U.S. Department of Homeland Security Annual Performance Report

Fiscal Years 2010 – 2012

Homeland Security

About this Report

The U.S. *Department of Homeland Security Annual Performance Report for Fiscal Years 2010 – 2012* presents the Department's proposed performance measures and applicable results, associated performance targets for FY 2011 and FY 2012, and provides information on the Department's Priority Goals.

For FY 2010, the Department is using the alternative approach as identified in the Office of Management and Budget's Circular A-136 to produce its Performance and Accountability Reports consisting of the following three reports:

- *DHS Annual Financial Report*: Publication Date – November 15, 2010

- *DHS Annual Performance Report*: Publication Date – February 14, 2011

- *DHS Summary of Performance and Financial Information:* Publication Date – February 15, 2011

When published, all three reports will be located at our public website at:
http://www.dhs.gov/xabout/budget/editorial_0430.shtm.

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Introduction

The U.S. *Department of Homeland Security (DHS) Annual Performance Report (APR) for Fiscal Years 2010 – 2012* presents the Department's proposed performance measures and applicable results, associated performance targets for FY 2011 and FY 2012, and information on the Department's Priority Goals.

The APR is part of the Office of Management and Budget's (OMB) alternative approach to the consolidated Performance and Accountability report and is submitted as part of DHS's FY 2012 Congressional Budget Justification. This report satisfies the *Government Performance and Results Act* (GPRA) requirement to publish the Department's FY 2011 – FY 2012 Annual Performance Report.

Quadrennial Homeland Security Review – Missions for Homeland Security

In February 2010, DHS published our Nation's first ever comprehensive review of America's homeland security strategy—the Quadrennial Homeland Security Review (QHSR). The QHSR was the first step in setting forth the strategic framework to guide the activities of the homeland security enterprise toward a common end—a homeland that is safe, secure, and resilient against terrorism and other hazards. The QHSR accomplished this by laying out a vision for a secure homeland, key mission priorities, and specific goals for each of those mission areas.

The QHSR identified five mission areas for the homeland security enterprise:

Mission 1: Preventing Terrorism and Enhancing Security – Protecting the United States from terrorism is the cornerstone of homeland security. DHS's counterterrorism responsibilities focus on three goals: preventing terrorist attacks; preventing the unauthorized acquisition, importation, movement, or use of chemical, biological, radiological, and nuclear materials and capabilities within the United States; and reducing the vulnerability of critical infrastructure and key resources, essential leadership, and major events to terrorist attacks and other hazards.

Mission 2: Securing and Managing Our Borders – DHS secures the Nation's air, land, and sea borders to prevent illegal activity while facilitating lawful travel and trade. The Department's border security and management efforts focus on three interrelated goals: effectively securing U.S. air, land, and sea borders; safeguarding and streamlining lawful trade and travel; and disrupting and dismantling transnational criminal and terrorist organizations.

Mission 3: Enforcing and Administering Our Immigration Laws – DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. The Department has fundamentally reformed immigration enforcement, focusing on identifying and removing criminal aliens who pose a threat to public safety and targeting employers who knowingly and repeatedly break the law.

Mission 4: Safeguarding and Securing Cyberspace – By statute and Presidential directive, DHS has the lead for the Federal Government to secure civilian government computer systems and works with industry and state, local, tribal and territorial governments to secure critical infrastructure and information systems. DHS analyzes and reduces cyber threats and vulnerabilities; distributes threat warnings; and coordinates the response to cyber incidents to ensure that our computers, networks, and cyber systems remain safe.

Mission 5: Ensuring Resilience to Disasters – DHS provides the coordinated, comprehensive federal response in the event of a terrorist attack, natural disaster or other large-scale emergency while working with federal, state, local, and private sector partners to ensure a swift and effective recovery effort. The Department's efforts to build a ready and resilient Nation include fostering a community-oriented approach; bolstering information sharing; providing grants, plans and training to our homeland security and law enforcement partners; and facilitating rebuilding and recovery along the Gulf Coast.

Detail on each mission area, along with each mission's goals and objectives are provided in the Performance Overview section of this report.

Bottom-up Review

A Bottom-Up Review (BUR) of DHS was initiated in November 2009 as an immediate follow on and complement to the QHSR. The BUR included an assessment of the organizational alignment of the Department with the homeland security missions set forth in the QHSR, including the Department's organizational structure, management systems, procurement systems, and physical and technical infrastructure. The BUR also included a review and assessment of the effectiveness of the mechanisms of the Department for utilizing the requirements developed in the QHSR in the development of the Department's acquisition strategies and expenditure plan.

As a result of the BUR and discussions regarding the Department's FY 2012 budget request and FY 2012-2016 Future Years Homeland Security Report, the Department articulated a sixth mission, designed to address the many activities DHS leads and supports that provide essential support to national and economic security, and is referred to as *Providing Essential Support to National and Economic Security.*

Mission 6: Providing Essential Support to National and Economic Security – DHS leads and supports many activities that provide essential support to national and economic security including, but not limited to: maximizing collection of customs revenue; maintaining the safety and security of the marine transportation system; preventing the exploitation of children; providing law enforcement training; and coordinating the Federal Government's response to global intellectual property theft. DHS contributes in many ways to these elements of broader U.S. national and economic security while fulfilling its other five homeland security missions.

Recasting Our Performance Measures

The Department is committed to improving performance measurement and accountability by increasing the quality of the Department's performance measures and linking those measures to the mission outcomes articulated in the QHSR and the BUR. DHS is continuously assessing all of its performance measures to align them with the QHSR and the BUR and create a comprehensive performance plan that will provide the basis for strategic planning and management controls.

This year's APR presents the Department's effort to more effectively cast its GPRA performance measure set. As such, we are implementing 57 new performance measures in FY 2011, are retaining 28 measures from our FY 2010 GPRA measure set, and are fine tuning the methodologies for additional measures that will be implemented in FY 2012.

Performance Monitoring and Reporting

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

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

Completeness and Reliability of Performance Measures

The Department recognizes the importance of having an internal control process to ensure the completeness and reliability of our performance data. In this respect, the DHS Office of Program Analysis and Evaluation (PA&E) implemented a two-pronged approach to effectively mitigate risks and reinforce processes that enhance DHS's ability to report complete and reliable data for performance measure reporting. Our two-pronged approach consists of: 1) GPRA Performance Measure Checklist for Completeness and Reliability, and 2) an Independent Assessment of the Completeness and Reliability of GPRA Performance Measures.

GPRA Performance Measure Checklist for Completeness and Reliability

In FY 2009, PA&E and the DHS Office of Internal Controls jointly developed the first GPRA Performance Measures Checklist for Completeness and Reliability as documentation in support of the Secretary's Assurance Statement. This checklist is used by Components to self-evaluate key controls over GPRA performance measure information. Using lessons learned from FY 2009, and input from the Office of Internal Controls, PA&E enhanced the checklist for FY 2010. For each key control, Components are required to describe their control activities and provide their assessment of their level of achievement. Analysis of the results of the FY 2010 GPRA Performance Measure Checklist indicated more robust controls over performance information as reported by DHS Components, and an overall increase in the quality of rating justifications. The GPRA Performance Measures Checklist for Completeness and Reliability is used as one of many inputs to support statements made in the Component Head Assurance Statements which supports the Secretary's Assurance Statement.

Independent Assessment of the Completeness and Reliability of GPRA Performance Measures

During FY 2009, PA&E conducted a pilot program which developed and implemented a methodology to independently assess the completeness and reliability of a small sample of our GPRA performance measures. The methodology was based upon a review of best practice information obtained from agency surveys and interviews, OMB guidance, and GAO literature. The assessment methodology was incorporated into a handbook that was distributed to all DHS Components to improve their data collection and reporting processes.

During FY 2010, the Department conducted a lessons learned process with all parties involved in the FY 2009 pilot. The information has been incorporated into a revised handbook. The Department, using its independent verification and validation team, will begin reviewing a small sample of measures on an annual basis. As part of the Internal Controls process for performance measurement, the results of these independent assessments will continue to be factored into the GPRA Performance Measures Checklist for Completeness and Reliability supporting the Component Head Assurance Statements attesting to the completeness and reliability of the performance data.

Performance by Mission

The remainder of this report provides an analysis of each homeland security mission area. Each section will include the goals and objectives for each mission area, along with the performance measures to assess our success in accomplishing each goal. Also included are highlights of DHS's accomplishments across the mission areas in FY 2010.

Mission 1: Preventing Terrorism and Enhancing Security

Protecting the United States from terrorism is the cornerstone of homeland security. DHS's counterterrorism responsibilities focus on three goals: preventing terrorist attacks; preventing the unauthorized acquisition, importation, movement, or use of chemical, biological, radiological, and nuclear materials and capabilities within the United States; and reducing the vulnerability of critical infrastructure and key resources, essential leadership, and major events to terrorist attacks and other hazards.

We will achieve this mission through the following goals:

Goal 1.1: Prevent Terrorist Attacks	• Prevent malicious actors from conducting terrorist attacks within or against the United States
Goal 1.2: Prevent the Unauthorized Acquisition or Use of CBRN Materials and Capabilities	• Prevent malicious actors from acquiring or moving dangerous chemical, biological, radiological, and nuclear materials or capabilities within the United States
Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events	• Reduce the vulnerability of key sectors to attack or disruption

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 1: Preventing Terrorism and Enhancing Security.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 1.1: Prevent Terrorist Attacks

The following objectives support *Goal 1.1: Prevent Terrorist Attacks.*

Objective 1.1.1: Understand the threat

• Acquire, analyze, and appropriately share intelligence and other information on current and emerging threats

Objective 1.1.2: Deter and disrupt operations

• Deter, detect, and disrupt surveillance, rehearsals, and execution of operations by terrorists and other malicious actors

Objective 1.1.3: Protect against terrorist capabilities

• Protect potential targets against the capabilities of terrorists, malicious actors, and their support networks to plan and conduct operations

Objective 1.1.4: Stop the spread of violent extremism

• Prevent and deter violent extremism and radicalization that contributes to it

Objective 1.1.5:   Engage communities

• Increase community participation in efforts to deter terrorists and other malicious actors and mitigate radicalization towards violence

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *1.1: Prevent Terrorist Attacks.*

Table 1: Performance Measures for *Goal 1.1: Prevent Terrorist Attacks*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of intelligence reports rated "satisfactory" or higher in customer feedback that enable customers to understand the threat (AO)	N/A[1]	80%
Percent of air carriers operating from domestic airports in compliance with leading security indicators (TSA)	100%	100%[2]
Percent of domestic air enplanements vetted against the terrorist watch list through Secure Flight (TSA)	100%	100%

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of international air enplanements vetted against the terrorist watch list through Secure Flight (TSA)	100%	100%
Average number of days for DHS Traveler Redress Inquiry Program (TRIP) redress requests to be closed (TSA)	100	100
Percent of air cargo screened on commercial passenger flights originating from the United States and territories (TSA)	100%	100%
Percent of law enforcement officials trained in methods to counter terrorism and other violent acts that rate the training as effective (DHS HQ - CRCL) (This measures a program that is in its early stages of implementation – targets will continue to increase)	80%	82%

Note 1: This measure will begin collecting data in FY 2012.
Note 2: Previous results: Actual: FY 2008: 96%, FY 2009: 98%, and FY 2010: Target: 98%, Actual: 98%, Met

DHS Performs Watchlist Matching for 100 Percent of Passengers on Flights Within or Bound for U.S.

In November 2010, Secretary Janet Napolitano announced that 100 percent of passengers on flights within or bound for the U.S. are now being checked against the U.S. Government's consolidated terrorist watch list through the Transportation Security Administration's (TSA) Secure Flight program—fulfilling a key 9/11 Commission recommendation a month ahead of schedule. TSA reached 100 percent watchlist matching for all domestic airlines in June 2010.

"Each and every one of the security measures we implement serves an important goal: providing safe and efficient air travel for the millions of people who rely on our aviation system every day," said Secretary Napolitano. "Secure Flight makes air travel safer for everyone by screening every passenger against the latest intelligence before a boarding pass is issued."

In addition to facilitating secure travel for all passengers, the program helps prevent the misidentification of passengers who have names similar to individuals on the U.S. Government's consolidated terrorist watch list.

Goal 1.2: Prevent the Unauthorized Acquisition or Use of CBRN Materials and Capabilities

The following objectives support *Goal 1.2: Prevent the Unauthorized Acquisition or Use of CBRN Materials and Capabilities*.

Objective 1.2.1: Anticipate emerging threats
- Identify and understand potentially dangerous actors, technologies, and materials

Objective 1.2.2: Control access to CBRN
- Prevent terrorists and other malicious actors from gaining access to dangerous materials and technologies

Objective 1.2.3: Control movement of CBRN
- Prevent the illicit movement of dangerous materials and technologies

Objective 1.2.4: Protect against hostile use of CBRN
- Identify the presence of and effectively locate, disable, or otherwise prevent the hostile use of CBRN

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *1.2: Prevent the Unauthorized Acquisition or Use of CBRN Materials and Capabilities*.

Table 2: Performance Measures for *Goal 1.2: Prevent the Unauthorized Acquisition or Use of CBRN Materials and Capabilities*

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Percent of intelligence reports rated "satisfactory" or higher in customer feedback that enable customers to anticipate emerging threats (AO)	N/A[1]	80%
Percent of inspected high-risk chemical facilities in compliance with the Chemical Facility Anti-terrorism Standards (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	10%	20%
Percent of high-risk containerized cargo conveyances that pass through fixed radiation portal monitors at sea ports of entry (DNDO)	FOUO	FOUO[2]
Percent of high-risk cargo conveyances that pass through radiation detection systems upon entering the nation via land border and international rail ports of entry (DNDO)	FOUO	FOUO[2,3]
Percent of targeted urban areas that are monitored for biological threats using BioWatch technology (OHA)	100%	100%

Note 1: This measure will begin collecting data in FY 2012.
Note 2: Previous results: The information for these measures is For Official Use Only (FOUO). The FY 2010 targets were met.
Note 3: The targets for this measure are not yet 100% because the rail program is still being established.

Successful Test of Maritime Radiation Detection Technology

The Department's Domestic Nuclear Detection Office (DNDO) has established the U.S. Government's premier radiological and nuclear detection system test and evaluation organization. Since 2005, DNDO has conducted 48 separate test and evaluation campaigns at more than 20 experimental and operational venues. In FY 2010, DNDO completed the *Dolphin* test campaign to evaluate the performance of currently available radiological and nuclear detection systems mounted on small vessels and designed for operation in the maritime environment. These systems were tested in the San Diego, California harbor under operational conditions with U.S. Coast Guard and local law enforcement participation. This test successfully demonstrated the feasibility of boat-mounted systems, and will be instructive to Federal, state, local and tribal entities developing capabilities throughout U.S. port regions to counter the threat of nuclear terrorism in our coastal waters and harbors.

Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events

The following objectives support *Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events.*

Objective 1.3.1: Understand and prioritize risks to critical infrastructure

- Identify, attribute, and evaluate the most dangerous threats to critical infrastructure and those categories of critical infrastructure most at risk

Objective 1.3.2: Protect critical infrastructure

- Prevent high-consequence events by securing critical infrastructure assets, systems, networks, or functions— including linkages through cyberspace—from attacks or disruption

Objective 1.3.3: Make critical infrastructure resilient

- Enhance the ability of critical infrastructure systems, networks, and functions to withstand and rapidly recover from damage and disruption and adapt to changing conditions

Objective 1.3.4: Protect government leaders, facilities, and special events

- Preserve continuity of government and ensure security at events of national significance

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events*.

Table 3: Performance Measures for *Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events*

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Percent of owner/operators of critical infrastructure and key resources who report that the products provided by Infrastructure Protection enhance their understanding of the greatest risks to their infrastructure (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	N/A[1]	75%
Percent of facilities that have implemented at least one security enhancement that raises the facility's protective measure index score after receiving an Infrastructure Protection vulnerability assessment or survey (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	15%	20%
Percent of domestic airports that comply with established aviation security indicators (TSA)	100%	100%[2]
Percent of currency identified as counterfeit (USSS)	<0.0099%	<0.0098%[3]
Financial crimes loss prevented through a criminal investigation (in billions) (USSS)	$1.9	$1.4[4]
Percent of mass transit and passenger rail agencies that have effectively implemented industry agreed upon Security and Emergency Management Action items to improve security (TSA) (This measures a program that is in its early stages of implementation – targets will continue to increase)	40%	75%[5]
Percent of total U.S. Secret Service protection activities that are incident-free for protection of national leaders, foreign dignitaries, designated protectees and others during travel or at protected facilities (USSS)	100%	100%
Percent of National Special Security Events that were successfully completed (USSS)	100%	100%
Percent of countermeasures that are determined to be in compliance with standards when tested in federal facilities (NPPD)	100%	100%[6]
Percent of tenants satisfied with the level of security provided at federal facilities (NPPD)	82%	83%

Note 1: This measure will begin collecting in the 3rd quarter of FY 2011 and will begin reporting data in FY 2012.

Note 2: Previous results: Actual: FY 2008: 95%, FY 2009: 95%, and FY 2010: Target: 96%, Actual: 96%, Met.

Note 3: Previous results: Actual: FY 2008: 0.0086%, FY 2009: 0.0081%, and FY 2010: Target: 0.0096%, Actual: 0.0087%, Met.

Note 4: The U.S. Secret Service target for FY 2012 is reduced due to resources being redeployed to support the FY 2012 Presidential Campaign. Previous results: Actual: FY 2008: $1.96 billion, FY 2009: $1.28 billion, and FY 2010: Target: $1.9 billion, Actual: $6.56 billion, Met. The program greatly exceeded their target for FY 2010 due to one case that spanned multiple years which culminated in FY 2010. This case is one of the largest in U.S. Secret Service history.

Note 5: Previous results: Actual: FY 2008: 23%, FY 2009: 23%, and FY 2010: Target: 35%, Actual: 23%, Not Met. Explanation for target not met: Twenty three assessments were conducted in FY 2010. The 23% result for

FY 2010 is based on those transit agencies that are within their current assessment cycle that have meet the criteria. The program is proposing to vary the frequency of the assessments conducted based on the transit agency's performance. Those agencies that demonstrate high implementation will continue on a three year assessment cycle. Those agencies that show implementation of most of the Security Action Items will transition to an every other year assessment. Those agencies that do not effectively implement the Security Action Items will be assessed yearly.

Note 6: Previous results: Actual: FY 2008: 94%, FY 2009: 94.4%, and FY 2010: Target: 95%, Actual: 96.2%, Met.

Mission 2: Securing and Managing Our Borders

DHS secures the Nation's air, land, and sea borders to prevent illegal activity while facilitating lawful travel and trade. The Department's border security and management efforts focus on three interrelated goals: effectively securing U.S. air, land, and sea borders; safeguarding and streamlining lawful trade and travel; and disrupting and dismantling transnational criminal and terrorist organizations.

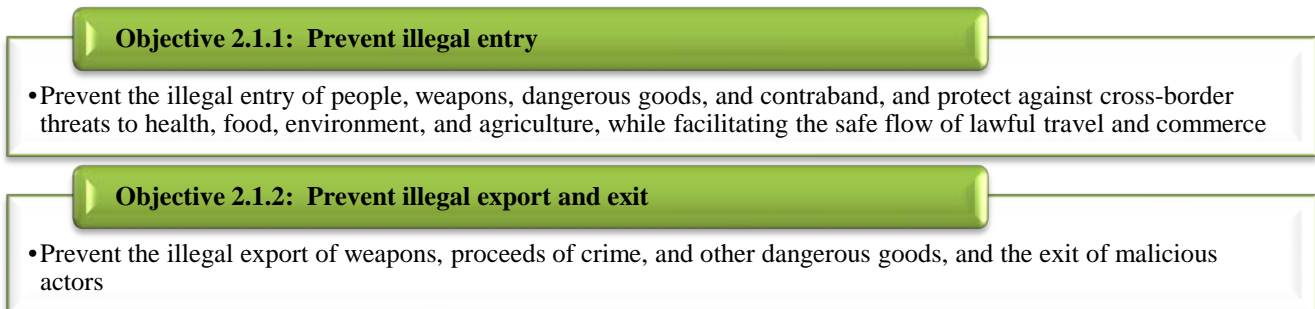We will achieve this mission through the following goals:

Goal 2.1: Secure U.S. Air, Land, and Sea Borders	• Prevent the illegal flow of people and goods across U.S. air, land, and sea borders
Goal 2.2: Safeguard Lawful Trade and Travel	• Facilitate and secure lawful trade and travel
Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations	• Disrupt and dismantle transnational organizations that engage in smuggling and trafficking across the U.S. border

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 2: Securing and Managing Our Borders.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 2.1: Secure U.S. Air, Land, and Sea Borders

The following objectives support *Goal 2.1: Secure U.S. Air, Land, and Sea Borders.*

Objective 2.1.1: Prevent illegal entry

• Prevent the illegal entry of people, weapons, dangerous goods, and contraband, and protect against cross-border threats to health, food, environment, and agriculture, while facilitating the safe flow of lawful travel and commerce

Objective 2.1.2: Prevent illegal export and exit

• Prevent the illegal export of weapons, proceeds of crime, and other dangerous goods, and the exit of malicious actors

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *2.1: Secure U.S. Air, Land, and Sea Borders.* DHS is currently working to improve the measures used to assess this key goal of the homeland security enterprise.

Table 4: Performance Measures for *Goal 2.1: Secure U.S. Air, Land, and Sea Borders*

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Number of apprehensions on the Southwest Border between the ports of entry (CBP)	≤ 390,000	≤ 371,000[1]
Percent of projected deployments of Border Patrol agents to the Southwest border completed (CBP)	100%	100%
Number of joint operations conducted along the Southwest Border by CBP and Mexican law enforcement partners (CBP)	9	10
Percent of detected conventional aircraft incursions resolved along all borders of the United States (CBP)	100%	100%
Number of weapons seized on exit from the United States (CBP)	2,200	2,100[2]
Amount of currency seized on exit from the United States (CBP)	$40M	$35M[2]

Note 1: In part as a result of unprecedented deployments of personnel, technology, and infrastructure; historic partnerships with law enforcement partners on both sides of the border and increasing consequences to repeat offenders, the Office of Border Patrol has noticed a decrease in apprehensions, indicating fewer people are attempting to cross the border. Apprehensions were 705,022 in FY 2008, 540,851 in FY 2009, and 447,731 in FY 2010.

Note 2:   The deterrence effect of conducting exit/outbound screening operations is expected to result in decreasing seizures over time based on current surge capacity.

Western Hemisphere Travel Initiative

The Western Hemisphere Travel Initiative (WHTI) requires U.S. citizens and nonimmigrant aliens from Canada, Bermuda, and Mexico departing from or entering the United States from within the Western Hemisphere by air, land or sea ports-of-entry to have WHTI-compliant documents—passports or other approved documents that denote identity and citizenship.

U.S. Customs and Border Protection's (CBP) comprehensive local, national, and international outreach campaign has lead to a high rate of WHTI document compliance, averaging more than 95 percent nationally throughout FY 2010. CBP now conducts queries against law enforcement databases on more than 95 percent of the traveling public, up from just 5 percent in FY 2005.

In FY 2010, CBP enhanced a new software capability deployed to all land border ports to provide highly accurate traveler counts and targeted intelligence alerts, which has contributed to a 30 percent increase in drug seizures on the southern border. In addition, apprehensions due to false claims of U.S. citizenship increased 25 percent, while the rate of fraudulent documents intercepted increased by 12 percent throughout FY 2010.

Goal 2.2: Safeguard Lawful Trade and Travel

The following objectives support *Goal 2.2: Safeguard Lawful Trade and Travel*.

Objective 2.2.1: Secure key nodes

- Promote the security and resilience of key nodes of transaction and exchange within the global supply chain

Objective 2.2.2: Secure conveyances

- Promote the security and resilience of conveyances in the key global trading and transportation networks

Objective 2.2.3: Manage the risk of people and goods in transit

- People seeking to come to the United States, as well as goods in transit, must be positively identified and determined not to pose a threat to this country or the larger global movement system as far in advance as possible

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *2.2: Safeguard Lawful Trade and Travel*.

Table 5: Performance Measures for *Goal 2.2: Safeguard Lawful Trade and Travel*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of foreign airports serving as last point of departure in compliance with leading security indicators (TSA)	100%	100%
Percent of maritime facilities in compliance with security regulations as they have not received a notice of violation and/or civil penalty (USCG)	100%	100%
Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines (CBP)	100%	100%[1]
Percent of requested cargo examinations conducted at foreign ports of origin in cooperation with host nations under the Container Security Initiative (CBP)	100%	100%[2]
Percent of air carriers operating flights from foreign airports that serve as last point of departure to the U.S. in compliance with leading security indicators (TSA)	100%	100%
Percent of cargo by value imported to the U.S. by participants in CBP trade partnership programs (CBP)	45%	45%
Percent of imports compliant with applicable U.S. trade laws (CBP)	98%	98%

Note 1: Previous results: Actual: FY 2008: 99.9%, FY 2009: 97.5%, and FY 2010: Target: 95%, Actual: 97.8%, Met. The C-TPAT compliance rate for members with established C-TPAT security criteria decreased in FY 2009 and FY 2010 as the program has strengthened its validation process, which increased the number of companies suspended or removed following a validation. The program validation process improvements implemented in FY 2009 are permanent and will have an ongoing impact on C-TPAT operations. C-TPAT will continue to apply the strengthened security criteria and suspension/removal rules and identify additional improvements based on observed results.

Note 2: Previous results: Actual: FY 2009: 93% and FY 2010: Target: 95%, Actual: 94%, Not Met. Explanation for target not met: The low examination rates at the Chinese ports of Shenzhen and Shanghai impacted CSI's overall examination rate. Although improvement has been seen over the past year, the rates at these ports continue to be significantly below the average of other CSI host ports. DHS and the Department of State (DOS) are working with Chinese representatives to increase the percent of conducted examinations at the ports of Shenzhen and Shanghai.

Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations

The following objectives support *Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations*.

Objective 2.3.1: Identify, disrupt, and dismantle transnational criminal and terrorist organizations

- Disrupt transnational criminal or terrorist organizations involved in cross-border smuggling, trafficking, or other cross-border crimes, dismantle their infrastructure, and apprehend their leaders

Objective 2.3.2: Disrupt illicit pathways

- Identify, disrupt, and dismantle illicit pathways used by criminal and terrorist organizations

DHS is in the process of creating measures to assess results in *Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations*, and will focus on this goal in future measure development efforts.

Border Enforcement Security Task Forces and Operation In Plain Sight

DHS's Immigration and Customs Enforcement (ICE) partnered with Federal, state, local and foreign law enforcement counterparts to create the Border Enforcement Security Task Force (BEST) initiative—a series of multi-agency teams that work to identify, disrupt, and dismantle criminal organizations posing significant threats to our border security.

Operation In Plain Sight, which was initiated by the Tucson BEST and carried out in coordination with the Phoenix BEST and Mexican law enforcement, was an Arizona-wide investigation of alien smuggling in the transportation infrastructure from Mexico to the United States. This investigation culminated in FY 2010 and uncovered major smuggling organizations using private and commercial transportation to move aliens across the Arizona border, through Tucson, and into Phoenix, from which they dispersed to locations throughout the United States.
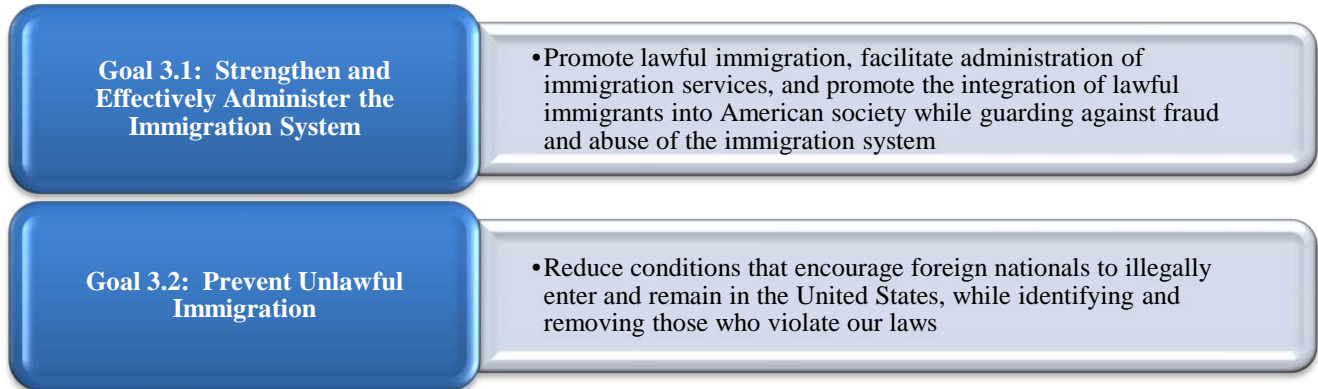
Operation In Plain Sight resulted in nearly 50 criminal arrests and more than 40 administrative arrests; seizures of illicit weapons, cash, and vehicles; and the initiation of promising investigations of criminal organizations in Mexico–effectively dismantling an entire criminal enterprise engaged in smuggling through Arizona.

Mission 3: Enforcing and Administering Our Immigration Laws

DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. The Department has fundamentally reformed immigration enforcement, focusing on identifying and removing criminal aliens who pose a threat to public safety and targeting employers who knowingly and repeatedly break the law.

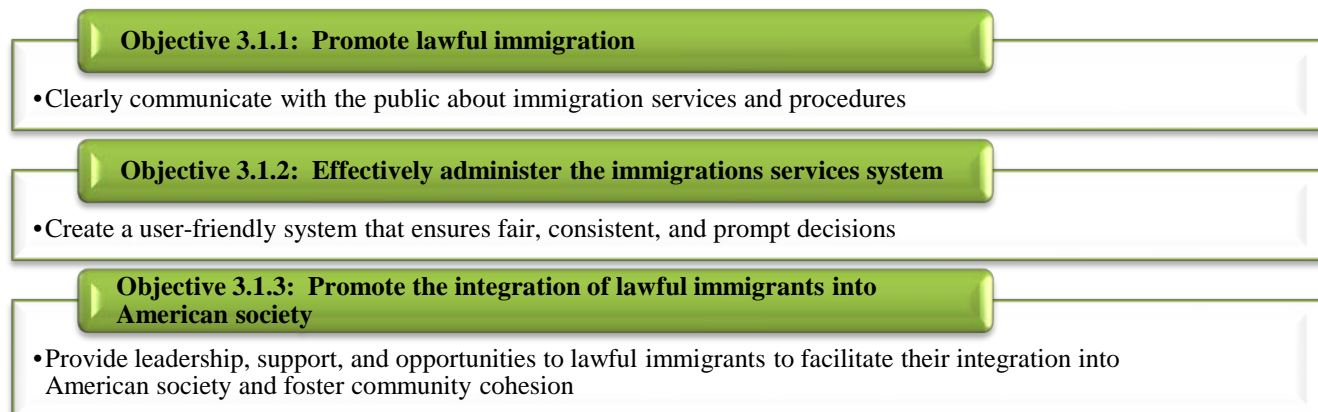We will achieve this mission through the following goals:

Goal 3.1: Strengthen and Effectively Administer the Immigration System	• Promote lawful immigration, facilitate administration of immigration services, and promote the integration of lawful immigrants into American society while guarding against fraud and abuse of the immigration system
Goal 3.2: Prevent Unlawful Immigration	• Reduce conditions that encourage foreign nationals to illegally enter and remain in the United States, while identifying and removing those who violate our laws

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 3: Enforcing and Administering Our Immigration Laws.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 3.1: Strengthen and Effectively Administer the Immigration System

The following objectives support *Goal 3.1: Strengthen and Effectively Administer the Immigration System.*

Objective 3.1.1: Promote lawful immigration

• Clearly communicate with the public about immigration services and procedures

Objective 3.1.2: Effectively administer the immigrations services system

• Create a user-friendly system that ensures fair, consistent, and prompt decisions

Objective 3.1.3: Promote the integration of lawful immigrants into American society

• Provide leadership, support, and opportunities to lawful immigrants to facilitate their integration into American society and foster community cohesion

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *3.1: Strengthen and Effectively Administer the Immigration System.*

Table 6: Performance Measures for *Goal 3.1: Strengthen and Effectively Administer the Immigration System*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Average customer satisfaction rating with information provided about legal immigration pathways from USCIS call centers (USCIS)	70%	70%
Percent of Form I-485, Application to Register for Permanent Residence or to Adjust Status, decisions determined by quarterly quality reviews to have been adjudicated correctly (USCIS)	91%	92%[1]
Percent of Form N-400, Application for Naturalization, decisions determined by quarterly quality reviews to have been adjudicated correctly (USCIS)	96%	97%[2]
Average of processing cycle times for adjustment of status to permanent resident applications (I-485) (USCIS)	≤ 4 months	≤ 4 months[3]
Average of processing cycle times for naturalization applications (N-400) (USCIS)	≤ 5 months	≤ 5 months[4]
Overall customer service rating of the immigration process (USCIS)	70%	70%
Number of significant citizenship outreach events (USCIS)	85	100[5]

Note 1: Previous results: FY 2010: Target: 94%, Actual: 91%, Not Met. Explanation for target not met: Although the target for this measure was not met, the findings fall within the range of the expected results based on the sample size. USCIS will continue to use the findings from the review process and continue to improve our methods and training to ensure fraudulent applicants are identified and denied immigration benefits in a timely and efficient manner.

Note 2: Previous results: FY 2010: Target: 98%, Actual: 97%, Not Met. Explanation for target not met: Explanation for target not met: Although the target for this measure was not met, the findings fall within the range of the expected results based on the sample size. USCIS will continue to use the findings from the review process to continue to improve our methods and training to ensure fraudulent applicants are identified and denied immigration benefits in a timely and efficient manner.

Note 3: Previous results: Actual: FY 2008: 13.6 months, FY 2009: 4.4 months, and FY 2010: Target: ≤ 4 months, Actual: 3.8 months, Met.

Note 4: Previous results: Actual: FY 2008: 8.7 months, FY 2009: 4.2 months, and FY 2010: Target: ≤ 5 months, Actual: 4.5 months, Met.

Note 5: Previous results: Actual: FY 2008: 109, FY 2009: 99, and FY 2010: Target: 85, Actual: 102, Met.

U.S. Citizenship and Immigration Services Redesigns "Green Card"

In FY 2010, U.S. Citizenship and Immigration Services (USCIS) redesigned the Permanent Resident Card, commonly known as the "Green Card," to incorporate several major new security features. The Green Card redesign is the latest advance in USCIS's ongoing efforts to deter immigration fraud. State-of-the-art technology incorporated into the new card prevents counterfeiting and tampering, and facilitates quick and accurate authentication. USCIS will issue all Green Cards in the new, more secure format and will replace Green Cards already in circulation as individuals apply for renewal or replacement.

"Redesigning the Green Card is a major achievement for USCIS," said USCIS Director Alejandro Mayorkas. "The new security technology makes a critical contribution to the integrity of the immigration system."

The enhanced features will better serve law enforcement, employers, and immigrants, all of whom look to the Green Card as definitive proof of authorization to live and work in the United States.

Goal 3.2: Prevent Unlawful Immigration

The following objectives support *Goal 3.2: Prevent Unlawful Immigration.*

Objective 3.2.1: Reduce demand

• Eliminate the conditions that encourage illegal employment

Objective 3.2.2: Eliminate systemic vulnerabilities

• Prevent fraud, abuse, and exploitation, and eliminate other systemic vulnerabilities that threaten the integrity of the immigration system

Objective 3.2.3: Prevent entry or admission

• Prevent entry or admission of criminals, fugitives, and other dangerous foreign nationals, and other unauthorized entrants

Objective 3.2.4: Arrest, detain, prosecute, and remove

• Arrest, detain, prosecute, and remove criminal, fugitive, dangerous, and other unauthorized foreign nationals consistent with due process and civil rights protections

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *3.2: Prevent Unlawful Immigration.*

Table 7: Performance Measures for *Goal 3.2: Prevent Unlawful Immigration*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Dollar value of fines assessed for employers who have violated the I-9 requirements (ICE)	$7,095,147	$7,237,049
Number of employers arrested or sanctioned for criminally hiring illegal labor (ICE)	455	478
Percent of initial mismatches for authorized workers that are later determined to be "Employment Authorized" (USCIS)	≤ 3%	≤ 3%
Percent of religious worker site visits conducted that result in a finding of fraud (USCIS)	≤ 11%	≤ 11%
Percent of non-immigrant worker (H1-B) site visits conducted that result in a finding of Fraud (USCIS)	≤ 11%	≤ 11%
Number of visa application requests denied due to recommendations from the Visa Security Program (ICE)	780	780
Number of convicted criminal aliens removed per fiscal year (ICE)	180,000	210,000
Average length of stay in detention of all convicted criminal aliens prior to removal from the United States (ICE)	38 days	37 days
Percent of aliens arrested or charged who will be electronically screened through the Secure Communities (ICE) (This measures a program that is in its early stages of implementation – targets will continue to increase)	80%	96%
Percent of detention facilities found in compliance with the national detention standards by receiving an inspection rating of acceptable or greater on the last inspection (ICE)	90%	92%

National Fugitive Operations Program – Operation Cross Check

The National Fugitive Operations Program is one facet of DHS's strategy to identify and remove dangerous criminal aliens from the United States. ICE Fugitive Operations Teams prioritize aliens who pose a threat to national security and public safety, including members of transnational gangs, child sex offenders, and aliens with prior convictions for violent crimes. The Fugitive Operations Teams use intelligence-based information and leads to locate and arrest aliens who have been ordered to leave the country, but have failed to comply. Today ICE has 104 Fugitive Operations Teams deployed nationwide. This targeted enforcement strategy is yielding impressive results, as the Nation's fugitive alien population continues to decline.

ICE launched Operation Cross Check, an ICE operation targeting fugitive or criminal aliens who pose a threat to national security and community safety, in December 2009. ICE has conducted Cross Check operations in 37 states, including in California, Texas, Virginia and Arizona, as well as regional operations in the Southeast, Northeast and Midwest. In FY 2010, ICE arrested 2,064 convicted criminals, fugitives, and aliens who have illegally re-entered the United States after removal through Operation Cross Check.

Mission 4: Safeguarding and Securing Cyberspace

By statute and Presidential directive, DHS has the lead for the Federal Government to secure civilian government computer systems and works with industry and state, local, tribal and territorial governments to secure critical infrastructure and information systems. DHS analyzes and reduces cyber threats and vulnerabilities; distributes threat warnings; and coordinates the response to cyber incidents to ensure that our computers, networks, and cyber systems remain safe.

We will achieve this mission through the following goals:

Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment	• Ensure malicious actors are unable to effectively exploit cyberspace, impair its safe and secure use, or attack the Nation's information infrastructure
Goal 4.2: Promote Cybersecurity Knowledge and Innovation	• Ensure that the Nation is prepared for the cyber threats and challenges of tomorrow

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 4: Safeguarding and Securing Cyberspace.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment

The following objectives support *Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment*.

Objective 4.1.1: Understand and prioritize cyber threats

•Identify and evaluate the most dangerous threats to Federal civilian and private-sector networks and the Nation

Objective 4.1.2: Manage risks to cyberspace

•Protect and make resilient information systems, networks, and personal and sensitive data

Objective 4.1.3: Prevent cyber crime and other malicious uses of cyberspace

•Disrupt the criminal organizations and other malicious actors engaged in high-consequence or wide-scale cyber crime

Objective 4.1.4: Develop a robust public-private cyber incident response capability

•Manage cyber incidents from identification to resolution in a rapid and replicable manner with prompt and appropriate action

The following section reviews the goals and objectives for *Mission 4: Safeguarding and Securing Cyberspace.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Table 8: Performance Measures for *Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of intelligence reports rated "satisfactory" or higher in customer feedback that enable customers to manage risks to cyberspace (AO)	N/A[1]	80%
Percent of Federal Executive Branch civilian networks monitored for cyber intrusions with advanced technology (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	28%	55%
Financial crimes loss prevented by the Secret Service Electronic Crimes Task Forces (in millions) (USSS)	$304	$279[2]
Percent of unique vulnerabilities detected during cyber incidents where mitigation strategies were provided by DHS (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	90%	95%

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of cybersecurity mitigation strategies provided by DHS for unique vulnerabilities that are timely and actionable (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	N/A[1]	50%
Average amount of time required for initial response to a request for assistance from public and private sector partners to prevent or respond to major cyber incidents (NPPD)	2 hrs	1.5 hrs

Note 1: This measure will begin collecting data in FY 2012.

Note 2: The U.S. Secret Service target for FY 2012 is reduced due to resources being redeployed to support the FY 2012 Presidential Campaign. Previous results: Actual: FY 2008: $410.9 million, FY 2009: $534.2 million, and FY 2010: Target: $310 million, Actual: $6,946 million, Met. The Electronic Crimes Task Force (ECTF) greatly exceeded their target for FY 2010 due to two cases that spanned multiple years which culminated in FY 2010. These cases are two of the largest in U.S. Secret Service history.

Cybersecurity Investigations – Credit Card Trafficking

Agents with the U.S. Secret Service initiated an undercover cyber-based investigation involving a suspect operating under the nickname "BadB," which they identified" as Vladislav Anatolievich Horohorin, an international credit card trafficker thought to be one of the most prolific sellers of stolen data.

U.S. Secret Service agents determined Horohorin, who is a citizen of Israel and the Ukraine, allegedly used online criminal forums such as "CarderPlanet" and "carder.su" to sell stolen credit card information, known as "dumps," to online purchasers around the world. Using an online undercover identity, U.S. Secret Service agents negotiated the sale of numerous stolen credit card dumps. In FY 2010, Horohorin was indicted by a federal grand jury on charges of access device fraud and aggravated identity theft. He is currently being detained in France pending extradition to the United States.

Goal 4.2: Promote Cybersecurity Knowledge and Innovation

The following objectives support *Goal 4.2: Promote Cybersecurity Knowledge and Innovation.*

Objective 4.2.1: Enhance public awareness

•Ensure that the public recognizes cybersecurity challenges and is empowered to address them

Objective 4.2.2: Foster a dynamic workforce

•Develop the national knowledge base and human capital capabilities to enable success against current and future threats

Objective 4.2.3: Invest in innovative technologies, techniques, and procedures

•Create and enhance science, technology, governance mechanisms, and other elements necessary to sustain a safe, secure, and resilient cyber environment

The measure in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *4.2: Promote Cybersecurity Knowledge and Innovation*. This measures an effort that is in its early stages of implementation and will be the focus of future development efforts.

Table 9: Performance Measures for *Goal 4.2: Promote Cybersecurity Knowledge and Innovation*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of young adults with sufficient level of cybersecurity awareness (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	42%	55%

Mission 5: Ensuring Resilience to Disasters

DHS provides the coordinated, comprehensive federal response in the event of a terrorist attack, natural disaster or other large-scale emergency while working with federal, state, local, and private sector partners to ensure a swift and effective recovery effort. The Department's efforts to build a ready and resilient Nation include fostering a community-oriented approach; bolstering information sharing; providing grants, plans and training to our homeland security and law enforcement partners; and facilitating rebuilding and recovery along the Gulf Coast.

We will achieve this mission through the following goals:

Goal 5.1: Mitigate Hazards	• Strengthen capacity at all levels of society to withstand threats and hazards
Goal 5.2: Enhance Preparedness	• Engage all levels and segments of society in improving preparedness
Goal 5.3: Ensure Effective Emergency Response	• Strengthen response capacity nationwide
Goal 5.4: Rapidly Recover	• Improve the Nation's ability to adapt and rapidly recover

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 5: Ensuring Resilience to Disasters.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 5.1: Mitigate Hazards

The following objectives support *Goal 5.1: Mitigate Hazards*.

Objective 5.1.1: Reduce the vulnerability of individuals and families

• Improve individual and family capacity to reduce vulnerabilities and withstand disasters

Objective 5.1.2: Mitigate risks to communities

• Improve community capacity to withstand disasters by mitigating known and anticipated hazards

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *5.1: Mitigate Hazards*.

Table 10: Performance Measures for *Goal 5.1: Mitigate Hazards*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of households surveyed reporting they have taken steps to mitigate damage to property and protect themselves in the event of a disaster (FEMA)	35%	40%
Percent of U.S. population (excluding territories) covered by planned mitigation strategies (FEMA)	85%	85%[1]
Reduction in the potential cost of natural disasters to communities and their citizens (FEMA)	$2.3 billion	$2.4 billion[2]
Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes (FEMA) (This measures a program that is in its early stages of implementation – targets will continue to increase)	45%	49%

Note 1: The targets for this measure are set to reflect the voluntary nature of jurisdictions developing mitigation strategies, along with the fact that not all jurisdictions need mitigation strategies as they do not fall into a risk category that warrants one.

Note 2: Previous results: Actual: FY 2008: $2.53 billion, FY 2009: $3.12 billion, and FY 2010: Target: $2.3 billion, Actual: $2.98 billion, Met.

Goal 5.2: Enhance Preparedness

The following objectives support *Goal 5.2: Enhance Preparedness*.

Objective 5.2.1: Improve individual, family, and community preparedness

• Ensure individual, family, and community planning, readiness, and capacity-building for disasters

Objective 5.2.2: Strengthen capabilities

• Enhance and sustain nationwide disaster preparedness capabilities, to include life safety, law enforcement, mass evacuation and shelter-in-place, public health, mass care, and public works

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *5.2: Enhance Preparedness*.

Table 11: Performance Measures for *Goal 5.2: Enhance Preparedness*

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Percent of households surveyed reporting they have taken steps to be prepared in the event of a disaster (FEMA)	39%	41%
Number of corrective actions completed to improve performance following National Level Exercises (FEMA)	23	40

Preparedness Grants – Improving Federal, State, Local, and Tribal Government Preparedness Capabilities

In FY 2010, DHS provided more than $3.8 billion in Federal Emergency Management Agency (FEMA) preparedness grants designed to help states, urban areas, tribal governments and nonprofit organizations enhance their protection, prevention, response, and recovery capabilities for risks associated with potential terrorist attacks and other hazards.

DHS uses a risk-based methodology to identify areas eligible for homeland security grants, accounting for threats, population, and prevalence of critical infrastructure. To support our Nation's first responders, DHS has eliminated red tape by streamlining the grant process and expanding what grants can be used for, such as maintenance and sustainability, enabling local jurisdictions to continue to support previous investments rather than buying new equipment or technology each year. DHS has also made it easier to put fire grants to work quickly to rehire laid-off firefighters and retain current forces by waiving the local match requirement, salary cap, and retention requirements, giving fire departments more flexibility in protecting the jobs of veteran firefighters.

Goal 5.3: Ensure Effective Emergency Response

The following objectives support *Goal 5.3: Ensure Effective Emergency Response*.

> **Objective 5.3.1: Provide timely and accurate information to the public**
>
> • Establish and strengthen pathways for clear, reliable, and current emergency information, including effective use of new media

> **Objective 5.3.2: Conduct effective disaster response operations**
>
> • Respond to disasters in an effective and unified manner

> **Objective 5.3.3: Provide timely and appropriate disaster assistance**
>
> • Improve governmental, nongovernmental, and private-sector delivery of disaster assistance

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *5.3: Ensure Effective Emergency Response*.

Table 12: Performance Measures for *Goal 5.3: Ensure Effective Emergency Response*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of the U.S. population directly covered by FEMA connected radio transmission stations (FEMA)	80%	90%[1]
Percent of time that critical communications for response operations are established within 12 hours (FEMA)	100%	100%
Percent of essential incident command functions (enabled through response teams and operations centers) that are established within 12 hours (FEMA)	100%	100%
Percent of urban search and rescue teams arriving on scene within 12 hours of deployment notification (FEMA)	100%	100%
Percent of high-risk urban areas designated within the Urban Areas Security Initiative (UASI) able to demonstrate increased Emergency Communications capabilities (NPPD) (This measures a program that is in its early stages of implementation – targets will continue to increase)	N/A[2]	50%
Percent of jurisdictions with access to the FEMA National Shelter System which allows users to locate and monitor open congregate shelters (FEMA) (This measures a program that is in its early stages of implementation – targets will continue to increase)	20%	40%
Percent of orders for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets and generators) and key operational resources delivered by the agreed upon date (FEMA)	85%	95%[3]

Note 1: The targets for this measure are set to reflect the current capability projections of FEMA's Primary Entry Point radio station efforts. Future targets will reflect enhanced progress of this program.
Note 2: This measure will begin collecting data in FY 2012.
Note 3: Previous results: FY 2010: Target: 80%, Actual: 97.5%, Met.

FEMA Responds to Tennessee Floods

On May 1 and 2, 2010, Tennessee experienced one of the worst rain storms in its history. The Cumberland River crested at nearly 52 feet in Nashville, a level not seen since 1937.

FEMA was on the scene from the very beginning, supporting the immediate needs of water, food, generators, and shelter.

More than $136 million in FEMA assistance has been provided to individuals and households for rental assistance and home repair to help residents continue the recovery process. An additional $18 million has been provided to the state and local governments to reimburse them for the repairs to infrastructure such as damaged roads and flooded utilities. In addition, FEMA opened 67 Disaster Recovery Centers across the affected area to provide assistance to people affected by the severe storms and flooding. With FEMA's support, Tennessee and its residents are on the road to recovery.

Goal 5.4: Rapidly Recover

The following objectives support *Goal 5.4: Rapidly Recover*.

Objective 5.4.1: Enhance recovery capabilities

• Establish and maintain nationwide capabilities for recovery from major disasters

Objective 5.4.2: Ensure continuity of essential services and functions

• Improve capabilities of families, communities, private-sector organizations, and all levels of government to sustain essential services and functions

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in Goal *5.4: Rapidly Recover*.

Table 13: Performance Measures for *Goal 5.4: Rapidly Recover*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of eligible applicants provided temporary housing (including non-congregate shelters, hotel/motel, rental assistance, repair and replacement assistance, or direct housing) assistance within 60 days of a disaster (FEMA)	94%	94%[1]

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of Federal Departments and Agencies that have viable continuity programs to maintain essential functions in case of disaster (FEMA)	Classified	Classified
Government Emergency Telecommunications Service call completion rate during emergency communication periods (NPPD)	90%	90%[2]

Note 1: Previous results: FY 2010: Target: 20%, Actual: 99.5%, Met.
Note 2: Previous results: Actual: FY 2008: 97%, FY 2009: 94.2%, and FY 2010: Target: 90%, Actual: 99.4%, Met.

Mission 6: Providing Essential Support to National and Economic Security

DHS leads and supports many activities that provide essential support to national and economic security including, but not limited to: maximizing collection of customs revenue; maintaining the safety and security of the marine transportation system; preventing the exploitation of children; providing law enforcement training; and coordinating the Federal Government's response to global intellectual property theft. DHS contributes in many ways to these elements of broader U.S. national and economic security while fulfilling its other five homeland security missions.

We will achieve this mission through the following goals:

Goal 6.1: Collect Customs Revenue and Enforce Import/Export Controls	• Maximize the collection of customs revenue and protect U.S. intellectual property rights and workplace standards
Goal 6.2: Ensure Maritime Safety and Environmental Stewardship	• Prevent loss of life in the maritime environment, maintain the marine transportation system, and protect and perserve the maritime environment
Goal 6.3: Conduct and Support Other Law Enforcement Activities	• Prevent the exploitation of individuals and provide law enforcement training for the execution of other non-DHS federal laws and missions
Goal 6.4: Provide Specialized National Defense Capabilities	• Support national defense missions and post-conflict reconstruction and stabilization

Goals and Performance Measures

The following section reviews the goals and objectives for *Mission 6: Providing Essential Support to National and Economic Security.* For each goal, the objectives are presented followed by the performance measures to assess each goal.

Goal 6.1: Collect Customs Revenue and Enforce Import/Export Controls

The following objectives support *Goal 6.1: Collect Customs Revenue and Enforce Import/Export Controls*.

Objective 6.1.1: Maximize Collection of Customs Revenue

• Ensure revenue collection by applying expert knowledge of trade laws and consistent, swift action, as well as collection mechanisms and controls to ensure collection accuracy

Objective 6.1.2: Protect U.S. Intellectual Property Rights and Workplace Standards

• Enforce U.S. legal restrictions on intellectual property theft

The measure in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in *Goal 6.1: Collect Customs Revenue and Enforce Import/Export Controls*.

Table 14: Performance Measures for *Goal 6.1: Collect Customs Revenue and Enforce Import/Export Controls*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of revenue directed by trade laws, regulations, and agreements successfully collected (CBP)	100%	100%

U.S. Trade Laws – Revenue Collection

CBP enforces U.S. trade laws and collects customs revenue, making it the third largest revenue generator for the U.S. Government after the Internal Revenue Service and the Social Security Administration. In Fiscal Year 2010, approximately $32.3 billion in revenue was collected. In order to ensure that accurate revenue is collected from imports, CBP has a robust revenue targeting program in order to ensure compliance. This work is coordinated by CBP's Office of International Trade.

Goal 6.2: Ensure Maritime Safety and Environmental Stewardship

The following objectives support *Goal 6.2: Ensure Maritime Safety and Environmental Stewardship*.

Objective 6.2.1: Safeguard Life in the Maritime Environment

• Prevent loss of life in the maritime environment

Objective 6.2.2: Ensure the Safe Operation and Resilience of the Marine Transportation System

• Facilitate the safe flow of goods and people through the marine transportation system

Objective 6.2.3: Protect and Preserve Living Marine Resources

• Enforce the Nation's marine border and Exclusive Economic Zone, eliminate illegal fishing practices on the high seas that affect U.S. fisheries, and preserve the Nation's marine biomass and protected species

Objective 6.2.4: Protect the Marine Environment

• Safeguard the marine environment and prevent damage from human activity

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in *Goal 6.2: Ensure Maritime Safety and Environmental Stewardship*.

Table 15: Performance Measures for *Goal 6.2: Ensure Maritime Safety and Environmental Stewardship*

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Percent of people in imminent danger saved in the maritime environment (USCG)	100%	100%[1]
Five-year average number of commercial and recreational boating deaths and injuries (USCG)	$\leq 4,813$	$\leq 4,642$
Availability of maritime navigation aids (USCG)	97.5%	97.5%[2]
Number of detected incursions of foreign fishing vessels violating U.S. waters (USCG)	< 180	< 140[3]
Fishing regulation compliance rate (USCG)	96%	96%[4]

Note 1 Previous results: Actual: FY 2008: 76.8%, FY 2009: 77.3%, and FY 2010: Target: 76%, Actual: 74.4%, Not Met. Explanation for target not met: The U.S. Coast Guard narrowly missed its FY 2010 target of 76%, partly due to the increased complexity of case prosecution due to the use of new methods and technology. The U.S. Coast Guard will continue its efforts to improve effectiveness through improved Search and Rescue (SAR) planning and execution by leveraging emerging Rescue 21 assets and SAR technology.

Note 2: Previous results: Actual: FY 2008: 98.3%, FY 2009: 98%, and FY 2010: Target: 97.5%, Actual: 98.5%, Met.

Note 3: Previous results: Actual: FY 2008: 81, FY 2009: 112, and FY 2010: Target: < 190, Actual: 82, Met.

Note 4: Previous results: Actual: FY 2008: 95.3%, FY 2009: 96.7%, and FY 2010: Target: 97%, Actual: 97.2%, Met.

Lives Saved Through Inter-Agency Cooperation

At 8:30 a.m. on February 8, 2010, the U.S. Coast Guard's 14th District Command Center received a call from the Taiwan Rescue Coordination Center reporting that the 173-foot Taiwanese Fishing Vessel HOU CHUN 11 was on fire. All 28 crewmembers had abandoned ship and were huddled together in two life rafts stranded in the open ocean 900 nautical miles southwest of Hawaii. Interagency Maritime Search Planners from the 14th District quickly sprang into action and launched a U.S. Coast Guard C-130 aircraft from Air Station Barbers Point and a Navy P-3 aircraft from Marine Corps Base Kaneohe Bay, Hawaii to locate the two life rafts with 28 crewmembers on board. The fixed-wing aircraft provided continuous air coverage and dropped emergency supplies until the U.S. Coast Guard Cutter Alex Haley arrived on scene two days later. Upon arrival, the U.S. Coast Guard Alex Haley successfully rescued all 28 crewmembers and transported them safely to Christmas Island, Kiribati.

Goal 6.3: Conduct and Support Other Law Enforcement Activities

The following objectives support *Goal 6.3: Conduct and Support Other Law Enforcement Activities*.

Objective 6.3.1: Prevent the Exploitation of Persons

- Locate missing children, reduce the incidence of child sexual exploitation and victimization through increased investigation and enforcement, and prevent and disrupt transnational criminal acts involving child exploitation and illicit travel for child exploitation

Objective 6.3.2: Support other federal law enforcement training

- Provide law enforcement training for the execution of other non-DHS federal laws and missions

The measures in the following table, along with the FY 2011 and FY 2012 targets, will be used moving forward to assess the Department's efforts in *Goal 6.3: Conduct and Support Other Law Enforcement Activities*.

Table 16: Performance Measures for *Goal 6.3: Conduct and Support Other Law Enforcement Activities*

Performance Measure	Planned Targets	
	FY 2011	**FY 2012**
Percent of National Center for Missing and Exploited Children (NCMEC) examinations requested that are conducted (USSS)	100%	100%
Number of Federal law enforcement training programs and/or academies accredited or re-accredited through the Federal Law Enforcement Training Accreditation process (FLETC)	56	60[1]

Note 1: Previous results: Actual: FY 2009: 50 and FY 2010: Target: 52, Actual: 52, Met.

Blue Campaign – Helping Stop Human Trafficking

The Blue Campaign was officially launched in July 2010 by U.S. Immigration and Customs Enforcement, U.S. Customs and Border Protection, U.S. Citizenship and Immigration Services, and the Federal Law Enforcement Training Center—underscoring the Department's unified effort to prevent human trafficking, assist victims, and hold traffickers accountable by bringing together the Department's diverse resources and expertise under one initiative.

To help citizens learn to identify and properly report indicators of human trafficking, the Department is launching public outreach tools that include social media, multilingual public awareness campaigns, and a comprehensive one-stop website for the Department's efforts to combat human trafficking at http://www.dhs.gov/humantrafficking.

The Blue Campaign also features new training initiatives for law enforcement and DHS personnel, enhanced victim assistance efforts, and the creation of new partnerships and interagency collaboration—including the deployment of additional victim assistance specialists and specialized training for law enforcement personnel.

Goal 6.4: Provide Specialized National Defense Capabilities

The following objectives support *Goal 6.4: Provide Specialized National Defense Capabilities*.

Objective 6.4.1: Support National Defense Missions

- Provide ready forces and specialized capabilities to the Department of Defense

Objective 6.4.2: Support Post-Conflict Reconstruction and Stabilization

- Provide specialized capabilities to the Department of State

DHS is in the process of enhancing measures to assess results in *Goal 6.4: Provide Specialized National Defense Capabilities*, and will focus on this goal in future measure development efforts.

Cross-Cutting Performance Measures

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

Although there are only two measures to date that are categorized as cross-cutting, the Department will develop new cross-cutting measures as appropriate.

Table 17: Cross-Cutting Performance Measures

Performance Measure	Planned Targets	
	FY 2011	FY 2012
Percent of breaking homeland security situations integrated and disseminated to designated partners within targeted timeframes (AO)	95%	95%[1]
Percent of Partner Organizations satisfied that the Federal Law Enforcement Training Center training programs address the right skills needed for their officers/agents to perform their law enforcement duties (FLETC)	84%	85%[2]

Note 1: This measure assesses the rate at which DHS provides executive decision makers inside and outside DHS immediate situational reports to notify leaders of breaking homeland security situations of national importance. By providing these reports, DHS increases the situational awareness of leaders to support effective decision making. Previous results: Actual: FY 2009: 88% and FY 2010: Target: 90%, Actual: 100%, Met.

Note 2: Previous results: Actual: FY 2008: 79.75%, FY 2009: 82%, and FY 2010: Target: 83%, Actual: 96%, Met.

Priority Goals

In the FY 2010 Budget, the Obama Administration defined Priority Goals, which represent areas in which the Administration has identified opportunities to significantly improve near-term performance. These goals are only a subset of each agency's critical efforts, which also include long-term strategic goals and goals dependent on new legislation or additional funding.

The DHS Priority Goals are:

- **Preventing Terrorism and Enhancing Security through Aviation Security:** *Improve commercial aviation security screening through layered security measures including the utilization of Transportation Security Officers, Secure Flight and Advanced Imaging Technology.* TSA is working to deploy the most effective layered screening technologies at all airports to detect threats on passengers and in baggage and cargo, and to improve the vetting process for air passengers against Government watch lists by implementing Secure Flight.

- **Preventing Terrorism and Enhancing Security through Surface Transportation Security:** *Improve security in the surface modes of transportation by performing risk assessments, closing vulnerability gaps, vetting key workers, providing training and deploying highly skilled prevention and response teams.* Millions of passengers and millions of tons of commodities move through our Nation's surface transportation network each year. DHS recognizes that the risk from terrorism and other hazards demands a coordinated approach to security involving all sector partners and stakeholders, including Federal, state, and local governments as well as the private sector. TSA is leveraging these partnerships to increase surface transportation security in mass transit, highways, freight rail, and pipelines.

- **Securing and Managing Our Borders through the Western Hemisphere Travel Initiative (WHTI):** *Prevent terrorist and criminal movement at land ports of entry through secure travel documents and enhanced technology that will effectively integrate vehicle and passenger data.* The initial success of WHTI improved vehicle processing at the land border by requiring travelers to present secure, technically enhanced travel documents. WHTI also strengthened CBP's ability to target violators by integrating vehicle and passenger data. WHTI continues to expand the use of technology to additional land locations and other key mission processing areas, including pedestrian, outbound, and the Border Patrol checkpoints.

- **Enforcing and Administering Our Immigration Laws through Detention and Removal Efficiency:** *Improve the efficiency of the process to detain and remove illegal immigrants from the United States.* ICE is prioritizing the arrest and removal of aliens who pose a public safety threat to the United States. In particular, the Secure Communities program uses biometric identification technology to better identify aliens arrested and booked for a crime in state and local jurisdictions.

- **Enforcing and Administering Our Immigration Laws through U.S. Citizenship and Immigration Services Business Transformation:** *Implement an enterprise-wide transformation to move from a form-driven, paper-based system into a centralized, electronic adjudication system in order to improve the speed, ease of use, and quality of immigration services.* In its current state, the USCIS relies largely on the movement of paper to deliver immigration benefits and services. In the future, USCIS will use a paperless, electronic system that will transform nearly all of the agency's processes. Through web-based technology, customers will maintain individual accounts with USCIS and be able to obtain more detailed and current information on their cases. By organizing and sharing information digitally, USCIS will increase the efficiency of its adjudications, while also facilitating the rapid and collaborative exchange of information with partner agencies.

- **Ensuring Resilience to Disasters by Strengthening Disaster Preparedness and Response Capabilities:** *Strengthen disaster preparedness and response by improving FEMA's operational capabilities and strengthening state, local, and private citizen preparedness.* FEMA is improving its operational capabilities; strengthening state, local, individual and private-sector preparedness through Emergency Management Institute training and preparedness grants; putting in place resources and strategies for temporary housing; and ensuring the availability of life-sustaining/life-saving commodities during disasters.

- **Maturing and Strengthening the Homeland Security Enterprise through Effective Information Sharing:** *Effectively deliver information in a timely manner that is responsive to state, local, tribal, and territorial information needs.* DHS is working to improve and enhance secure information-sharing capabilities for state and local partners; the timeliness and sufficiency of responses to stakeholders' requests; and internal information sharing. In addition to addressing these specific issues, DHS is developing a Department-wide information-sharing roadmap based on the strategic framework set forth in the QHSR.

- **Maturing and Strengthening the Homeland Security Enterprise by Improving Acquisition Execution:** *Improve acquisition execution across the DHS acquisition portfolio, by ensuring key acquisition expertise resides in major program office and acquisition oversight staffs throughout the Department.* This goal includes having disciplined oversight processes and robust acquisition program management teams in place. Oversight processes begin with having a well-defined acquisition requirement and a cost, schedule, and performance plan against which program managers are held accountable for results.

Component Acronyms

Below is the list of DHS Components and their Acronyms.

AO – Analysis and Operations

CBP – U.S. Customs and Border Protection

DMO – Departmental Management and Operations

DNDO – Domestic Nuclear Detection Office

FEMA – Federal Emergency Management Agency

FLETC – Federal Law Enforcement Training Center

ICE – U.S. Immigration and Customs Enforcement

IG – Office of the Inspector General

NPPD – National Protection and Programs Directorate

OHA – Office of Health Affairs

S&T – Science and Technology Directorate

TSA – Transportation Security Administration

USCG – U.S. Coast Guard

USCIS – U.S. Citizenship and Immigration Services

USSS – U.S. Secret Service