 1996. The design of the high level CPIC process ensures that the Department addresses fundamental questions, as illustrated in the figure below, at the appropriate phase of the process. Note that the process also addresses the specific requirements of both new projects as well as continuing projects. Continuing projects are those for which an Exhibit 300 was submitted to OMB in a previous year's budget cycle.

**Figure 2. DHS CPIC Process Flow**



**8. Describe the established business process your agency has in place for the continued ongoing process of identification of initiatives.**

The established DHS business process for identifying initiatives is provided by the Acquisition Life Cycle Framework within DHS Acquisition directive 102-01 Interim. The DHS Acquisition Life Cycle Framework outlines a flexible means for translating mission needs and gaps into cost-effective, operational capabilities via stable and well managed acquisition mechanisms. The framework is designed to ensure that the Acquisition Manager has the tools, resources, and flexibility to successfully manage and execute the acquisition, and deliver a product that meets the user’s requirements while complying with applicable statute, regulations, and policies.

The Acquisition life Cycle Framework is a means to link the Department’s requirements with the Planning, Programming, Budgeting, Execution (PPBE) and Acquisition processes to enable DHS to make timely, informed, and holistic decisions regarding acquisitions. In conjunction to AD-102-01, the System Engineering Life Cycle (SEL) is a systems engineering framework for enabling efficient and effective delivery of capability to users, and is one of several key Department of Homeland Security processes for managing acquisitions of programs and their related projects. The SEL guides the definition, execution, and management of an interdisciplinary set of tasks required to plan, define, design, develop, implement, operate, and dispose of systems. The SEL defines the methodology for roles and responsibilities, states, including activities and products, entry/exit criteria, and reviews. System development methodologies, guidance on their usage, and methods for customization are determined by use of the SEL.

**9. Quantify the cost savings and cost avoidance achieved through implementation of new IT programs.**

For fiscal year 2009, DHS did not identify or implement any new E-Gov initiatives.

**10. Describe your efforts to consolidate, or collaborate with other agencies, to reduce the number of Federal data centers.**

A key to the success of the Department of Homeland Security (DHS) mission is integrating the legacy workforce, processes, and systems into a unified organization or “One DHS”. Consistent with this need, Secretary Janet Napolitano, stated her objective to centrally manage services, including Information Technology (IT). The DHS Chief Information Officer (CIO) established a vision to achieve this objective for all Components. The “One Infrastructure” vision requires a common IT infrastructure across all DHS. This will improve information sharing via an enterprise-wide, consolidated IT infrastructure supporting all of DHS’ strategic goals and business objectives: awareness, prevention, protection, response, recovery, services and organizational excellence.

In support of this mission, DHS launched the Data Center Services (DCS) Project to coordinate and oversee the provision of services and facilities for the consolidation of numerous computing facilities that currently support the DHS Components. The project’s goal is to consolidate the existing legacy data centers into two secure, geographically diverse locations, thus minimizing infrastructure and enhancing the disaster recovery posture of the Department.

Data center consolidation is a top CIO initiative required to meet the “One Infrastructure” vision. This multi-year project will migrate multiple legacy data centers into the Enterprise Data Centers (EDCs) located in Hancock County, Mississippi (DC1) and Mecklenburg County, Virginia (DC2). The unification of disparate data centers reduces the overall computing asset footprint, reducing system maintenance, management and administrative costs. Also, the EDCs continuously synchronize applications based upon mission requirements, which enables either facility to seamlessly take over in the event of a disaster.

To date, DHS has migrated five legacy data centers to the EDCs. As of December 31, 2009, DC1 is 55% occupied and DC2 is 24% occupied. Data center occupancy level is determined by server rack space in use.

For FY10, Congress appropriated \$150M for data center migration. DHS is currently allocating those funds to several Components for their migration efforts. Five legacy data centers are scheduled to complete migration to the EDCs this fiscal year.

All DHS Components are involved in the migration effort. The migration initiative requires a strong collaboration between Components in instances where the existing services are shared. The consolidation effort will support the use of innovative and industry best practices, and help to standardize IT resource acquisitions, and unify capabilities across these Components. Further, maintenance and support contracts will streamline to allow for less complex vendor support and to expedite response time in case of an emergency.

Through the initiatives and goals outlined above, the DCS project is taking the steps needed to attain the “One DHS” culture. As a result of this effort, DHS Components will experience increased information sharing, streamlined efforts, reduced administrative costs, thus

increasing the Department's ability to lead the unified national effort in securing the country and preserving our freedom.

**11. Describe the timework program at your agency, including your plans to increase your employees' ability to use Web 2.0 tools to work-at-a-distance.**

DHS defines Tele-work as any arrangement in which an employee performs officially assigned duties at home or other worksites geographically convenient to the residence of the employee and away from the traditional worksite. In Fiscal Year 2009, the DHS Office of the Chief Information Officer (OCIO) established an official policy to allow Tele-work. In response to the H1N1 virus, the DHS OCIO successfully performed a department-wide Tele-Work drill to help familiarize employees with the process.