

Budget-in-Brief

Fiscal Year 2014



Homeland Security

www.dhs.gov

“Today, a decade after the creation of a Cabinet-level agency bearing that name, homeland security has come to mean much more ... it means the coordinated work of hundreds of thousands of dedicated and skilled professionals, and more than ever, of the American public, of our businesses and families, communities and faith-based groups.”

**Secretary Janet Napolitano
Third Annual Address on the State of Homeland
Security: “The Evolution and Future of Homeland
Security”
February 26, 2013**

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Department of Homeland Security

OUR VISION

Preserving our freedoms, protecting America ...we secure our homeland.

Our Mission

The Department of Homeland Security will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors and promote the free-flow of commerce.



Fiscal Year 2014 Overview

| | FY 2012 Revised Enacted ¹ | FY 2013 Annualized CR ² | FY 2014 Pres. Budget ³ | FY 2014 +/- FY 2012 |
|--|--|--|--------------------------------------|------------------------|
| | \$000 | \$000 | \$000 | \$000 |
| Net Discretionary: | \$ 46,381,144 | \$ 46,560,550 | \$ 44,672,346 | \$ (1,708,798) |
| Discretionary Fees: | 3,515,166 | 3,639,720 | 3,785,021 | 269,855 |
| <i>Less rescission of prior year funds: ⁴</i> | <i>(196,468)</i> | <i>(131,412)</i> | - | - |
| Gross Discretionary | 49,699,841 | 50,068,858 | 48,457,367 | (1,438,943) |
| Mandatory, Fee, Trust Funds: | 10,271,646 | 10,616,486 | 11,501,970 | 1,230,324 |
| Total Budget Authority: | \$ 59,971,487 | \$ 60,685,344 | \$ 59,959,337 | \$ (208,619) |
| Supplemental: ⁵ | \$ - | \$ 12,071,908 | \$ - | \$ - |

1/ FY 2012 Revised Enacted:

- Reflects a transfer of \$24 million from FEMA to OIG pursuant to P.L. 112-74.
- Excludes USCG Overseas Contingency Operations funding of \$258.0 million P.L. 112-74.
- Includes \$63.5 million transfer to USCG - AC&I from DoD pursuant to P.L. 112-74.
- Includes FEMA Disaster Relief base funds of \$700 million and an additional \$6.4 billion enacted separately pursuant to the Budget Control Act.

2/ FY 2013 Annualized CR:

- FY 2013 Annualized CR reflects FY 2012 Enacted pursuant to P.L. 112-74 less rescission of prior year unobligated balances plus 0.612% increase.
- Reflects a transfer of \$24 million from FEMA to OIG pursuant to P.L. 112-74.
- Excludes USCG Overseas Contingency Operations funding of \$258.0 million P.L. 112-74.
Excludes \$63.5 million transfer to USCG - AC&I from DoD pursuant to P.L. 112-74.
- Includes FEMA Disaster Relief base funds of \$700 million and an additional \$6.4 billion enacted separately pursuant to the Budget Control Act.
- Reflects a technical adjustment of \$76.090 million for TSA - Aviation Security revised fee levels.
- Excludes USCG Overseas Contingency Operations of \$258.0 million P.L. 112-74.
- Includes \$63.5 million transfer to USCG - AC&I from DoD pursuant to P.L. 112-74.
- Reflects FEMA Disaster Relief base funds of \$700 million and an additional \$6.4 billion enacted separately pursuant to the Budget Control Act.
- Reflects a technical adjustment of \$24.062 million to revise the FPS offsetting fee levels.
- Reflects technical adjustments of \$438.653 million to revise USCIS fee levels. "

3/ FY 2014 President's Budget:

- Reflects a proposed transfer of \$24 million from FEMA to OIG.
- Includes FEMA Disaster Relief base funds of \$570 million (\$570.522) and an additional \$5.6 billion (\$5,626.386) for major disasters declared pursuant to the Stafford Act and designated by the Congress as being for disaster relief pursuant to section 251 (b)(2)(D) of the Balance Budget and Emergency Deficit Control Act of 1985 (BBEDCA), as amended by the Budget Control Act of 2011.
- Total Budget Authority Request excluding DRF Major Disasters Cap Adjustment is: \$54,332,951
- Gross Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$42,830,981.
- Net Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$39,045,960.

"4/ Rescissions of Prior Year Unobligated Balances:

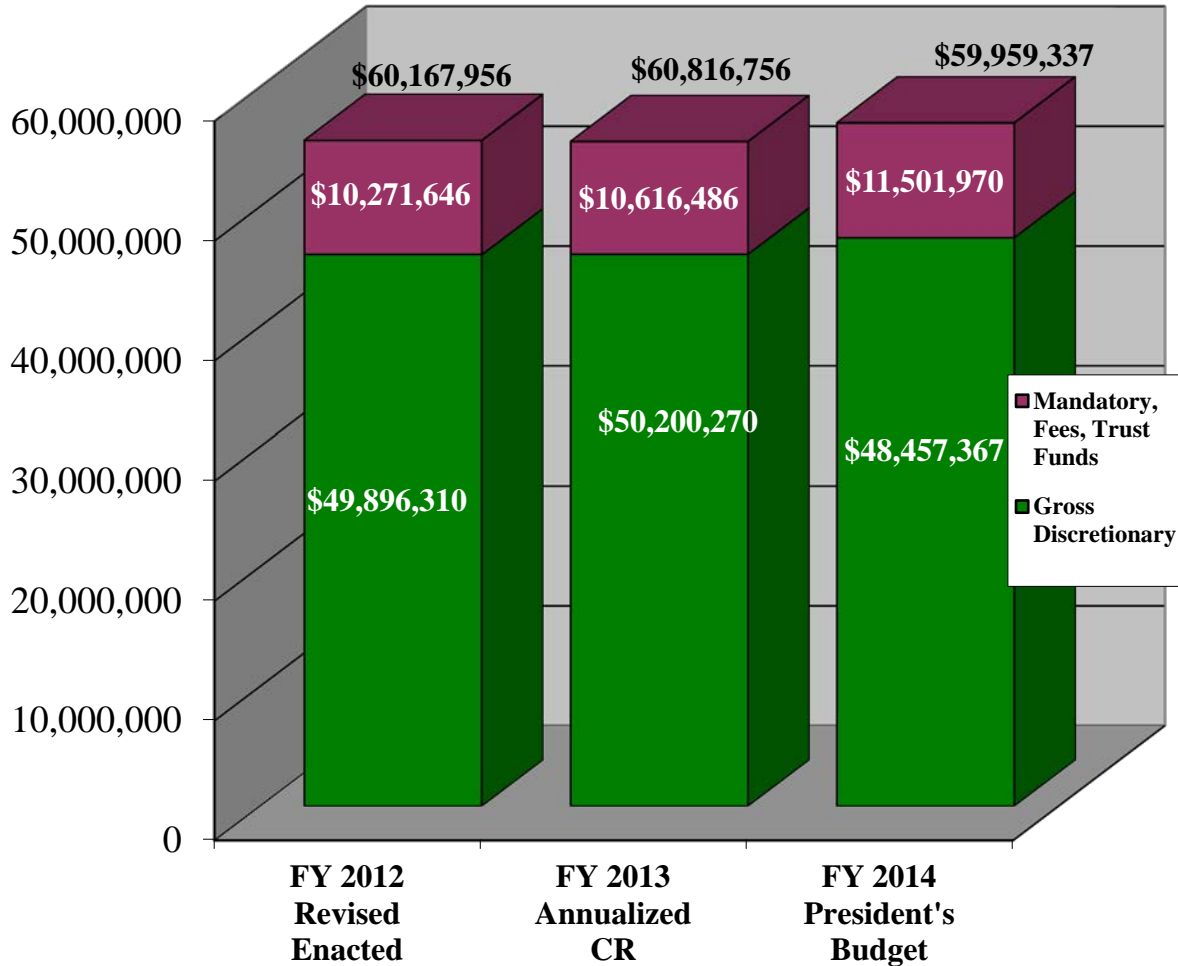
- FY 2012 - Pursuant to P.L. 112-74, reflects FY 2012 rescissions of prior year unobligated balances of -\$196.468 million.
Excludes rescissions from Working Capital Fund \$5.201 million and CT Fund \$0.96 million.
- FY 2013 - Reflects rescissions of prior year unobligated balances of -\$131.412 million.

"5/ In order to obtain comparable figures, Net Discretionary, Gross Discretionary, and Total Budget Authority excludes:

- FY 2013 supplemental funding pursuant to P.L. 113-2 (Disaster Relief Appropriations Act 2013): CBP (\$1.667 million), ICE (\$0.855 million), USCG (\$274.233 million), USSS (\$0.300 million), FEMA (\$11.787 billion), S&T (\$3.249 million), DNDO (\$3.869 million).
- Excludes FEMA NFIF (\$9.7 billion) increase in borrowing authority provided in P.L. 113-1.

TOTAL BUDGET AUTHORITY

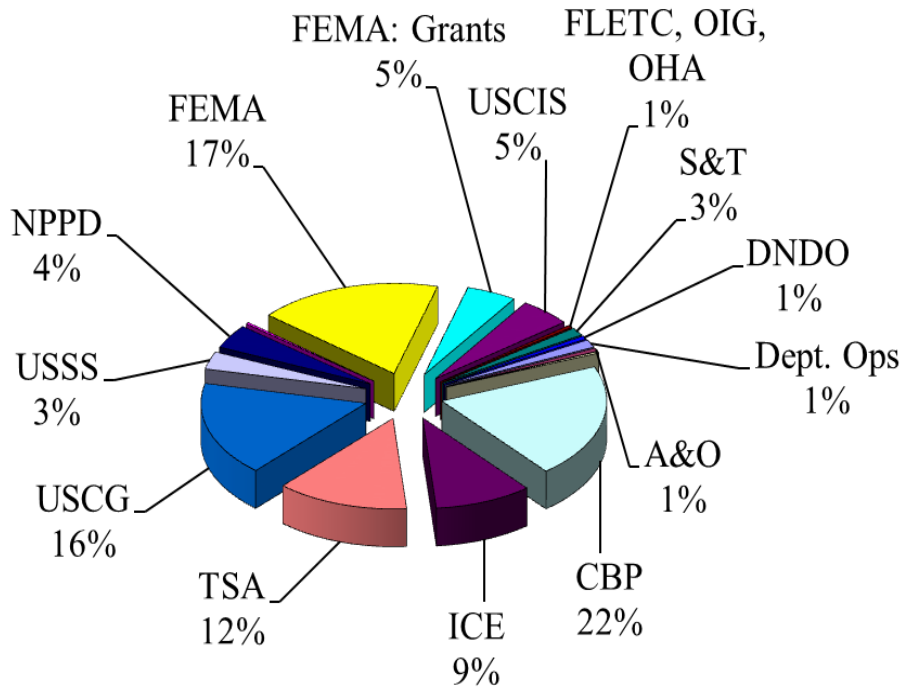
Dollars in Thousands



- FY 2014 Gross Discretionary funding decreases by \$1.4 billion, or 2.8 percent, over FY 2012
- FY 2014 estimated mandatory fees and trusts budget authority increased by \$1.2 billion, or 11.9 percent over FY 2012.
- FY 2014 Total Budget Authority Request excluding DRF Major Disasters Cap Adjustment is: \$54,332,951.
- FY 2014 Gross Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$42,830,981.
- FY 2014 Net Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$39,045,960.
- FY 2013 Supplemental funding of \$12.0 billion is excluded.

FY 2014 Percent of Total Budget Authority By Organization

\$59,959,337,000



Notes:

- Departmental Operations is comprised of the Office of the Secretary & Executive Management, DHS Headquarters Consolidation, the Office of the Undersecretary for Management, the Office of the Chief Financial Officer, and the Office of the Chief Information Officer.

TOTAL BUDGET AUTHORITY BY ORGANIZATION
Gross Discretionary, Mandatory, Fees, and Trust Funds

FY 2014 Highlights

| | FY 2012 Revised Enacted ¹ | FY 2013 Annualized CR ² | FY 2014 Pres. Budget ³ | FY 2014 +/- FY 2012 | FY 14 +/- FY 12 |
|---|---|---------------------------------------|--------------------------------------|------------------------|-----------------------|
| | \$000 | \$000 | \$000 | \$000 | % |
| Departmental Operations ⁴ | \$ 804,136 | \$ 802,768 | \$ 810,773 | \$ 6,637 | 1% |
| Analysis and Operations (A&O) | 338,068 | 339,957 | 309,228 | (28,840) | -8% |
| Office of the Inspector General (OIG) | 141,000 | 141,863 | 143,309 | 2,309 | 2% |
| U.S. Customs & Border Protection (CBP) | 11,781,438 | 11,863,849 | 12,900,103 | 1,118,665 | 9% |
| U.S. Immigration & Customs Enforcement (ICE) | 5,982,977 | 5,878,209 | 5,341,722 | (641,255) | -11% |
| Transportation Security Administration (TSA) | 7,855,938 | 7,910,532 | 7,398,295 | (457,643) | -6% |
| U.S. Coast Guard (USCG) | 10,422,410 | 10,497,057 | 9,793,981 | (628,429) | -6% |
| U.S. Secret Service (USSS) | 1,914,445 | 1,920,706 | 1,801,389 | (113,056) | -6% |
| National Protection and Programs Directorate (NPPD) | 2,525,688 | 2,804,087 | 2,568,543 | 42,855 | 2% |
| Office of Health Affairs (OHA) | 165,049 | 168,356 | 131,797 | (33,252) | -20% |
| Federal Emergency Management Agency (FEMA) | 11,638,525 | 11,867,560 | 11,327,685 | (310,840) | -3% |
| FEMA: Grant Programs | 2,285,403 | 2,308,826 | 2,123,200 | (162,203) | -7% |
| U.S. Citizenship & Immigration Services (USCIS) | 3,078,465 | 3,077,782 | 3,219,466 | 141,001 | 5% |
| Federal Law Enforcement Training Center (FLETC) | 271,413 | 272,703 | 271,429 | 16 | 0% |
| Science & Technology Directorate (S&T) | 673,000 | 671,807 | 1,527,096 | 854,096 | 127% |
| Domestic Nuclear Detection Office (DNDO) | 290,000 | 290,695 | 291,320 | 1,320 | 0% |
| TOTAL BUDGET AUTHORITY: | \$ 60,167,956 | \$ 60,816,756 | \$ 59,959,337 | \$ (208,619) | -0.34% |
| Less: Mandatory, Fee, and Trust Funds | 10,271,646 | \$ 10,616,486 | \$ 11,501,970 | \$ 1,230,324 | 11.59% |
| Less: Discretionary Offsetting Fees | 3,515,166 | 3,639,720 | 3,785,021 | 269,855 | 7% |
| NET DISC. BUDGET AUTHORITY: | \$ 46,381,144 | \$ 46,560,550 | \$ 44,672,346 | \$ (1,708,798) | - |
| Less Rescission of Prior-Year Carryover - Regular Appropriations: ⁵ | (196,468) | (131,412) | - | - | - |
| ADJUSTED NET DISC. BUDGET AUTHORITY: | \$ 46,184,675 | \$ 46,429,138 | \$ 44,672,346 | \$ (1,512,329) | -3% |
| Supplemental: ⁶ | - | \$ 12,071,908 | - | - | - |

¹/ FY 2012 Revised Enacted:

- Reflects a transfer of \$24 million from FEMA to OIG pursuant to P.L. 112-74.
- Excludes USCG Overseas Contingency Operations funding of \$258.0 million P.L. 112-74.
- Includes \$63.5 million transfer to USCG - AC&I from DoD pursuant to P.L. 112-74.
- Includes FEMA Disaster Relief base funds of \$700 million and an additional \$6.4 billion enacted separately for major disasters pursuant to the Budget Control Act.

²/ FY 2013 Annualized CR:

- FY 2013 Annualized CR reflects FY 2012 Enacted pursuant to P.L. 112-74 less rescission of prior year unobligated balances plus 0.612% increase.
- Reflects a transfer of \$24 million from FEMA to OIG pursuant to P.L. 112-74.
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- Excludes \$63.5 million transfer to USCG - AC&I from DoD pursuant to P.L. 112-74.
- Includes FEMA Disaster Relief base funds of \$700 million and an additional \$6.4 billion enacted separately for major disasters pursuant to the Budget Control Act. "

³/ FY 2014 President's Budget:

- Reflects a proposed transfer of \$24 million from FEMA to OIG.
- Includes FEMA Disaster Relief base funds of \$570 million (\$570.522) and an additional \$5.6 billion (\$5,626.386) for major disasters pursuant to the Budget Control Act.
- Total Budget Authority Request excluding DRF Major Disasters Cap Adjustment is: \$54,332,951
- Gross Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$42,830,981.
- Net Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$39,045,960.

⁴/ Departmental Operations is comprised of the Office of the Secretary & Executive Management, DHS Headquarters Consolidation, the Office of the Undersecretary for Management, the Office of the Chief Financial Officer, and the Office of the Chief Information Officer. and the National Special Security Events Fund (NSSE)."

⁵/ Rescissions of Prior Year Unobligated Balances:

- FY 2012 - Pursuant to P.L. 112-74, reflects FY 2012 rescissions of prior year unobligated balances of -\$196.468 million. Excludes rescission from Working Capital Fund \$5.201 million and CT Fund \$0.96 million.
- FY 2013 - Reflects rescissions of prior year unobligated balances of -\$131.412 million.

⁶/ In order to obtain comparable figures, Net Discretionary, Gross Discretionary, and Total Budget Authority excludes:

- FY 2013 supplemental funding pursuant to P.L. 113-2 (Disaster Relief Appropriations Act 2013): CBP (\$1.667 million), ICE (\$0.855 million), USCG (\$274.233 million), USSS (\$0.300 million), FEMA (\$11.787 billion), S&T (\$3.249 million), DNDO (\$3.869 million).
- Excludes FEMA NFIF (\$9.7 billion) increase in borrowing authority provided in P.L. 113-1.

Fiscal Year 2014 Budget Request

U.S. Department of Homeland Security

This year marks the 10th anniversary of the creation of the Department of Homeland Security (DHS), the largest reorganization of the U.S. Government since the formation of the Department of Defense (DOD). After 10 years of effort, DHS has transformed 22 agencies from across the Federal Government into a single integrated Department, building a strengthened homeland security enterprise and a more secure America better equipped to confront the range of threats we face.

Our workforce of nearly 240,000 law enforcement agents, officers, and men and women on the frontlines put their lives at risk every day to protect our country from threats to the homeland, securing our land, air, and maritime borders; enforcing our immigration laws; and responding to natural disasters. Our employees are stationed in every state and in more than 75 countries around the world, engaging with state, local, and foreign partners to strengthen homeland security through cooperation, information sharing, training, and technical assistance. Domestically, DHS works side by side with state and local law enforcement and emergency responders in our communities, along our borders, and throughout a national network of fusion centers. The Department also collaborates with international partners, including foreign governments, major multilateral organizations, and global businesses to strengthen the security of the networks of global trade and travel, upon which our Nation's economy and communities rely.

DHS employs a risk-based, intelligence-driven approach to help prevent terrorism and other evolving security threats. Utilizing a multi-layered detection system, DHS focuses on enhanced targeting and information sharing, and working beyond our borders to interdict threats and dangerous actors at the earliest point possible. Each day, DHS screens 2 million passengers at domestic airports; intercepts thousands of agricultural threats; expedites the transit of nearly 100,000 people through trusted traveler and known crewmember programs; and trains thousands of Federal, state, local, rural, tribal, territorial, and international officers and agents through more than 550 basic and advanced training programs available at the Federal Law Enforcement Training Center (FLETC). We conduct vulnerability assessments of key infrastructure, disseminate intelligence regarding current and developing threats, and provide connectivity to Federal systems to help local law enforcement and homeland security agencies across the country in reporting suspicious activities and implementing protective measures.

Our borders and ports are stronger, more efficient, and better protected than ever before. At the Southwest Border, illegal immigration attempts have decreased to the lowest point in more than 30 years. We have made significant investments in additional personnel, technology, and infrastructure, leading to historic progress along the border. We have deepened partnerships with Federal, state, local, and international law enforcement to combat transnational threats and criminal organizations to help keep our border communities safe. We have strengthened entry procedures to protect against the use of fraudulent documents and the entry of individuals who may wish to do us harm. And we have made our ports of entry (POEs) more efficient to expedite lawful travel and trade. Each day, almost 1 million people arrive at our POEs by land, sea, and air. In Fiscal Year (FY) 2012, DHS processed more than 350 million travelers at our POEs, including almost 100 million international air travelers and \$2.3 trillion dollars of trade, while

enforcing U.S. laws that welcome travelers, protect health and safety, and facilitate the flow of goods essential to our economy.

DHS has focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. We have established clear enforcement priorities to focus the enforcement system on the removal of individuals who pose a danger to national security or a risk to public safety, including aliens convicted of crimes, with particular emphasis on violent criminals, felons, and repeat offenders, while implementing a comprehensive worksite enforcement strategy to reduce demand for illegal employment and protect employment opportunities for the Nation's lawful workforce. DHS has implemented major reforms to the Nation's immigration detention system to enhance security and efficiency and protect the health and safety of detainees while expanding nationwide the Secure Communities program, which uses biometric information to identify criminal aliens in state and local correctional facilities. Over the past 4 years, the Department has also improved the legal immigration process by streamlining and modernizing immigration benefits processes; strengthening fraud protections; protecting crime victims, asylees, and refugees; updating rules to keep immigrant families together; and launching new initiatives to spur economic competitiveness.

Today, our borders are more secure, and our border communities are among the safest communities in our country. We have removed record numbers of criminals from the United States and our immigration laws are being enforced according to sensible priorities. We have taken numerous steps to strengthen legal immigration and build greater integrity into the system. We are using our resources in a smart, effective, responsible manner.

Despite these improvements, however, our immigration system remains broken and outdated. That is why the Department stands ready to implement common-sense immigration reform that would continue investments in border security, crack down on companies that hire undocumented workers, improve the legal immigration system for employment-sponsored and family-sponsored immigrants, and establish a responsible pathway to earned citizenship. Comprehensive immigration reform will help us continue to build on this progress and strengthen border security by providing additional tools and enabling DHS to further focus existing resources on preventing the entry of criminals, human smugglers, and traffickers, and on national security threats.

Our Nation's critical infrastructure is crucial to our economy and security. DHS is the Federal Government's lead in securing unclassified Federal civilian government networks as well as working with owners and operators of critical infrastructure to secure their networks and protect physical assets through risk assessment, mitigation, forensic analysis, and incident response capabilities. In 2012, DHS issued warnings and responded to an average of 70 incidents per month arising from more than 10,000 daily alerts. The President also issued an Executive Order on Cybersecurity and a Presidential Policy Directive (PPD) on Critical Infrastructure Security and Resilience to strengthen the security and resilience of critical infrastructure against evolving threats through an updated and overarching national framework that acknowledges the interdependencies between cybersecurity and securing physical assets.

In support of these efforts, DHS serves as the focal point for the Government's cybersecurity outreach and awareness activities and is focused on the development of a world-class cybersecurity workforce as well as innovative technologies that sustain safe, secure, and resilient critical infrastructure. We work hand in hand with our private-sector partners, recognizing the importance of public-private partnerships to build resilience through a whole-of-community approach. In addition to these responsibilities, DHS combats cybercrime by leveraging the skills and resources of the law enforcement community and interagency partners to investigate and prosecute cyber criminals.

DHS has fundamentally changed how we work with our state and local partners to prepare for, respond to, recover from, and mitigate the effects of disasters. Through the Federal Emergency Management Agency (FEMA), we have implemented innovative practices to transform our disaster workforce through the creation of FEMA Corps and the DHS Surge Capacity Workforce. Working closely with state and local officials, we preposition resources before disasters hit and have 28 national urban search and rescue teams on standby in addition to dozens of state and local teams to support response efforts. We train more than 2 million emergency management and response personnel annually at the Emergency Management Institute and National Fire Academy, and through Community Emergency Response Teams, to improve capabilities across all hazards. Additionally, we have deployed new capabilities to help disaster survivors recover and communities rebuild.

MAXIMIZING EFFICIENCY AND EFFECTIVENESS

The FY 2014 Budget for DHS is \$60.0 billion in total budget authority, \$48.5 billion in gross discretionary funding, and \$39.0 billion in net discretionary funding. An additional \$5.6 billion for the Disaster Relief Fund (DRF) is provided separately, pursuant to the *Budget Control Act of 2011* (BCA).

REALIZING EFFICIENCIES AND STREAMLINING OPERATIONS

The Department has implemented a variety of initiatives to cut costs, share resources across Components, and consolidate and streamline operations wherever possible. In FY 2014, these initiatives will result in \$1.3 billion in savings from administrative and mission support areas, including contracts, information technology (IT), travel, personnel moves, overtime, directed purchasing, professional services, and vehicle management.

Through the Department-wide, employee-driven Efficiency Review (ER), which began in 2009, as well as other cost-saving initiatives, DHS has identified more than \$4 billion in cost avoidances and reductions, and has redeployed those funds to mission-critical initiatives across the Department.

Strategic Sourcing

Through ER and Component initiatives, DHS has used strategic sourcing initiatives to leverage the purchasing power of the entire Department for items such as language services, tactical communications services and devices, intelligence analysis services, and vehicle maintenance services. In FY 2012, we achieved \$368 million in savings, and we project \$250 million in savings for FY 2013. We expect a comparable level of savings as we continue forward with this approach in FY 2014.

Travel and Conferences

In support of the Administration's Campaign to Cut Waste, DHS strengthened conference and travel policies and controls to reduce travel expenses, ensure conferences are cost-effective, and ensure that both travel and conference attendance is driven by critical mission requirements. During 2012, DHS issued a new directive that establishes additional standards for conferences and requires regular reporting on conference spending, further increasing transparency and accountability. The Department's FY 2014 budget projects an additional 20-percent reduction in travel costs from FYs 2013–2016.

Real Property Management

DHS manages a real property portfolio of approximately 38,000 assets, which spans all 50 states and 7 U.S. territories. The Department has adopted strategies to achieve greater efficiencies in the management of its real property portfolio that includes expediting the identification and disposal of under-utilized assets as well as improving the utilization of remaining Department inventory. These efforts will result in reductions in the size of our civilian real estate inventory, annual operating and maintenance costs, and energy usage. DHS anticipates that the amount of space and cost per full-time equivalent (FTE) employee will continue to decline as spaces are reconfigured or new space is acquired on the basis of new workplace planning assumptions. DHS is committed to continuing to improve the management and alignment of its real property with advances in technology, mission, and work requirements.

MANAGEMENT AND INTEGRATION

Over the past 4 years, DHS has made significant improvements to departmental management, developing and implementing a comprehensive, strategic approach to enhance Department-wide maturation and integration. We have improved acquisition oversight, ensuring full consideration of the investment life cycle in cost estimates, establishing procedures to thoroughly vet new requirements and alternative solutions, and supporting full funding policies to minimize acquisition risk. The FY 2014 Budget includes key investments to strengthen the homeland security enterprise, increase integration, address challenges raised by the U.S. Government Accountability Office (GAO), and continue to build upon the management reforms that have been implemented under this Administration.

Modernization of the Department's financial management systems has been consistently identified as critical by the Office of Management and Budget (OMB), the GAO, and Congress, and is vital to our ability to provide strong stewardship of taxpayer dollars. Over the past several years, we have made significant progress improving financial management practices and establishing internal controls. In 2012, DHS earned a qualified audit opinion on its Balance Sheet, a significant milestone and a pivotal step toward increasing transparency and accountability for the Department's resources. This full-scope audit opinion is a result of DHS's ongoing commitment to instituting sound financial management practices to safeguard taxpayer dollars.

Although DHS continues to maximize cost efficiencies and savings wherever possible, new investment must be made to improve our outdated financial systems and tools. The FY 2014 Budget supports financial system modernization at the U.S. Coast Guard (USCG), which also provides financial management services to two other DHS Components.

DHS is also implementing a coordinated management approach for strategic investments and resource decisions involving multiple Components through the Integrated Investment Life Cycle Model. This initiative will help the Department enhance mission effectiveness while achieving management efficiencies by providing a broader, enterprise-wide perspective and ensuring DHS investments address the greatest needs of the Department.

STRATEGIC RE-ORGANIZATIONS

In today's fiscal environment, the Department has challenged its workforce to fundamentally rethink how it does business, from the largest to the smallest investments. To help reduce costs, DHS conducted a formal base budget review, looking at all aspects of the Department's budget to find savings and better align resources with operational requirements.

US-VISIT

To better align the functions of United States Visitor and Immigrant Status Indicator Technology (US-VISIT) with the operational Components, the Budget re-proposes the transfer of US-VISIT functions from the National Protection and Programs Directorate (NPPD) to U.S. Customs and Border Protection (CBP), consistent with the President's FY 2013 Budget. Currently, CBP operates numerous screening and targeting systems; integrating US-VISIT within CBP will strengthen the Department's overall vetting capability while also realizing operational efficiencies and cost savings.

State and Local Grants

Given the fiscal challenges facing the Department's state and local partners, DHS is also approaching these partnerships in new and innovative ways. The Budget re-proposes the National Preparedness Grant Program (NPGP), originally presented in the FY 2013 Budget, to develop, sustain, and leverage core capabilities across the country in support of national preparedness, prevention, and response, with appropriate adjustments to respond to stakeholder feedback in 2012. While providing a structure that will give grantees more certainty about how funding will flow, the proposal continues to utilize a comprehensive process for assessing regional and national gaps; support the development of a robust cross-jurisdictional and readily deployable state and local assets; and require grantees to regularly report progress in the acquisition and development of these capabilities.

Land Port of Entry Delegation

Beginning in FY 2013, the General Services Administration (GSA) will work with DHS to delegate the operations of land port of entry (LPOE) facilities to CBP. The distinctive nature of LPOEs as mission-oriented, 24/7 operational assets of CBP, as well as national trade and transportation infrastructure, differentiates this part of the portfolio from other Federal buildings managed by GSA. The delegation facilitates faster delivery of service tailored to the specific needs of CBP's mission and will be more responsive to changing priorities and critical operations.

DHS COMMONALITY EFFORTS

The successful integration of 22 legacy agencies into DHS was an important and ambitious undertaking that has increased the Department's ability to understand, mitigate, and protect against threats to the Nation. Further integration of the Department and of the development of a "One DHS" culture will strengthen effectiveness, improve decision making to address shared issues, and prioritize resources in an era of fiscal constraint. The FY 2014 Budget continues this emphasis and supports ongoing efforts aimed at furthering integration, some of which are highlighted as follows.

Common Vetting

It is estimated that DHS spends approximately \$1.8 billion annually on information-based screening. Consequently, DHS has established a Common Vetting Initiative to improve the efficiency and effectiveness of vetting operations within the Department. Although this work is ongoing, it is expected that this effort will identify opportunities for streamlining operations and strengthening front-end assessment of requirements as part of an integrated investment life cycle.

Additionally, DHS is leveraging existing capabilities and its research and development capabilities at the Science and Technology Directorate (S&T) to enhance the Department's exit program, to identify and sanction those who overstay their lawful period of admission to the United States. This initiative is focused on aggregating information within existing data systems, enhancing review of potential overstays, increasing automated matching, and incorporating additional biometric elements to provide the foundation for a future biometric exit solution. The transfer of US-VISIT functions to CBP and U.S. Immigration and Customs Enforcement (ICE) supports this effort and better aligns mission functions.

Aviation Commonality

The Department is projected to spend approximately \$1.2 billion over FYs 2014–2018 on procurement of aviation assets. In 2011, DHS stood up an aviation commonalities working group to improve operational coordination in acquisition, facilities, maintenance, and logistics between CBP and USCG. The Department also launched an Aviation and Marine Commonalities Pilot Project in the fall of 2012 to test the unified command and control of departmental aviation and marine forces. Complementing this effort, DHS recently began an ER initiative that will increase cross-Component collaboration for aviation-related equipment and maintenance by establishing excess equipment sharing, maintenance services, and contract teaming agreements, as well as other opportunities for aviation-related efficiencies.

Investigations

A recent partnership between ICE's Homeland Security Investigations (HSI) and the U.S. Secret Service (USSS) demonstrates the Department's commitment to leveraging capabilities across Components and finding efficiencies. Both ICE and USSS are expanding participation in the existing Secret Service Electronic Crimes Task Forces (ECTFs), which will strengthen the Department's cybercrimes investigative capabilities and realize efficiencies in the procurement of computer forensic hardware, software licensing, and training. This collaboration will integrate resources devoted to investigating transnational criminal organizations; transnational child exploitation; financial crime, including money laundering and identity and intellectual property theft; and network intrusions by domestic and international threats. This will further enhance the response capability of the Department to a cyber event by leveraging the assets of USSS's 31 ECTFs, which bring together more than 2,700 international, Federal, state, and local law enforcement partners; 3,100 private-sector members; and 300 academic partners.

CBP Staffing and Mission Integration

Given the Administration's strong and continued focus on border security, DHS has undertaken a series of initiatives to ensure that CBP's operations are integrated and that Border Patrol Agents (BPAs) and CBP Officers (CBPOs) are optimally deployed. As part of its mission integration efforts, CBP has applied complementary BPA and CBPO deployments to enhance mission sets both at and between the POEs. Toward this goal, CBP has identified numerous mission areas where BPAs can substantially support port operations, including canine detection operations for drugs and concealed humans; outbound operations that target currency, firearms, and fugitives; port security,

counter-surveillance, and perimeter enforcement operations; inbound secondary conveyance inspections for narcotics and human smuggling; and can secure and transport seized contraband.

CBP is realizing significant operational and force-multiplying benefits from deploying BPAs to support POE requirements. Over the last year, these efforts have augmented POE operations, enabling CBP to more effectively address the threat of money and weapons being smuggled southbound into Mexico for use by transnational criminal organizations. In 2013, CBP is expanding these efforts by synchronizing mission integration efforts across the four key Southwest Border operational corridors—South Texas, El Paso/New Mexico, Arizona, and Southern California. The harmonization of current efforts will increase rapid response capability, develop unified intelligence and targeting approaches, and identify additional areas for on-the-ground operational collaboration.

SUPPORTING ECONOMIC GROWTH AND JOB CREATION

In support of the President's Executive Order on Travel and Tourism and to continue building upon the Administration's significant investments in border security, the FY 2014 Budget includes several proposals to invest in the men and women on the frontlines of our 329 POEs along the border and at airports and seaports across the country. Processing the more than 350 million travelers annually provides nearly \$150 billion in economic stimulus, yet the fees that support these operations have not been adjusted in many cases for longer than a decade. As the complexity of our operations continues to expand, the gap between fee collections and the operations they support is growing, and the number of workforce-hours fees-support decrease each year. Accordingly, the Budget includes appropriated funding for 1,600 additional CBPOs to help reduce growing wait-times at our POEs. We are also seeking congressional approval for legislative proposals to support more than 1,800 new CBPOs through adjustments in immigration and customs inspections user fees to recover more of the costs associated with providing services. These fee proposals will also help address the staffing gap outlined in CBP's Resource Optimization at POEs, FY 2013 Report to Congress, submitted with the President's Budget. In addition, CBP and the U.S. Department of Agriculture are evaluating financial models to achieve full cost recovery for agricultural inspectional services provided by CBP.

Beyond the additional front-line positions, the President's Budget also provides direct support for thousands of new jobs through major infrastructure projects such as the National Bio and Agro-Defense Facility (NBAF) and a consolidated departmental headquarters at the St. Elizabeths Campus. Investment in USCG recapitalization projects supports more than 4,000 USCG jobs as well as jobs in the shipbuilding and aircraft industries. Through our grant programs, we will continue helping local communities to create and maintain jobs, while strengthening the resiliency of important economic sectors and infrastructure. The Budget additionally supports CBP and ICE efforts to combat commercial trade fraud, including intellectual property law infringement, estimated to cost the economy up to \$250 billion each year.

Continued investment in USCG front-line operations and recapitalization of USCG's aging fleet help to protect the Nation's Exclusive Economic Zone (EEZ), a source of \$122 billion in annual U.S. revenue, and to secure 361 ports and thousands of miles of maritime thoroughfares that support 95 percent of trade with the United States. Through CBP and the Transportation

Security Administration (TSA), we continue to promote safe and secure travel and tourism, supporting a \$2.3 trillion dollar tourism industry. These programs, among others, enhance our Nation's safety and security while fostering economic growth and job creation.

BUDGET PRIORITIES

The FY 2014 Budget prioritizes programs and activities within the homeland security mission areas outlined in the Department's 2010 Quadrennial Homeland Security Review (QHSR), the 2010 Bottom-Up Review, and the FY 2012–2016 DHS Strategic Plan, undertaken by the Department to align its resources with a comprehensive strategy to meet the Nation's homeland security needs.

The Budget builds on the progress the Department has made in each of its mission areas while strengthening existing capabilities, enhancing partnerships across all levels of government and with the private sector, streamlining operations, and increasing efficiencies.

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 U.S. infrastructure and key resources, essential leadership, and major events to terrorist attacks and other hazards.

Mission 2: Securing and Managing Our Borders – The protection of the Nation's borders—land, air, and sea—from the illegal entry of people, weapons, drugs, and other contraband while facilitating lawful travel and trade is vital to homeland security, as well as the Nation's economic prosperity. 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 – DHS is responsible for securing unclassified Federal civilian government networks and working with owners and operators of critical infrastructure to secure their networks through risk assessment, mitigation, and incident response capabilities. To combat cybercrime, DHS leverages the skills and resources of the law enforcement community and interagency partners to investigate and prosecute cyber criminals. DHS also serves as the focal point for the Government's cybersecurity outreach and awareness efforts to create a more secure environment in which the private or financial information of individuals is better protected.

Mission 5: Ensuring Resilience to Disasters – DHS coordinates the comprehensive Federal efforts to prepare for, protect against, respond to, recover from, and mitigate a terrorist attack, natural disaster, or other large-scale emergency, while working with individuals; communities; the private and nonprofit sectors; faith-based organizations; and Federal, state, local, tribal, and

territorial partners to ensure a swift and effective recovery. The Department's efforts to help build a ready and resilient Nation include fostering a Whole Community approach to emergency management nationally; building the Nation's capacity to stabilize and recover from a catastrophic event; bolstering information sharing and building unity of effort and common strategic understanding among the emergency management team; providing training to our homeland security partners; and leading and coordinating national partnerships to foster preparedness and resilience across the private sector.

In addition to these missions, DHS strives to maximize the effectiveness and efficiency of its operations while strengthening the homeland security enterprise. The collective efforts of Federal, state, local, tribal, territorial, non-governmental, and private-sector partners, as well as individuals and communities across the country are critical to our shared security. This includes enhancing shared awareness of risks and threats; building capable, resilient communities; and fostering innovative approaches and solutions through cutting-edge science and technology.

The following are highlights of the FY 2014 Budget:

PREVENTING TERRORISM AND ENHANCING SECURITY

Guarding against terrorism was the founding mission of DHS and remains our top priority. To address evolving terrorist threats and ensure the safety of the traveling public, the Budget safeguards the Nation's transportation systems through a layered detection system and continues to support risk-based security initiatives, including TSA Pre✓™, Global Entry and other trusted traveler programs. The Budget supports Administration efforts to secure maritime cargo and the global supply chain by strengthening efforts to prescreen and evaluate high-risk cargo. Investments in DHS's intelligence and targeting programs coupled with the expansion of the National Targeting Center, supported by the Budget, will increase operational efficiencies and enhance our ability to interdict threats and dangerous people before they reach the United States.

Funding is included for cutting-edge research and development to address evolving biological, radiological, and nuclear threats. Among the important research investments is the construction of NBAF, a state-of-the-art bio-containment facility for the study of foreign animal and emerging zoonotic diseases that will replace the inadequate facility at Plum Island. The Budget funds the Securing the Cities (STC) program to protect our highest risk cities from radiological or nuclear attack and continues national bio-preparedness and response efforts. The Budget also continues strong support for state and local partners through the NPGP, training, fusion centers, and intelligence analysis and information sharing on a wide range of critical homeland security issues.

- *Strengthening Risk-Based Aviation Security:* The FY 2014 Budget supports DHS's effort to employ risk-based, intelligence-driven operations to prevent terrorist attacks and to reduce the vulnerability of the Nation's aviation system to terrorism. These security measures create a multi-layered system to strengthen aviation security from the time a passenger purchases a ticket to arrival at his or her destination. The FY 2014 Budget:
 - Continues expansion of trusted traveler programs, such as TSA Pre✓™, which are pre-screening initiatives for travelers who volunteer information about themselves before flying to potentially expedite screening at domestic checkpoints and through customs. By 2014,

TSA anticipates that one in four members of the traveling public will be eligible for expedited screening.

- Continues enhanced behavior detection in which interview and behavioral analysis techniques are used to determine if a traveler should be referred for additional screening at the checkpoint. Analyses from pilots in FY 2013 will inform next steps for how larger-scale implementation in FY 2014 could improve capabilities in a risk-based security environment.
- Expands Secure Flight to perform watch-list matching for passengers before boarding large general aviation aircraft. An estimated 11 million additional Secure Flight Passenger Data sets are expected to be submitted by general aviation operators per year.
- Supports, as part of its multi-layered security strategy, the Federal Flight Deck Officer and Flight Crew program as a fully reimbursable program under FLETC's existing authorities.
- Prioritizes TSA's mission-critical screening functions, and proposes the transfer of all exit lane staffing to local airports pursuant to Federal regulatory authorities. Airports will be responsible for integrating exit lane security into their perimeter security plans, which are assessed regularly by TSA.
- *Enhancing International Collaboration:* To most effectively carry out our core missions, DHS continues to engage countries around the world to protect both national and economic security. The FY 2014 Budget supports DHS's strategic partnerships with international allies and enhanced targeting and information-sharing efforts to interdict threats and dangerous people and cargo at the earliest point possible. The Secretary's focus on international partnerships includes elevating the Office of International Affairs to a stand-alone office and a direct report. The FY 2014 Budget:
 - Supports the continued growth of the Immigration Advisory Program (IAP) and Pre-Departure Vetting, which have experienced a 156-percent increase in the number of no board recommendations since 2010. Through these programs, CBP identifies high-risk travelers who are likely to be inadmissible into the United States and makes recommendations to commercial carriers to deny boarding.
 - Continues to modernize the IT capability for screening visa applications to support the expansion of Visa Security Program (VSP) coverage at existing overseas high-risk visa adjudication posts. The VSP represents ICE's front line in protecting the United States against terrorists and criminal organizations by preventing foreign nationals who pose as a threat to national security from entering the United States. In FY 2014, VSP will enhance visa vetting by increasing automated data exchange with the Department of State (DOS) and CBP's National Targeting Center. ICE will leverage modernization to increase investigations of visa applicants that pose a potential high risk for terrorism who are attempting to travel to the United States.
 - Supports the bilateral Beyond the Border Action Plan with Canada, including CBP's pre-inspection efforts in rail, land, and marine environments. Pre-inspection is a precursor to preclearance, which supports DHS's extended border strategy through the identification and prevention of terrorists, criminals, and other national security threats before they enter the

United States. Pre-inspection/preclearance also helps protect U.S. agriculture from the spread of foreign pests, disease, and global outbreaks.

- *Supporting Surface Transportation Security:* The surface transportation sector, due to its open access architecture, has a fundamentally different operational environment than aviation. Accordingly, DHS helps secure surface transportation infrastructure through risk-based security assessments, critical infrastructure hardening, and close partnerships with state and local law enforcement partners. The FY 2014 Budget supports DHS's efforts to bolster these efforts. Specifically, the Budget:
 - Includes the NPGP, described in more detail on the following pages. This proposal focuses on building national capabilities focused on preventing and responding to threats across the country, including the surface transportation sector, through Urban Search and Rescue teams, canine explosives detection teams, and HAZMAT response as well as target hardening of critical transit infrastructure.
 - Funds surface transportation security inspectors and canine teams who work collaboratively with public and private-sector partners to strengthen security and mitigate the risk to our Nation's transportation systems.
 - Supports compliance inspections throughout the freight rail and mass transit domains, critical facility security reviews for pipeline facilities, comprehensive mass transit assessments that focus on high-risk transit agencies, and corporate security reviews conducted in multiple modes of transportation to assess security.
 - Funds 37 Visible Intermodal Prevention and Response (VIPR) teams, including 22 multi-modal teams. VIPR teams are comprised of personnel with expertise in inspection, behavior detection, security screening, and law enforcement for random, unpredictable deployments throughout the transportation sector to prevent potential terrorist and criminal acts.
 - Helps secure critical infrastructure and key resources located on or near the water through patrols, enforcing security zones and security escorts of certain vessels (e.g., vessels containing hazardous cargo) in key U.S. ports and waterways.
- *Strengthening Global Supply Chain Security:* The FY 2014 Budget continues to support the Administration's Global Supply Chain Security Strategy, which provides a national vision for global supply chain security that is secure, efficient, and resilient across air, land, and sea modes of transportation. The Budget:
 - Supports increased targeting capability through enhanced automated systems providing CBP with real-time information to focus CBP's enforcement activities on higher risk passengers and cargo.
 - Supports the consolidation of CBP's separate cargo and passenger targeting locations, which will promote increased targeting efficiencies and reduced delays of travelers and cargo.
 - Strengthens the Container Security Initiative (CSI), enabling CBP to prescreen and evaluate high-risk containers before they are shipped to the United States.

- Continues support to improve the coordination of international cargo security efforts, accelerate security efforts in response to vulnerabilities, ensure compliance with screening requirements, and strengthen aviation security operations overseas.
- Supports ongoing assessments of anti-terrorism measures of our maritime trading partners through the Coast Guard International Port Security Program.
- Supports enhanced system efficiency through continued development and deployment of the International Trade Data System. This important resource provides a single automated window for submitting trade information to the Federal agencies responsible for facilitating international trade and securing America's supply chain.
- *Research, Development, and Innovation at the Science and Technology Directorate:* The FY 2014 Budget includes \$467 million for research, development, and innovation (RD&I), a \$200 million increase from FY 2012 enacted levels. This funding includes support for unclassified cybersecurity research that supports the public and private sectors, and the global internet infrastructure. It also allows S&T to resume research and development (R&D) in areas such as land and maritime border security; chemical, biological, and explosive defense research; disaster resilience; cybersecurity; and counterterrorism.
- *Support to State and Local¹ Law Enforcement:* The FY 2014 Budget continues support for state and local law enforcement (SLLE) efforts to understand, recognize, prevent, and respond to pre-operational activity and other crimes that are precursors or indicators of terrorist activity through training, technical assistance, exercise support, security clearances, connectivity to Federal systems, technology, and grant funding. The Budget supports efforts to share intelligence and information on a wide range of critical homeland security issues. The Budget continues to build state and local analytic capabilities through the National Network of Fusion Centers, with a focus on strengthening cross-Department and cross-government interaction with fusion centers. It also elevates the Office of State and Local Law Enforcement to a stand-alone office. The Budget:
 - Enables DHS to continue to assess capability development and performance improvements of the National Network of Fusion Centers through an annual assessment, collection of outcomes-based performance data, and targeted exercises. Resources also enable the Office of Intelligence and Analysis, in partnership with the Office for Civil Rights and Civil Liberties and the Privacy Office to provide privacy, civil rights and civil liberties training, and technical assistance support for fusion centers and their respective liaison officer programs. Additionally, unique partnerships with FEMA, NPPD, USCG, and ICE have facilitated additional analytic training for fusion center analysts on a variety of topics.
 - Continues to support state, local, tribal, and territorial efforts to counter violent extremism, including the delivery of Building Communities of Trust initiative roundtables, which focus on developing trust between community leaders and law enforcement officials so they cooperatively address the challenges of crime and terrorism.
 - Expands, in partnership with the Departments of Justice (DOJ), Education, and Health and Human Services, ongoing efforts to prevent future mass casualty shootings, improve

¹ "Local" law enforcement includes all law enforcement at the municipal, tribal, and territorial levels.

preparedness, and strengthen security and resilience in schools and other potential targets while working with partners at all levels of government.

- *Biological, Radiological and Nuclear Threat Detection*: Countering biological, nuclear, and radiological threats requires a coordinated, whole-of-government approach. DHS, through the Domestic Nuclear Detection Office (DNDO) and the Office of Health Affairs (OHA), works in partnership with agencies across Federal, state, and local governments to prevent and deter attacks using nuclear and radiological weapons through nuclear detection and forensics programs and provides medical and scientific expertise to support bio-preparedness and response efforts.

The FY 2014 Budget supports the following efforts:

- *Global Nuclear Detection Architecture (GNDA)*: DNDO, in coordination with other DHS Components, the Attorney General, and the Departments of State, Defense, and Energy, leads the continued evolution of the GNDA. This comprehensive framework incorporates detector systems, telecommunication, and personnel, with the supporting information exchanges, programs, and protocols that serve to detect, analyze, and report on radioactive/nuclear (rad/nuc) materials that are not in regulatory control.
- *Securing the Cities*: \$22 million is requested for the STC program to continue developing the domestic portion of the GNDA to enhance the Nation's ability to detect and prevent a radiological or nuclear attack in our highest risk cities.
- *Transformational Research and Development*: Funding is requested to develop, and demonstrate scientific and technological approaches that address gaps in the GNDA and improve the performance of rad/nuc detection and technical nuclear forensic capabilities. R&D investments are made on the basis of competitive awards, with investigators in all sectors—government laboratories, academia, and private industry—encouraged to participate.
- *Radiological/Nuclear Detection*: Supports the procurement and deployment of Radiation Portal Monitors and Human Portable Radiation Detection Systems, providing vital detection equipment to CBP, USCG, and TSA to scan for rad/nuc threats.
- *BioWatch*: Continues operations and maintenance of the federally managed, locally operated, nationwide bio-surveillance system designed to detect the release of aerosolized biological agents.
- *National Bio and Agro-Defense Facility*: The Budget provides full funding for the construction of the main laboratory at NBAF when coupled with the increased cost share from the State of Kansas. This innovative Federal-State partnership will support the first Bio Level 4 lab facility of its kind, a state-of-the-art bio-containment facility for the study of foreign animal and emerging zoonotic diseases that is central to the protection of the Nation's food supply as well as our national and economic security.

In partnership with the State of Kansas, DHS is committed to building a safe and secure facility in Manhattan, Kansas. The main laboratory facility includes enhanced safety and security features to ensure research conducted within the facility will be contained, ultimately protecting the surrounding region and the Nation's food supply. These features,

which are incorporated into the current NBAF design and address safety recommendations of the National Academies of Sciences, include specialized air and water decontamination systems, new technologies to handle solid waste on site, and structural components to strengthen the laboratory against hazardous weather conditions.

Funding is also provided for life and safety infrastructure repairs at Plum Island Animal Disease Center while NBAF is being built to ensure an appropriate transition of research from Plum Island, New York, to Manhattan, Kansas.

SECURING AND MANAGING OUR BORDERS

The Budget continues the Administration's robust border security efforts, while facilitating legitimate travel and trade. It sustains historic deployments of personnel along U.S. borders as well as the continued utilization of proven, effective surveillance technology along the highest trafficked areas of the Southwest Border to continue achieving record levels of apprehensions and seizures. In support of the President's Executive Order on Travel and Tourism, the Budget funds a record number of CBPOs through appropriated funds and proposed increases to user fee rates to expedite travel and trade while reducing wait times at more than 300 POEs along the border and at airports and seaports across the country. Increased POE staffing of 1,600 CBPOs funded through appropriations and 1,877 CBPOs funded through user fee increases will have a direct impact on the economy. Based upon a study conducted by the National Center for Risk and Economic Analysis of Terrorism Events - University of Southern California (CREATE) using ratios from work accomplished by OFO's current workforce and leveraging results from publicly available economic studies, initial estimates, based on yearly averages, indicate that for every 1,000 CBP Officers hired, the following outcomes can be expected:

- Total enforcement actions would increase by 23,000;
- Drug seizure values would increase by \$40 million;
- Currency seizure values would increase by \$2.75 million;
- Trade penalty assessments would increase by \$7.85 million;
- IPR seizures would increase by \$2.5 million;
- Liquidated damage assessments would increase by \$42 million;
- GDP would increase by \$2 billion; and
- Job growth of more than 33,000.

To secure the Nation's maritime borders and 3.4 million nautical square miles of maritime territory, the Budget invests in recapitalization of USCG assets and provides operational funding for new assets coming on line, including National Security Cutters (NSCs), Fast Response Cutters (FRCs), Response Boats-Medium, Maritime Patrol Aircraft, and Command and Control systems.

- *Law Enforcement Officers:* The Budget supports 21,370 BPAs and a record 25,252 CBPOs at POEs who work with Federal, state, and local law enforcement to target illicit networks trafficking in people, drugs, illegal weapons, and money and to expedite legal travel and trade. This includes funds from proposed increases to inspection user fees.
- *Travel and Trade:* In 2012, President Obama announced new administrative initiatives through Executive Order 13597 to increase travel and tourism throughout and to the United States, and DHS plays an important role in this work. As discussed in the highlights section, DHS is

continuing to develop new ways to increase the efficiency of our port operations and to make international travel and trade easier, more cost-effective, and more secure.

- *Technology*: Funding is requested to support the continued deployment of proven, effective surveillance technology along the highest trafficked areas of the Southwest Border. Funds will be used to procure and deploy commercially available technology tailored to the operational requirements of the Border Patrol, the distinct terrain, and the population density within Arizona.
- *Tethered Aerostat Radar System (TARS)*: DHS will take over operations of TARS beginning in FY 2014. TARS is a multi-mission capability that supports both the counterdrug and air defense missions, providing long-range detection and monitoring of low-level air, maritime, and surface narcotics traffickers.
- *Targeting and Analysis*: The Budget includes additional investments in CBP's targeting capabilities, which will enable CBP to develop and implement an enhanced strategy that more effectively and efficiently divides cargo and travelers according to the potential threat they pose.
- *Port of Entry Infrastructure*: CBP, working with its various partners including GSA, continues to modernize and maintain border infrastructure that both facilitates trade and travel, and helps secure the border. In FY 2014, CBP will work with GSA to complete the last phase of the Nogales-Mariposa inspection facility and initiate the site acquisition and design for the southbound phase of the San Ysidro modernization project. Additionally, CBP will work with GSA to initiate construction of a new bus processing terminal at the Lincoln-Juarez Bridge and renovation of the passenger and pedestrian processing facility at the Convent Street inspection facility in Laredo, Texas. Beginning in late FY 2013 and continuing in FY 2014, CBP will assume responsibility for the building operations, maintenance, and repair of the land port inspection facilities from GSA to streamline administrative processes and improve the responsiveness to CBP mission requirements. Finally, CBP proposes legislative authority in the FY 2014 Budget to accept donations from the private sector.

CBP Air and Marine Procurement: Funding is requested for two KA-350CER Multi-Role Enforcement Aircraft (MEA), which provide direct support to CBP efforts to secure our Nation's borders. Unlike the older, less capable aircraft they are replacing, the MEA has the capabilities to detect, track, and intercept general aviation threats, detect and track maritime threats over a wide area, and support ground interdiction operations through a variety of sensors and advanced data and video down-link.

- *Collect Customs Revenue*: Funds are requested to support CBP's role as a revenue collector for the U.S. Treasury; customs revenue remains the second largest source of revenue for the Federal Government. CBP relies on bonds to collect duties owed when importers fail to pay and efforts to collect from the importer are not successful. This funding will support improvements to increase the efficacy of CBP's bonding process, including the delegation to a centralized office the responsibility for developing and implementing Single Transaction Bond (STB) policy, approving bond applications, reporting on activities, and monitoring results. These resources will fund the automation of STB process processing and record keeping and provide effective internal controls that protect the duties and taxes (more than \$38 billion in 2012) collected by CBP. Specifically, CBP will automate and centralize into one location processing of all STBs,

resulting in enhanced program oversight, consistent processing, and reduced write-offs and delinquencies.

- *Protect Trade and Intellectual Property Rights Enforcement:* Funding is requested to support intellectual property and commercial trade fraud investigations within ICE's National Intellectual Property Rights Coordination Center (IPR Center). With 21 partners and the expertise of the Federal Government's largest law enforcement agencies, the IPR Center brings together the full range of legal authorities and law enforcement tools to combat intellectual property theft, including medical regulation; patent, trademark, and copyright protection; border enforcement; organized crime investigations; and undercover operations. ICE will also increase collaboration with CBP through a joint fraud enforcement strategy to coordinate commercial fraud enforcement operations. The FY 2014 Budget also supports CBP's enforcement programs to prevent trade in counterfeit and pirated goods, and protect consumers and national security from harm from counterfeit goods through special enforcement operations to increase IPR seizures and referrals for criminal investigation, and for technology and training to increase the efficiency of targeting IPR infringing merchandise.
- *USCG Recapitalization:* The FY 2014 request fully funds a seventh NSC; supports patrol boat recapitalization through the FRC acquisition; continues acquisitions of the Offshore Patrol Cutter and a new polar ice breaker; and provides for critical upgrades to command, control, and aviation sustainment. The total request for USCG Acquisition, Construction, and Improvements is \$951 million.
- *USCG Operations:* The FY 2014 request funds nearly 50,000 full-time personnel and nearly 7,000 reservists to maintain safety, security, and stewardship of our Nation's waters and maritime borders. Funds will support a full range of Coast Guard cutters, aircraft, and boats to address threats from inside the ports, within customs waters and out on the high seas.

ENFORCING AND ADMINISTERING OUR IMMIGRATION LAWS

In the area of immigration, the Budget supports the Administration's unprecedented efforts to more effectively focus the enforcement system on public safety threats, border security, and the integrity of the immigration system while streamlining and facilitating the legal immigration process. Initiatives such as Deferred Action for Childhood Arrivals and greater use of prosecutorial discretion, where appropriate, support DHS efforts to focus finite resources on individuals who pose a danger to national security or a risk to public safety, and other high priority cases. At the same time, the Budget makes significant reductions to inefficient 287(g) task force agreements, while supporting more cost efficient initiatives like the Secure Communities program. Nationwide implementation of Secure Communities and other enforcement initiatives, coupled with continued collaboration with DOJ to focus resources on the detained docket, is expected to result in the continued increase in the identification and removal of criminal aliens and other priority individuals.

The Budget provides the resources needed to address this changing population, while continuing to support Alternatives to Detention, detention reform, and immigrant integration efforts. Resources are also focused on monitoring and compliance, promoting adherence to worksite-related laws, Form I-9 inspections, and enhancements to the E-Verify program.

Secure Communities: In FY 2013, the Department completed nationwide deployment of the Secure Communities program, which uses biometric information and services to identify and remove criminal and other priority aliens found in state prisons and local jails. Secure Communities is an important tool in ICE's efforts to focus its immigration enforcement resources on the highest priority individuals who pose a threat to public safety or national security, and the Budget continues support of this program. ICE is committed to ensuring the Secure Communities program respects civil rights and civil liberties, and works closely with law enforcement agencies and stakeholders across the country to ensure the program operates in the most effective manner possible. To this end, ICE has issued guidance regarding the exercise of prosecutorial discretion in appropriate cases, including in cases involving witnesses and victims of crime, implemented enhanced training for state and local law enforcement regarding civil rights issues, and released new guidance that limits the use of detainers to the agency's enforcement priorities and restricts the use of detainers against individuals arrested for minor misdemeanor offenses such as traffic offenses and other petty crimes, among other recent improvements. The Budget also includes \$10 million for 73 ICE attorney positions that will continue prosecutorial discretion reviews of new cases to ensure that resources at the Executive Office for Immigration Review and ICE are focused on priority cases.

- *Immigration Detention:* Under this Administration, ICE has focused its immigration enforcement efforts on identifying and removing priority aliens, including criminals, repeat immigration law violators, and recent border entrants. As ICE focuses on criminal and other priority cases, the agency continues to work to reduce the time removable aliens spend in detention custody, going from 37 days in FY 2010 to fewer than 32 days in FY 2012. Consistent with its stated enforcement priorities and guidance to the field, ICE will continue to focus detention and removal resources on those individuals who have criminal convictions or fall under other priority categories. For low-risk individuals, ICE will work to enhance the effectiveness of Alternatives to Detention, which provides a lower per-day cost than detention. To ensure the most cost-effective use of Federal resources, the Budget includes flexibility to transfer funding between immigration detention and the Alternatives to Detention program, commensurate with the level of risk a detainee presents.
- *287(g) Program:* The Budget reduces the 287(g) program by \$44 million through the cancelation of inefficient task force officer model agreements. The 287(g) jail model agreements, as well as programs such as Secure Communities, have proven to be more efficient and effective in identifying and removing criminal and other priority aliens than the task force officer model agreements.
- *Detention Reform:* ICE will continue building on ongoing detention reform efforts in FY 2014. In FY 2013, ICE implemented its new Risk Classification Assessment nationwide to improve transparency and uniformity in detention custody and classification decisions and to promote identification of vulnerable populations. In addition, with support from DOJ to reduce the average length of stay in detention, ICE will continue implementation of the new Transfer Directive, which is designed to minimize long-distance transfers of detainees within ICE's detention system, especially for those detainees with family members in the area, local attorneys, or pending immigration proceedings. ICE will also continue implementation of revised national detention standards designed to maximize access to counsel, visitation, and quality medical and mental health care in additional facilities. Finally, DHS anticipates that the rulemaking applying the Prison Rape Elimination Act to DHS confinement facilities will be finalized in FY 2013 and implemented in FY 2013 and FY 2014.

- *Worksite Enforcement*: Requested funds will continue the Department's focus to promote compliance with worksite-related laws through criminal prosecutions of egregious employers, Form I-9 inspections, civil fines, and debarment, as well as education and compliance tools.
- *E-Verify*: The Budget provides \$114 million to support the continued expansion and enhancement of E-Verify, the Administration's electronic employment eligibility verification system. This funding will also continue support for the expansion of the E-Verify Self-Check program, a voluntary, free, fast, and secure online service that allows individuals in the United States to confirm the accuracy of government records related to their employment eligibility status before formally seeking employment. These enhancements will give individuals unprecedented control over how their social security numbers are used in E-Verify and will further strengthen DHS's ability to identify and prevent identity fraud. In FY 2014, U.S. Citizenship and Immigration Services (USCIS) also plans to phase in an enhanced enrollment process for E-Verify that reduces the enrollment burden on the employer and the Federal Government, and that will provide more detailed user information for compliance assistance activities. Additionally, USCIS will finalize the requirements for the electronic I-9 and its supporting processes for E-Verify. These enhancements will deploy in phases in FY 2014 and subsequent years.
- *Verification Information System (VIS)*: The Budget includes \$12 million to fund the VIS Modernization initiative, a major redesign of the system that supports E-Verify that will transform the current E-Verify system, and improve usability and overall ease of operations.
- *Immigrant Integration*: The Budget includes \$10 million to continue support for USCIS immigrant integration efforts—a key element of the President's immigration principles—through funding of citizenship and integration program activities including competitive grants to local immigrant-serving organizations to strengthen citizenship preparation programs for permanent residents.
- *Systematic Alien Verification for Entitlements (SAVE)*: The FY 2014 Budget continues support for USCIS SAVE operations and enhancements to assist local, state, and Federal agencies in determining the immigration status of benefit applicants. This effort is funded through the Immigration Examinations Fee Account.
- *USCIS Business Transformation*: The Budget continues the multiyear effort to transform USCIS from a paper-based filing system to a customer-focused electronic filing system. This effort is funded through the Immigration Examinations Fee Account. In FY 2013, USCIS will deploy additional functionality into the agency's Electronic Immigration System (ELIS) to allow processing of 1 million customer requests annually. USCIS is committed to adding functionality and benefit types until all workload is processed through ELIS.

SAFEGUARDING AND SECURING CYBERSPACE

The Budget supports initiatives to secure our Nation's information and financial systems and to defend against cyber threats to private sector and Federal systems, the Nation's critical infrastructure, and the U.S. economy. It also supports the President's Executive Order on Improving Critical Infrastructure Cybersecurity and Presidential Policy Directive on Critical

Infrastructure Security and Resilience. Taken together, the Administration's initiatives strengthen the security and resilience of critical infrastructure against evolving threats through an updated and overarching national framework that acknowledges the linkage between cybersecurity and securing physical assets.

Included in the FY 2014 Budget are enhancements to the National Cybersecurity Protection System to prevent and detect intrusions on government computer systems, and to the National Cybersecurity and Communications Integration Center to protect against and respond to cybersecurity threats. The Budget also leverages a new operational partnership between ICE and USSS through the established network of USSS Electronic Crimes and Financial Crimes Task Forces to safeguard the Nation's financial payment systems, combat cybercrimes, target transnational child exploitation including large-scale producers and distributors of child pornography, and prevent attacks against U.S. critical infrastructure.

- *Federal Network Security*: \$200 million is included for Federal Network Security, which manages activities designed to enable Federal agencies to secure their IT networks. The Budget provides funding to further reduce risk in the Federal cyber domain by enabling continuous monitoring and diagnostics of networks in support of mitigation activities designed to strengthen the operational security posture of Federal civilian networks. DHS will directly support Federal civilian departments and agencies in developing capabilities to improve their cybersecurity posture and to better thwart advanced, persistent cyber threats that are emerging in a dynamic threat environment.
- *National Cybersecurity Protection System*: \$406 million is included for Network Security Deployment, which manages the National Cybersecurity Protection System (NCPS), operationally known as EINSTEIN. NCPS is an integrated intrusion-detection, analytics, information-sharing, and intrusion-prevention system that supports DHS responsibilities within the Comprehensive National Cybersecurity Initiative mission.
- *US-Computer Emergency Readiness Team (US-CERT)*: \$102 million is included for operation of US-CERT, which leads and coordinates efforts to improve the Nation's cybersecurity posture, promotes cyber information sharing, and manages cyber risks to the Nation. US-CERT encompasses the activities that provide immediate customer support and incident response, including 24-hour support in the National Cybersecurity and Communications Integration Center. As more Federal network traffic is covered by NCPS, additional US-CERT analysts are required to ensure cyber threats are detected and the Federal response is effective.
- *Multi-State Information Sharing and Analysis Center (MS-ISAC)*: In FY 2014, DHS will expand its support to the MS-ISAC to assist in providing coverage for all 50 states and 6 U.S. territories in its managed security services program. MS-ISAC is a central entity through which state, local, territorial, and tribal (SLTT) governments can strengthen their security posture through network defense services and receive early warnings of cyber threats. In addition, the MS-ISAC shares cybersecurity incident information, trends, and other analysis for security planning.
- *Cybersecurity R&D*: The FY 2014 Budget includes \$70 million for S&T's R&D focused on strengthening the Nation's cybersecurity capabilities.

- *Cyber Investigations:* The FY 2014 Budget continues to support ICE and USSS efforts to provide computer forensics support and training for investigations into domestic and international criminal activities, including computer fraud, network intrusions, financial crimes, access device fraud, bank fraud, identity crimes and telecommunications fraud, benefits fraud, arms and strategic technology, money laundering, counterfeit pharmaceuticals, child pornography, and human trafficking occurring on or through the Internet. USSS ECTFs will also continue to focus on the prevention of cyber attacks against U.S. financial payment systems and critical infrastructure.

ENSURING RESILIENCE TO DISASTERS

The Department's efforts to build a ready and resilient Nation focuses on a whole community approach to emergency management by engaging partners at all levels to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. In the event of a terrorist attack, natural disaster, or other large-scale emergency, DHS provides the coordinated, comprehensive Federal response while working with Federal, state, local, and private-sector partners to ensure a swift and effective recovery effort.

To support the objectives of the National Preparedness Goal (NPG) and to leverage limited grant funding in the current fiscal environment, the Administration is again proposing that the NPGP to create a robust national response capacity based on cross-jurisdictional and readily deployable state and local assets, with appropriate adjustments to respond to stakeholder feedback received in 2012. While providing a structure that will give grantees more certainty about how funding will flow, the proposal continues to utilize a comprehensive process for assessing regional and national gaps, identifying and prioritizing deployable capabilities, and requiring grantees to regularly report progress in the acquisition and development of these capabilities.

The Budget also funds initiatives associated with the NPG, FEMA's continued development of catastrophic plans, which include regional plans for response to earthquakes and hurricanes and medical countermeasure dispensing, and training for 2 million emergency managers and first responders.

State and Local Grants: The Budget includes \$2.1 billion for state and local grants, consistent with the amount appropriated by Congress in FY 2012. This funding will sustain resources for fire and emergency management programs while consolidating all other grants into the new, streamlined NPGP. In FY 2014, the NPGP will:

- Focus on the development and sustainment of core national emergency management and homeland security capabilities.
- Utilize gap analyses to determine asset and resource deficiencies and inform the development of new capabilities through a competitive process.
- Build a robust national response capacity based on cross-jurisdictional and readily deployable state and local assets.

Using a competitive, risk-based model, the NPGP will use a comprehensive process for identifying and prioritizing deployable capabilities, limit periods of performance to put funding to work

quickly, and require grantees to regularly report progress in the acquisition and development of these capabilities.

- *Firefighter Assistance Grants:* The Budget provides \$670 million for Firefighter Assistance Grants. Included in the amount is \$335 million for Staffing for Adequate Fire and Emergency Response (SAFER) Grants to retain and hire firefighters and first responders, and \$335 million for Assistance to Firefighter Grants, of which \$20 million is provided for Fire Prevention and Safety Grants. The Administration re-proposes \$1 billion for SAFER grants as part of the First Responder Stabilization Fund, which was originally proposed in the *American Jobs Act*.
- *Emergency Management Performance Grants:* Also included in the Budget is \$350 million to support emergency managers and emergency management offices in every state across the country. EMPG supports state and local governments in developing and sustaining the core capabilities identified in the NPG and achieving measurable results in key functional areas of emergency management.
- *Disaster Relief Fund:* A total of \$6.2 billion is provided for the Disaster Relief Fund (DRF). Of this, \$586 million is included in the Department's base budget with the remainder provided through the BCA budget cap adjustment. The DRF provides a significant portion of the total Federal response to victims in presidentially declared disasters or emergencies. Because of recently passed legislation, Native American tribes can now request presidential major or emergency declarations. Two tribes, the Eastern Band of Cherokee Indians and the Navajo Nation, have already received declarations in 2013.
- *National Flood Insurance Program (NFIP):* The NFIP is fully funded by policy fees. This program helps to reduce the risk of flood damage to existing buildings and infrastructure by providing flood-related grants to states, communities, and tribal nations. The FY 2014 Budget reflects implementation of the Biggert-Waters Flood Insurance Reform Act of 2012. The Act improves fiscal soundness by phasing out subsidies for structures built before their flood risk was identified on a Flood Insurance Rate Map (FIRM). In addition, the Act establishes a reserve fund to be used for the payment of claims and claims-handling expenses as well as principal and interest payments on any outstanding Treasury loans. The Budget includes \$3.5 billion mandatory budget authority, of which \$100 million will be used for three interrelated mitigation grant programs to increase America's resiliency to floods.
- *Training/Exercises:* The Budget includes \$165 million for training and exercise activities to support Federal, state, and local officials and first responders. In FY 2014, the Department expects to train more than 2 million first responders and, under the revised National Exercise Program (NEP), will conduct more than a dozen exercises across the country to help improve national preparedness. The Budget also supports conducting a Spill of National Significance exercise, and continues development of equipment and techniques that can be used to detect, track, and recover oil in ice-filled waters.
- *Emergency Management Oversight:* The Budget includes \$24 million in base resources for the Office of the Inspector General to continue its Emergency Management Oversight operations.
- *Incident Management:* The Budget enables the Coast Guard to achieve Full Operational Capability for the Incident Management Assist Team (IMAT), providing an immediate, highly proficient, and deployable surge capacity to Incident Commanders nationwide for response to threats and other disasters.

MATURING AND STRENGTHENING THE DEPARTMENT AND THE HOMELAND SECURITY ENTERPRISE

St. Elizabeths Campus: The Budget includes \$92.7 million to support construction at the St. Elizabeths Campus. Currently, the Department's facilities are scattered in more than 50 locations throughout the National Capital Region, affecting critical communication and coordination across DHS Components. USCG will move to St. Elizabeths in FY 2013. To support the incident management and command-and-control requirements of our mission, the Department will continue development of the DHS Consolidated Headquarters at St. Elizabeths Campus. The requested funding will support Phase 2 renovation of the Center Building Complex for the Secretary's Office and key headquarters functions for command, control, and management of the Department.

Data Center Consolidation: The FY 2014 Budget includes \$54.2 million for data center consolidation, funding which will be used to migrate FEMA, USCIS, TSA, and CBP to the Enterprise Data Centers. A recent study performed by the Department's Office of the Chief Financial Officer analyzed 10 of the first completed migrations to enterprise data centers and determined that an average savings of 14 percent, about \$17.4 million in annual savings, had been achieved.

A Day in the Life of Homeland Security

Every day, DHS works closely with partners across the Federal Government as well as with first responders, state, local, tribal, and territorial governments, community groups, international partners, and the private sector to secure our Nation and counter the evolving threats we face. The following are some highlights of what the dedicated men and women of DHS do over the course of a typical day—working across the country and around the world—to keep Americans safe and secure.

Note: The data that follow are approximate and represent daily averages based on annual Department-wide statistics.

Today, to prevent terrorism and enhance security, DHS will:

- Prescreen, through Secure Flight, approximately 2 million passengers flying into, out of, within, and over the United States;
- Screen approximately 1.8 million passengers and their checked baggage at 448 airports before they board commercial aircraft;
- Screen approximately 30,000 passengers as part of the TSA Pre✓™ program;
- Process 21,000 pilots and flight attendants as part of the Known Crewmember program;
- Issue more than 2,000 Transportation Worker Identification Credentials (TWICs) to maritime transportation workers to facilitate the safety and security of our ports;
- Vet approximately 15 million transportation workers against the Terrorist Screening Database (TSDB);
- Deploy VIPR teams to augment transportation security at 40 airports, train stations, and other transportation facilities;
- Conduct more than 200 air carrier and airport security inspections/assessments domestically and internationally;
- Conduct more than 100 waterborne patrols near maritime critical infrastructure and key resources;
- Conduct 134 safety and security boardings of small vessels in and around our Nation's ports;
- Inspect 62 U.S. and foreign commercial vessels to ensure safety and security of U.S. waterways;
- Review all-source intelligence information, conduct analysis, and develop products to disseminate to Federal, state, local, tribal, territorial, and private-sector partners regarding current and developing threats, as well as potential indicators of the threat;
- Analyze and match more than 200,000 fingerprints to support multiple Federal agencies, state and local law enforcement, and international partners;
- Conduct approximately 19 protective travel stops per day for our Nation's leaders, visiting world leaders, and other protectees;
- Train more than 2,000 officers and agents from more than 90 Federal agencies and 100 state, local, rural, tribal, territorial, and international officers and agents in one or more of the more than 550 basic and advanced training programs available at FLETC;
- Train classes of 50 law enforcement officers at the International Law Enforcement Academies in Thailand, Hungary, Botswana, and El Salvador;
- Fingerprint 28 children in support of the Operation Safe Kids program, a program which uses leading technology to obtain biographic and other important forensic information that can be used in cases of missing children;

- Seize nearly a half a million dollars in counterfeit U.S. currency before it is able to be introduced into circulation;
- Seize \$1.3 million in criminal assets and return nearly \$90,000 to victims of crime through the Asset Forfeiture Program;
- Arrest 38 suspects for financial and counterfeit crimes, identity and benefit fraud, and counterfeit goods;
- Collaborate with urban areas (UAs) to equip and train state and local law enforcement and public safety personnel to detect and report on radiological and nuclear material out of regulatory control; and
- Engage with foreign partners in more than 75 countries through DHS personnel stationed abroad to strengthen our mutual security interests through cooperation, information sharing, training, and technical assistance.

Today, to secure and manage our borders, DHS will:

- Process nearly 1 million travelers entering the United States at air, land, and sea POEs;
- Screen more than 50,000 crewmembers and passengers on board ships before arrival in U.S. ports;
- Establish or verify the identities of more than 109,000 applicants for visas or border-crossing cards;
- Process more than 66,500 truck, rail, and sea containers;
- Process more than \$101 million in fees, duties, and tariffs;
- Seize an average of 19,040 pounds of drugs at or near POEs nationwide;
- Seize approximately \$2.5 million in undeclared or illicit currency at and between U.S. POEs nationwide;
- Apprehend 1,000 individuals who attempt to enter the United States illegally between U.S. POEs nationwide;
- Seize more than 4,400 prohibited agricultural items; and
- Patrol the 3.4 million square mile U.S. Exclusive Economic Zone to protect our Nation's natural resources.

Today, to enforce and administer our immigration laws, DHS will:

- Arrest an average of 470 criminal aliens;
- Litigate more than 1,100 cases in immigration court and obtain more than 200 final orders of removal;
- Establish or verify the identities of more than 148,000 applicants for immigration benefits;
- Process 310 refugee applications around the world, and grant asylum to 55 people already in the United States;
- Adjudicate and issue decisions on 23,000 applications for immigration benefits;
- Naturalize nearly 3,200 new U.S. citizens; and
- Register 175 new companies in E-Verify and confirm the employment eligibility of more than 58,000 new hires in the United States.

Today, to safeguard and secure cyberspace, DHS will:

- Protect U.S. critical infrastructure and Federal information systems through US-CERT and the Industrial Control Systems Cyber Emergency Response Team, whose missions include responding to and issuing warnings to an average of approximately 70 incidents per month arising from more than 10,000 daily alerts;
- Work closely with government, international, and private-sector partners to defend against and respond to a range of cyber threats and, when necessary and requested, provide onsite

- support to owners and operators of the Nation's critical infrastructure on incident response, forensic analysis, site assessments, and training;
- Promote the development of a world-class cybersecurity workforce and ensure our cyber professionals are educated in every aspect of cyber risk mitigation;
- Foster research in innovative technologies that sustain a safe, secure, and resilient cyber environment;
- Identify and eliminate the root causes of exploitable weaknesses in software that controls critical infrastructure;
- Influence the development of standards that enhance cybersecurity;
- Deploy two US-CERT teams to respond to cyber incidents;
- Train more than 190 stakeholders in industrial control systems cybersecurity;
- Conduct at least six vulnerability assessments of critical infrastructure to ensure cybersecurity of industrial control systems owned by private- and public-sector partners; and
- Train 24 students to conduct forensic examinations of electronic devices and to investigate complex, network intrusions at the National Computer Forensics Institute.

Today, to ensure resilience to disasters, DHS will:

- Respond to 54 search and rescue cases and save nine lives;
- Provide more than \$3.7 million in Federal disaster grants to individuals and households, following presidentially declared disaster declarations;
- Provide more than \$9.8 million to state, local, tribal, and territorial governments and certain private nonprofit organizations for debris removal, emergency protective measures, and the repair, restoration, and replacement of damaged infrastructure, following presidentially declared disaster declarations;
- Help avoid \$1.7 billion annually in flood damages across the country through the adoption of the NFIP's floodplain management building standards;
- Add more than 3,200 new flood insurance policies issued by the NFIP to protect homes from the devastating financial effects of flooding;
- Ensure more than 300,000 Federal, state, local, tribal, and private-sector partners can make lifesaving calls using the Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) program;
- Provide preparedness information to more than 25,000 visitors who log on to Ready.gov; and provide disaster response, recovery, and mitigation information to more than 50,000 visitors who log on to FEMA.gov;
- Regularly inform and educate more than 33,000 private-sector representatives and other partners about policies, issues, opportunities, and other information related to preparedness, response, recovery, and mitigation;
- Increase disaster response capability through nearly 2,200 local and county Community Emergency Response Team programs, by training almost 100,000 new volunteers in 2012 or about 269 volunteers each day;
- Train more than 5,880 Federal, state, local, tribal and territorial emergency management and response personnel, a total of more than 2.1 million participants per year;
- Conduct a contingency-based exercise, focused on counterterrorism, oil and hazardous material releases, or mass rescue operations;
- Maintain readiness for deployment for 28 national urban search and rescue teams capable of deploying by air or ground with their full equipment caches and 70 personnel, within 4–6 hours; and

- Strengthen our Nation's disaster response capabilities by maintaining readiness, training and deployment for more than 400 members of the next generation of emergency management leaders, as part of the FEMA Corps program.

Efficiency Review and Progress

In March 2009, Secretary Napolitano launched the Department-wide ER to foster a culture of responsibility and fiscal discipline and make DHS a leaner, smarter agency better equipped to protect the Nation. Through the DHS ER, other Department-wide efforts, and Component initiatives, DHS has identified more than \$4 billion in cost avoidances and cuts. In FY 2014, these initiatives will result in \$1.3 billion in savings to administrative and mission support areas, including contracts, IT, travel, personnel moves, overtime, directed purchasing, professional services, and vehicle management.

To date, DHS ER has launched 46 initiatives designed to streamline operations and change the way DHS does business. Specifically, the DHS ER has led to significant progress in the areas of physical assets, personnel, and day-to-day expenditures.

PHYSICAL ASSETS

The Department has made great strides toward increasing energy efficiency in DHS-owned facilities by identifying opportunities to reduce energy consumption through the use of renewable energy and other energy efficient technologies, as well as by conducting annual energy audits, training employees on ways to decrease energy usage and costs, and pursuing opportunities for private-sector funding for energy conservation projects. Initiatives in this area include:

- Changing the number and types of vehicles in our fleets to better align with mission needs and transitioning to hybrid vehicles and alternative fuel vehicles to reduce the Department's fuel consumption. Projecting through FY 2016, DHS has identified more than \$93 million in savings.
- As replacements are needed, purchasing multi-functional devices instead of separate printers, fax machines, and copiers. Since 2009, DHS has identified \$5.9 million in cost avoidances through reducing expenditures on printers, copiers, and fax machines and procuring replacement multi-functional devices through a strategically sourced contract vehicle.
- Utilizing excess IT equipment (computers and mobile devices) and redeploying the current inventory throughout DHS instead of buying new equipment. Since 2009, DHS has identified more than \$23.2 million in cost avoidances through implementation of this initiative.
- Establishing a DHS-wide vehicle for purchasing bulk fuel for fleet, aircraft, and marine vessels. DHS expects to achieve savings of up to \$3 million per year beginning in FY 2014.
- Improving energy management in DHS by maximizing opportunities to reduce energy consumption at DHS-owned facilities. Through Component-led efforts to reduce energy consumption, such as installing energy efficient lighting and implementing power-management settings on desktops and laptops, DHS has identified \$2.4 million in cost avoidances since FY 2009.
- Conducting annual optimization and validation of personal wireless communication services and devices DHS wide. Since 2009, DHS Components have avoided costs of \$23 million by disconnecting wireless devices that were no longer being used and improving management of wireless communication services.
- Implementing Centers of Excellence for integrated facilities assessments and energy savings contracts.

WORKFORCE

The Department is focused on fully supporting our employees by giving them the tools and training they need to do their jobs, fostering a productive and efficient workforce. DHS is improving access to training and information while reducing costs by standardizing training across the Department and leveraging the latest technology. Initiatives in this area include:

- Conducting an assessment of the number of full-time employees, part-time employees, and contractors to better manage and ensure the appropriate balance of the DHS workforce. Since 2010, DHS Components have identified more than \$234 million in cost avoidances through contractor conversions.
- Implementing a process for obtaining preliminary applicant security background data for job applicants to avoid engaging in costly full background checks for candidates whose preliminary data include disqualifying factors. To date, DHS has avoided costs of \$330 million through this initiative.
- Developing cross-Component training opportunities for employees.
- Enhancing workforce retention efforts, including career progression and development programs.
- Implementing new, streamlined processes to ensure consistency and coordination in all DHS communications.
- Improving coordination across all headquarters and operating Components.
- Standardizing content for new-employee orientation and training modules DHS wide.
- Eliminating redundancies and implementing improvements and efficiencies to the personnel security and suitability processes.
- Developing a customer-focused strategy for Web-content management and Web-hosting services for all DHS public-facing Web sites.

DAY-TO-DAY EXPENDITURES

DHS achieves cost avoidances by coordinating Department-wide expenditures on common operational needs, from acquiring uniforms and renting facilities to purchasing software licenses. Initiatives in this area include:

- Consolidating subscriptions to professional publications and newspapers. Since FY 2009, DHS has avoided costs of \$7 million through this initiative.
- Maximizing use of government office space and online tools for meetings and conferences instead of renting private facilities. This initiative has resulted in more than \$8.7 million in cost avoidances.
- Minimizing printing and distribution of reports and documents that can be sent electronically or posted online. To date, DHS has identified more than \$3.4 million in cost avoidances.
- Eliminating non-mission-critical travel and maximizing the use of conference calls and Web-based training and meetings. This initiative has resulted in more than \$13 million in cost avoidances.
- Leveraging the buying power of the Department to acquire commonly used items such as:
 - Encrypted thumb drives, which is expected to achieve savings of \$150,000 over a 3-year period beginning in FY 2013;
 - Furniture in the National Capital Area, which has saved \$17.2 million to date;
 - Non-military uniforms, which is expected to result in savings of \$11.5 million over a 3-year period beginning in FY 2014;

- Software licenses for DHS-wide usage (To date, enterprise license agreements have resulted in \$353 million in cost avoidances);
- Tactical communications equipment and services, which has saved more than \$7 million to date;
- Wireless communication devices and services, which is expected to achieve savings of \$42.5 million over a 5-year period, beginning in FY 2013;
- Intelligence analyst services, which is expected to save \$100 million over a 5-year period, beginning in FY 2013; and
- Office supplies, which has saved \$19.1 million since 2009.
- Eliminating external contracts for the design and production of new seals and logos.
- Implementing paperless earnings and leave statements DHS wide. Since 2009, DHS has achieved more than \$3.3 million in cost avoidances through implementation of this initiative.
- Increasing use of DHS-wide contracting vehicles for background investigations and reducing DHS expenditures on DHS contractor background investigations. Since FY 2009, this has saved more than \$4.5 million.
- Implementing a system and supporting process to post notifications of seized property online, rather than in print media. This initiative is expected to save approximately \$1 million annually.

DHS has also implemented other initiatives designed to cut costs and improve operations by targeting priority areas. Specific initiatives include:

- Improving management of Federal real estate. Through FY 2012, DHS achieved savings in reduced operating expenses (\$97 million), disposals (\$15 million), and cancelation of a 1.7 million square foot space requirement (\$126 million).
- Consolidating data centers to drive IT efficiencies. To date, 18 legacy data centers have been consolidated. At current funding levels, DHS expects to start realizing a return on investment in FY 2020 with an anticipated overall cost savings/cost avoidance of \$2.8 billion through FY 2030.

DHS ER initiatives are employee-based, drawing on employee submissions to the DHS ER Office and the President's SAVE Award. In 2012, DHS selected two proposals from Secretary Napolitano's "ThinkEfficiency Campaign" for implementation in 2013, listed as follows. Additionally, a DHS finalist in the President's 2012 SAVE award competition will be implemented in 2013.

- "Video-teleconferencing" is a proposal that focuses on increasing the use of video-teleconferencing for training and meetings in lieu of travel.
- "Training Facilities and Equipment" is a proposal to identify opportunities to share training facilities and commonly used training equipment across DHS.
- "Post Customs Inspection Information Online" is a proposal to post the CBP bulletin that lists all imported items that have completed the customs inspection process electronically, which would increase transparency and save funding and hundreds of pages of paper each week.

FY 2014 National Preparedness Grant Program

Federal investments in state, local and tribal preparedness capabilities have contributed to the development of a significant national-level capacity to prevent, protect against, respond to, and recover from disasters of all kinds. As we look ahead, to address evolving threats and make the most of limited resources, the National Preparedness Grant Program (NPGP) will focus on building and sustaining core capabilities associated with the five mission areas within the National Preparedness Goal (NPG) that are readily deployable and cross-jurisdictional, helping to elevate nationwide preparedness.

The Administration's FY 2014 Budget re-proposes the NPGP, originally presented in the FY 2013 President's Budget, to create a robust national preparedness capability, with some adjustments made to respond to broad stakeholder feedback solicited and received during 2012. In particular, the FY 2014 NPGP provides grantees and other stakeholders greater certainty regarding the sources and uses of available funding while maintaining the core priorities of the Administration's FY 2013 grants vision.

Similar to the FY 2013 NPGP, the FY 2014 proposal consolidates current state and local preparedness grant programs into one overarching program (excluding Emergency Management Performance Grants and fire grants) to enable grantees to build and sustain core capabilities outlined in the NPG collaboratively. As a single, comprehensive grant program, the NPGP eliminates the redundancies and requirements placed on both the Federal Government and the grantees resulting from the current system of multiple individual, and often disconnected, grant programs.

The FY 2014 NPGP prioritizes the development and sustainment of core capabilities as outlined in the NPG. Particular emphasis will be placed on building and sustaining capabilities that address high consequence events that pose the greatest risk to the security and resilience of the United States and can be utilized to address multiple threats and hazards. The NPGP continues to utilize a comprehensive process for assessing regional and national capability requirements through the Threat and Hazard Identification and Risk Assessment (THIRA) and capability estimation processes, prioritize capability needs and invest in critical national capabilities.

The NPGP draws upon and strengthens existing grants processes, procedures and structures, emphasizing the need for greater collaboration and unity among Federal, state, local and tribal partners. This is particularly important as stakeholders work together to make smarter investment decisions, develop shared or deployable capabilities, and share resources through Emergency Management Assistance Compacts (EMAC) or other mutual aid/assistance agreements. In many ways, the NPGP structure mirrors the collaboration and decision making process that occurs during disasters, when various stakeholders and jurisdictions come together to plan, build, and execute capabilities together.

NPGP grantees will be required to align their proposed investments to core capabilities, incorporate effectiveness measures, and regularly report progress on the acquisition and development of identified capabilities. These measures will enable all levels of government to collectively demonstrate how the proposed investment will build and sustain core capabilities necessary to strengthen the Nation's preparedness.

CONSOLIDATION OF GRANTS

Consolidation of current grant programs into a comprehensive NPGP provides state, local and tribal officials the opportunity to prioritize investments to address a variety of threats and risks in their communities, while also contributing to national preparedness capabilities. The consolidation will support the recommendations of the Redundancy Elimination and Enhanced Performance for Preparedness (REEPP) Grants Act, further the Administration's initiatives to reduce the administrative burden on State and local governments, and streamline the grant application process.

GRANT PRIORITIES

The primary purpose of FY 2014 NPGP is to build and sustain core capabilities associated with the five mission areas described in the NPG. In addition, NPGP focus areas include (1) enhancing terrorism prevention and protection, and (2) strengthening critical infrastructure security and resilience, including port and transit facilities. Funding allocations, as described in the following section, will be based on risk, population, and capability requirements as determined by the regional and state THIRAs and capability estimations.

Core Capabilities: The highest priority of the NPGP is to develop and sustain the core capabilities identified in the NPG. Particular emphasis will be placed on capabilities that address high consequence events that pose the greatest risk to the security and resilience of the United States and along its borders and can be utilized to address multiple threats and hazards. Funding will support deployable assets that can be utilized anywhere in the country via EMACs or other mutual aid/assistance agreements. In addition, funding may be used by states for the sustainment of core capabilities that may or may not be deployable, such as interoperable communications systems, mitigation-related capabilities, and fusion centers. A portion of the funding will also be placed in a competitive pool for the development of new capabilities for which a need is identified in the regional THIRA and a corresponding capability estimation and implementation strategy are provided.

Enhancing Terrorism Prevention Capabilities: NPGP will seek to prioritize programs and initiatives that directly support local efforts to understand, recognize, and prevent pre-operational activity and other crimes that are precursors or indicators of terrorist activity, in accordance with applicable privacy, civil rights, and civil liberties protections. Such priorities include: maturation and enhancement of state and major urban area fusion centers; implementation of the Nationwide Suspicious Activity Reporting (SAR) Initiative; and continued implementation of the "If You See Something, Say SomethingTM" campaign to raise public awareness of indicators of terrorism and violent crime.

Critical Infrastructure Security and Resilience: Strengthening the security and resilience of critical infrastructure and long-term vulnerability reduction will also be supported by the NPGP, to potentially include physical security enhancements to Level 1 and 2 Critical Infrastructure/Key Resource sites in the National Critical Infrastructure Prioritization Program, transit facilities on the Top Transit Asset List, port facilities identified in Port Wide Risk Management Plans, and at risk non-profit organizations.

ALLOCATION OF GRANT FUNDING

All NPGP awards will continue to be risk-informed. FEMA will base funding allocation decisions on risk, population, and capability requirements as informed by the THIRA process and will emphasize the sustainment or building of the core capabilities identified in the National Preparedness Goal. A competitive allocation will be introduced to focus on areas of need identified in the National Preparedness Report as well as on comprehensive threat/risk assessments and gap analyses. Priorities for the competitive allocation are expected to vary by region according to the risks and hazards therein (i.e., hurricane risk for Gulf and East Coast states, flooding in the Midwest, and earthquakes and wildfires on the West Coast). State Administrative Agencies (SAAs) will each submit one coordinated statewide application, which includes investment justifications for sustainment/maintenance, as well as competitive funding, including funding for urban areas, port areas, transit agencies and non-profits, as appropriate. The sub-grantee proposals must reflect activities that are tied to the results of the state, urban area (UA) or local THIRAs, and must support a concept of building and/or sustaining national capabilities. Likewise, urban areas, port and transit authorities will be required to participate in state-generated THIRAs in FY 2014.

Competitive funding for SAA and UAs will be used to build capabilities to address the threats and hazards identified through FEMA regional THIRAs. Regional capability gaps will be published in the annual grant guidance by region, and proposals for competitive funding will be evaluated by national and regional review panels on the ability for a jurisdiction to build, maintain and sustain the capability as a nationally deployable resource that will benefit multiple jurisdictions and increase the core capabilities for the region. The review process will be in two parts – regional review panel score and national review panel score.

Tribal nations will continue to apply directly to FEMA under a competitive process. FEMA will ensure a portion of the overall funding is dedicated to tribal nations.

GRANTS GOVERNANCE

The FY 2014 NPGP builds upon existing state and local administrative/governing structures, strengthening coordination among grantees to ensure that preparedness grant dollars are utilized in a manner that promotes collaboration and coordination in the maintenance and sustainment of existing capabilities and the development of new capabilities as prioritized in the UA, state, and regional THIRAs and capability estimations. This collaborative process is designed to break down stovepipes between various stakeholders and give all grantees enhanced awareness of initiatives in the state and region as well as the overall strategic direction and priorities. Additional requirements and methods of increasing collaboration include:

- SAAs must be a member of the Urban Area Working Group (UAWG) and concur with the final budget proposal by the UAs in their state/territory.
- The SAA and the senior member of the Urban Area Working Group must also be members of the Regional Transit Security Working Group(s) and the Area Maritime Security Committee(s).
- Tribes must provide the regional review panels and SAAs with copies of their THIRA to ensure visibility and coordination.

- Port and transit authorities will be required to share their regional strategies (Port Wide Risk Management Plan or Regional Transit Security Strategy) with the SAA and the SAA will participate in the budget formulation process at the port and transit area level where applicable.
- SAAs and UAs will be required to coordinate with port and transit areas to ensure that statewide THIRAs consider the full scope of statewide risk and hazards, to include risks identified in the port and transit risk strategies.
- SAA and Urban Areas will need to integrate nonprofit preparedness activities with broader State and local preparedness efforts.

PEER REVIEW

All FEMA-funded grant projects will be validated via peer review to ensure that projects support the development and sustainment of regional and national core capabilities. The peer review process will incorporate elements of the DHS/Infrastructure Protection (IP) State, Local, Tribal, and Territorial Government Coordinating Council structure and engage representatives from stakeholder agencies from the jurisdiction receiving grant funds, peers from comparable jurisdictions, Federal preparedness coordinators and analysts from multiple state and regional grant program offices, DHS Component representatives, and representatives from national associations. Grantees will be expected to justify how projects align to their THIRA. Further, grantees will articulate how these projects will, over the lifecycle of funding, sustain current capabilities and address gaps in capabilities. Proposals for the development of new assets will be evaluated to ensure that all new capabilities can be leveraged through EMAC to benefit the region as a whole in addition to the state or local jurisdiction. This approach will streamline existing application review processes into one coordinated approach, while at the same time, increasing accountability over the use of Federal grant funds. Additionally, direct involvement by regional FEMA representatives during the review process will assist in targeting funds for regionally critical projects, and will reduce the redundancy of like assets throughout the region.

MULTIYEAR PROGRAM GUIDANCE

While the period of performance will remain two years, consistent with the NPGP “Vision” document for FY 2013, FEMA will issue multiyear guidelines. Multiyear grants programs will enable FEMA to focus its efforts on measuring progress towards building and sustaining the core capabilities identified in the NPG.

MONITORING AND FEEDBACK

Consistent with the recommendations made in the 2011 REEPP report, FEMA will use project-based monitoring as the principal means of measuring project progress. Project-based monitoring is a method of following projects from creation to completion, providing basic data to measure impact over time, improving accountability, and enabling FEMA to identify progress made in preparedness and determine current and future gaps. The FY 2014 NPGP will encourage the use of complete lifecycle planning of inventories and resources. This will allow grantees to plan and budget for

equipment upgrades, develop and maintain skills through training and exercises, and update plans and procedures to enable delivery of core capabilities across the prevention, protection, mitigation, response, and recovery mission areas.

DHS will continue to solicit stakeholder feedback to ensure NPGP enables all levels of government to build and sustain, in a collaborative way, the core capabilities necessary to prepare for incidents that pose the greatest risk to the security of the Nation.

STAKEHOLDER FEEDBACK/RECOMMENDATIONS

In support of the Administration's FY 2013 proposal, FEMA conducted over 70 briefings, meetings and conference presentations with diverse stakeholder groups across the country throughout FY 2012. The following major themes emerged and have been addressed in the Administration's FY 2014 proposal:

1. Desire to retain funding for law enforcement prevention, fusion centers and Operation Stonegarden.

FY 2014 Proposal: Maintenance and sustainment of core law enforcement prevention capabilities – including fusion centers, countering violent extremism and state and local information sharing – remain key Administration priorities. In addition, eligible law enforcement activities previously funded under other grants such as Operation Stonegarden, and port/transit operations will continue to be funded based on priorities outlined in state and urban area THIRAs.

2. Desire by cities to retain the mandatory pass through of 80% of grant funding to local units of government coupled with concern voiced by states about the need for a higher percentage of the overall funding and allowable M&A to manage the proposed NPGP.

FY 2014 Proposal: Currently, port authorities, transit agencies, private sector and non-profit organizations may be classified as private organizations or State organizations which make them ineligible as a "local" designee, even though their activities are in support of local capabilities. The Administration recommends pursuing a change to the definition of a "local unit of government" in the 9/11 Act to include all port areas, transit agencies, and non-profit organizations.

3. Concern about the two year period of performance and desire to change the time allotted to complete projects to three or four years.

FY 2014 Proposal: Given the FY 2012 drawdown initiatives and shortened period of performance in FY 2012 and proposed in FY 2013, the Administration will maintain the two-year performance period.²

² Grantees may request extensions to the period of performance due to compelling legal, policy, or operational challenges. For example, extensions may be granted where adjusting the timeline for spending will constitute a verifiable legal breach of contract by the grantee with vendors or sub-recipients, where a specific statute or regulation mandates an environmental review that cannot be completed within this timeframe or where other exceptional circumstances warrant a discrete waiver.

4. Concern for how the Threat and Hazard Identification and Risk Assessments (THIRA) would be used, who would be required to complete them, engagement and transparency of the THIRA process and the relationship of the THIRA to funding allocation decisions.

FY 2014 Proposal: Mandatory engagement of urban areas, port and transit authorities in SAA generated THIRAs and investment justifications will be required in FY 2014. In FY 2012, states were highly encouraged to collaborate with all levels of government when completing their THIRA. FEMA will require this collaboration in FY 2013 through grant guidance.

5. Concern for how existing governance structures such as State Senior Advisory Committees, UAWGs, Regional Transit Security Working Groups and Area Maritime Security Committees continue to be used within the NPGP construct.

FY 2014 Proposal: Grantees will leverage existing governance structures, and enhance them where appropriate. NPGP will continue to require a State Advisory Council to oversee all grant-funded homeland security projects and programs to maximize coordination and ensure there is no unnecessary duplication of effort and resources. [See Governance Structures section above]

6. Concern that regulated port entities and transit systems would be required to apply through the SAA.

FY 2014 Proposal: Since a primary objective of the NPGP is to ensure SAAs have complete visibility on all grant funded projects within a state, the SAA will continue to be the only eligible applicant for NPGP funding in FY 2014. However, the FY 2014 NPGP will allow for transit agencies and ports areas to include their own individual applications along with the SAA application, consistent with urban area requests.

7. Concern for how mitigation activities will be funded.

FY 2014 Proposal: The FEMA preparedness grant programs have always supported mitigation planning activities, and NPGP will continue to do so.

PROPOSED CHANGES FROM FY 2013 TO FY 2014

- The FY 2014 NPGP provides grantees and other stakeholders greater certainty regarding the sources and uses of available funding.
- Grantees will submit one coordinated statewide application to include urban areas, ports and transit systems. Mandatory engagement and concurrence from urban areas, port and transit authorities in state-generated THIRAs and investment justifications will be required. The FY 2014 NPGP will allow for transit agencies, ports and urban areas to include their own individual applications along with the state application.
- Sustainment funding for states and urban areas will not only include threat, vulnerability, and consequence factors, but also the presence of fusion centers, border security threats, and other known Federal priorities to include all-hazards.

- States and urban areas must consider risks to ports and transit in their jurisdictions as part of their overall risk assessments.
- Competitive funding for states and urban areas will be based on regional capability gaps as identified in the FEMA regional THIRAs. Regional capability gaps will be published in the funding opportunity announcement (FOA) by FEMA region, and competitive applications will only be accepted for those regional priorities.
- Pass-through requirement: The 80 percent pass-through requirement will remain in effect. However, the Administration will pursue a change to the 9/11 Act definition of a “local unit of government” so that any port, transit, non-profit or private sector entity that is building capability in a local jurisdiction will be considered as part of the 80 percent pass-through to local units of government.

FY 2014 NPGP FUNDING OPPORTUNITY ANNOUNCEMENT

SAs will each submit one application, which includes funding for sustainment and maintenance, as well as competitive funding. Investment justifications from urban areas, port areas, transit agencies, nonprofits, and other local jurisdictions will be provided to the SAA for inclusion in the final application. The SAA, in conjunction with the State Advisory Council, will develop a process for reviewing and evaluating investments from across the State to determine the most effective proposals. The sub-grantee proposals must reflect activities that are tied to the results of the state, UA or local THIRAs and capability estimations, and must support a concept of building and/or sustaining national capability.

NPGP will highlight the following in the FOA:

- Alignment to PPD-8 and the NPG, National Preparedness System, core capabilities and mission areas including corresponding frameworks.
- Focus on the development and sustainment of core capabilities.
- Grantees must implement programs based on the FEMA regional and state THIRAs.
- Focus on regionally and nationally deployable assets sharable through EMAC and other interstate and intrastate mutual aid agreements.

FUNDING AVAILABILITY

Maintenance and sustainment funding for SAs, UAs, port authorities and transit agencies

Each SAA and eligible UA will receive an amount of funding to enhance terrorism prevention and protection activities and to build and sustain core capabilities.

- Funding will be decided through a modified version of Section 2007 of the 9/11 Act (6 U.S.C. 608), which would require allocations be determined by consideration of threat, vulnerability, and consequence factors, as well as the presence of fusion centers, border security threats, and other known Federal priorities to include all-hazards.

- Sustainment funding amounts for SAAs, UAs, port authorities and transit agencies will be published in the FOA. These entities will submit an investment justification (IJ) to support the implementation of that funding. The activities in the IJ must align with the state and/or UA THIRA and capability estimation.

Competitive funding for SAAs, UAs, and Tribes

Each SAA and any current or past eligible UA that has maintained its Urban Area Working Group (UAWG) can submit a competitive application (through the SAA) for additional funding to address regional priorities. The SAA will submit one application to FEMA that will cover competitive requests for the entire state and any eligible UAs. The UAWG must include port and transit membership since competitive funding for port and transit projects will be included in this proposal. Competitive funding for SAAs and UAs will be based on regional capability gaps as identified in the FEMA regional THIRAs.

Regional capability gaps will be published in the FOA (by region), and competitive applications will only be accepted for those regional priorities. The review process will be in two parts: regional review panel score and national review panel score. The scores will be based on the following:

- Does the application address one of the core capabilities identified in the National Preparedness Goal?
- Does the proposed project meet one of the National Incident Management System (NIMS) resource types?
- Does the applicant belong to or is it located in member states of EMAC (exception for tribal governments, American Samoa, and the Commonwealth of the Northern Mariana Islands)?
- Can the capability be utilized anywhere in the Nation upon request?
- Does the capability address a risk or hazard identified in either the FEMA regional or state THIRA?
- Is the capability redundant of a capability that already exists within a reasonable response time?
- Can the project be completed within 24 months?
- Has the grantee been able to expend funding in a timely fashion for past projects?

Tribal nations will continue to apply directly to FEMA under a competitive process. FEMA will ensure a portion of the overall funding is dedicated to the tribal nations. Funding will only be provided to tribal nations that are contributing to overall national preparedness through the establishment of memoranda of understanding or the protection of national critical infrastructure and that have completed their own THIRA.

DHS Cybersecurity Capabilities

The FY 2014 Budget supports initiatives to secure the Nation's information systems and defend against evolving cyber threats to the Nation's critical information infrastructure, including Federal civilian networks and systems. The Budget includes enhancements to Federal Network Security to directly reduce cybersecurity risk in key Federal agencies while improving information sharing with the private sector and increasing the capacity of the MS-ISAC to support state and local stakeholders. Finally, the Budget reflects the Department's increased and significant responsibilities, as detailed in Executive Order 13636 and PPD 21.

FEDERAL NETWORK SECURITY

The FY 2014 Budget provides funding to further reduce risk in the Federal cyber domain by enabling continuous diagnostics and mitigation in support of activities designed to strengthen the operational security posture of Federal civilian networks. Through the Continuous Diagnostics and Mitigation initiative, which began in FY 2013, DHS will directly support Federal civilian departments and agencies in developing capabilities that will improve their cybersecurity posture in accordance with the Federal Information Security Management Act (FISMA), and enhance other critical cybersecurity capabilities to thwart advanced, persistent cyber threats in a dynamic threat environment.

Federal Network Defense

DHS also deploys technology to detect and block intrusions through the National Cybersecurity Protection System and its EINSTEIN protective capabilities, while providing guidance on what agencies need to do to protect themselves and while measuring implementation of those efforts. The FY 2014 Budget provides funding to support network defense capabilities preventing or limiting known malicious activity from entering networks through a Managed Security Services solution. The increase allows Network Security Deployment to reach EINSTEIN 3 Accelerated (E³A) intrusion-prevention full operational capability in FY 2015.

INFORMATION SHARING AND ANALYTICS

DHS promotes cyber threat information sharing between the government and the private sector to help critical infrastructure entities protect themselves against cyber threats to the systems upon which many Americans rely. The Department is home to the National Cybersecurity & Communications Integration Center (NCCIC), a 24x7 cyber situational awareness, incident response, and management center that is a national nexus of cyber and communications integration for the Federal Government, intelligence community, and law enforcement. Since 2009, the NCCIC has responded to nearly half a million incident reports and released more than 26,000 actionable cybersecurity alerts to our public and private-sector partners.

The FY 2014 Budget provides funding for Information Sharing and Analytics as well as Cybersecurity Operational and Strategic Analysis to increase information sharing within the Federal Government and lay the groundwork for establishing a standard interface for sharing cyber threat information with state and local authorities and the private sector. This funding supports the development of a comprehensive coordinated cybersecurity information-sharing system capable of leveraging ongoing activities and best practices.

INCIDENT RESPONSE COORDINATION

DHS has operational responsibilities for securing unclassified Federal civilian government networks through cyber threat analysis, risk assessment, mitigation, and incident response capabilities. The FY 2014 Budget provides funding for US-CERT to continue to support and defend against cyber attacks for Federal civilian agency networks as well as private-sector partners upon request.

In 2012, US-CERT processed approximately 190,000 cyber incidents involving Federal agencies, critical infrastructure, and our industry partners. This represents a 68-percent increase from 2011. In addition, US-CERT issued more than 7,400 actionable cyber-alerts in 2012 that were used by the private sector and government agencies to protect their systems, and had more than 6,400 partners subscribe to the US-CERT portal to engage in information sharing and receive cyber threat warning information. The Department's Industrial Control Systems Cyber Emergency Response Team (ICS-CERT) also responded to 177 incidents last year while completing 89 site assistance visits and deploying 15 teams to respond to significant private-sector cyber incidents. DHS also empowers owners and operators through a cyber self-evaluation tool, which was used by more than 1,000 companies last year, as well as in-person and on-line training sessions.

In addition, DHS builds partnerships with non-Federal public-sector stakeholders to protect critical systems. The FY 2014 Budget provides funding to support the MS-ISAC, which analyzes, aggregates, and shares information with Federal stakeholders and state, local, tribal, and territorial members to identify, mitigate, and respond more quickly to threats. In FY 2014, the MS-ISAC will expand its network security coverage by including all 50 states and 6 U.S. territories in its Mobile Surveillance System (MSS) program. USSS and ICE's HSI will also continue to collaborate in ongoing cyber investigations and provide support for training of state and local law enforcement.

Risk-Based Security for the Transportation Environment

TSA is focused on the implementation of layered, risk-based security measures to strengthen aviation security while improving the passenger experience wherever possible. These security measures create a multi-layered system to strengthen aviation security from the time a passenger purchases a ticket to arrival at his or her destination. Current risk-based security measures include modified screening procedures for passengers 12 and younger, those 75 and older, and members of the Armed Services as well as Known Crewmembers; enhanced behavior detection; and the implementation of the passenger prescreening initiative TSA Pre✓™. TSA will also continue to expand its “Managed Inclusion” pilot, which enables TSA to modify standard security lanes to allow additional low-risk travelers to experience TSA Pre✓™. By 2014, TSA anticipates that one in four members of the traveling public will be eligible for expedited screening.

As risk-based screening evolves, TSA will continue to incorporate random security steps as well as other measures, both seen and unseen, to maintain the safest and most efficient system for the traveling public.

The FY 2014 Budget supports efforts by DHS to employ risk-based, intelligence-driven operations to prevent terrorist attacks and to reduce the vulnerability of the Nation’s aviation system to terrorism. These include:

- Continued expansion of TSA Pre✓™, to additional populations. Eligible participants for TSA Pre✓™ include U.S. military active duty members, certain frequent flyers, and members of CBP Trusted Traveler programs including Global Entry, SENTRI, and NEXUS who are flying on participating airlines.
- Expansion of National Cargo Security Programs that allow operators to accept cargo screened and secured throughout the supply chain, reduce re-screening requirements at last point of departure airports, and facilitate commerce. Over the past 4 years, TSA has worked with partners around the world to recognize National Cargo Security Programs that further strengthen international air cargo security regimes. As of December 2012, TSA has recognized 33 programs, which account for 60 percent of inbound cargo.

To support these efforts and ensure the safety of the traveling public, the Budget also funds more than 46,000 Transportation Security Officers at 448 airports across the country.

The Budget bolsters surface transportation security through the deployment of 37 VIPR teams, composed of personnel with expertise in inspection, behavior detection, security screening, and law enforcement for random, unpredictable deployments throughout the transportation sector to prevent potential terrorist and criminal acts. TSA will also continue to conduct comprehensive assessments of security programs in critical transit systems through Baseline Assessments for Security Enhancement that inform the development of risk mitigation priorities, security enhancement programs, and resource allocations.

Law Enforcement Collaboration on Active Shooter Prevention

In support of Administration efforts to combat gun violence and prevent future mass casualty shootings, DHS is providing training, products, and resources to a broad range of stakeholders on active shooter awareness, incident response, and workplace violence. Additionally, the Department is working to expand its “If You See Something, Say Something™” campaign throughout the country by partnering with a variety of entities including transportation systems, universities, states, cities, sports leagues, and local law enforcement. Launched in July 2010 in conjunction with DOJ’s Nationwide Suspicious Activity Reporting Initiative, this simple and effective program helps to raise public awareness and emphasizes the importance of reporting suspicious activity to the proper state and local law enforcement authorities.

Although these efforts are ongoing throughout 2013, the FY 2014 Budget provides \$4.5 million for expansion of FLETC’s Active Shooter Threat Training Program and First Responder Training Program. The Budget also funds a nationwide DHS-led public awareness effort regarding mass casualty shooting threats. Training on how to respond to a potential active shooter threat has helped enhance the response and reduce casualties in several recent incidents.

DHS offers a broad set of tools to help law enforcement and private-sector partners prepare for active shooter scenarios. NPPD and FEMA provide active shooter trainings across the Nation. Since December 2008, more than 6,000 people have participated in DHS co-sponsored active shooter workshops.

DHS developed an online Independent Study Course titled “Active Shooter: What You Can Do” through FEMA’s Emergency Management Institute, to prepare non-law enforcement for an active shooter situation. More than 205,000 government and private-sector participants have completed this training since it was released in March 2011.

NPPD offers a 90-minute online training, which emphasizes the importance of developing emergency response plans and training employees on active shooter scenarios. NPPD provides active shooter training with a law enforcement focus through the Federal Protective Service (FPS). During 2012, FPS trained more than 1,000 law enforcement officers and agents in “Active Shooter Response Tactics” and conducted more than 200 hours of Active Shooter Tenant Awareness training to more than 3,300 Federal facility tenants. In addition, FPS conducts a Protective Investigation Training Program for special agents and inspectors to provide them with the knowledge to prevent targeted violence against persons and facilities.

The www.dhs.gov/activeshooter Webpage is the most viewed Webpage on the DHS Web site, and links to various tools such as video demonstrating possible actions to take if confronted with an active shooter scenario.

As a part of the Administration’s comprehensive efforts to prevent gun violence, DHS, in partnership with the Departments of Justice, Education, and Health and Human Services, plans to expand ongoing efforts to improve preparedness, and strengthen security and resilience in schools and other potential targets. In January 2013, DHS officials joined the Federal Bureau of Investigation (FBI) and state and local law enforcement officials from around the Nation to solicit input regarding prevention and response efforts, which will inform the Administration’s work to

create model emergency management plans for schools, houses of worship, and institutions of higher education.

The Administration's goal is to develop a unified approach to address five critical areas intended to reduce the risk of mass casualty shootings in the United States through prevention, protection, response, education, and research/evaluation.

Research, Development and Innovation

S&T's mission is to strengthen America's security and resiliency by providing knowledge products and innovative technology solutions for the homeland security enterprise. S&T is operationally focused, highly innovative, and founded on partnerships between operators and scientists and engineers across the dynamic research and development landscape. The FY 2014 Budget includes \$467 million for RD&I programs focused on the following areas:

Preventing Terrorism and Enhancing Security

In FY 2014, S&T will continue to focus on the development of tools to detect intentional and natural biologic events, with a focus on rapid point-of-care diagnostic technologies, cost-effective indoor sensors, bioforensics, and chemical, biological, radiological, and nuclear risk assessments. For example, in 2012, DHS licensed the world's first molecular foot-and-mouth disease (FMD) vaccine. This vaccine is the culmination of a 10-year collaborative effort between DHS and the U.S. Department of Agriculture. It is the first successful new FMD vaccine technology developed in more than 50 years that can be manufactured on the U.S. mainland to safeguard the Nation's \$60 billion livestock industry. S&T will also work with TSA to develop a next-generation explosives trace detection system that is more sensitive than existing systems and is priced similarly to existing machines.

Securing and Managing our Borders

To improve the abilities of CBP and USCG to detect and interdict threats on our borders, S&T is developing technologies for better surveillance and tracking in our ports and along our maritime and land borders. This includes investments in tunnel detection and tunnel activity monitoring technology, low-flying aircraft detection and tracking systems, maritime data integration/data fusion capabilities, cargo supply chain security, and border surveillance tools tailored to southern and northern borders.

Safeguarding and Securing Cyberspace

The private sector relies on computer-based process control systems to remotely monitor and control physical functions of much of the Nation's critical infrastructure. S&T's efforts will focus on unclassified research programs in support of the public and private sector as well as the global Internet infrastructure. This includes research into identity and data privacy technologies, end system security, law enforcement forensic capabilities, software assurance, and cybersecurity education.

Ensuring Resilience to Disasters

As the only Federal organization that provides technical assistance to the First Responder community, S&T will continue efforts to identify technologies, formulate standards, and develop knowledge products that enhance the productivity, efficiency, and safety of first responders. Priority investment areas include: interoperable communications, data-sharing systems, field-ready detection equipment, and enhancements to protective gear.

Promoting Academic Excellence

DHS's Centers of Excellence network is an extended consortium of hundreds of colleges and universities that work closely with the Department, generating ground-breaking ideas for new technologies and critical knowledge. DHS Centers of Excellence work closely with academia, industry, Department Components, and first-responders to develop customer-driven research solutions to "on the ground" challenges as well as provide essential training to the next generation of homeland security experts.

Transforming the Disaster Workforce

In recent years, our Nation has experienced historic and devastating floods, hurricanes, tornados, and wildfires with DHS and FEMA leading the Federal Government's response and recovery efforts to support state, local, and tribal communities in 285 major disasters since 2009. Over the past 4 years, FEMA has fundamentally changed how the Federal Government works with its partners at the state and local level to prepare for, respond to, recover from, and mitigate the effects of disasters. To support the needs of disaster survivors and help communities begin to rebuild, FEMA has implemented innovative practices to transform its disaster workforce.

In the aftermath of Hurricane Sandy, more than 1,100 volunteer employees from across DHS deployed to New York and New Jersey as part of the DHS Surge Capacity Force to assist FEMA's recovery efforts. The Surge Capacity Force was formed in response to recommendations following Hurricane Katrina, and is made up of DHS employees who have volunteered to deploy to disaster areas when the need arises. The inaugural class of Surge Capacity Force volunteers assisted FEMA in distributing information, helping survivors apply for financial assistance to repair or replace damaged property, and supporting logistical operations. This all-hands-on-deck approach was critical to Hurricane Sandy's response and recovery process, and provides a model for future disasters.

In another example of FEMA's innovative approach to building the disaster workforce of the future, FEMA launched FEMA Corps in 2012 in partnership with the Corporation for National and Community Service. FEMA Corps is a unit of 1,600 service corps members within AmeriCorps National Civilian Community Corps devoted to emergency management, and disaster response and recovery. This partnership is designed to enhance the Federal Government's disaster capabilities by creating a pool of trained disaster personnel, increasing the diversity of the disaster workforce, promoting an ethic of service, and expanding education and economic opportunity for young people. All 42 FEMA Corps teams were deployed to New York and New Jersey after Hurricane Sandy, and played a vital role in helping communities begin to recover.

DHS has strengthened partnerships and cooperation within the Department as well, by enhancing cooperation between FEMA and the Coast Guard, which plays a central role during emergencies, assisting with search and rescue in addition to its broader national security mission. USCG has also been on the frontlines of disaster response and recovery, leading the Federal response to the Deepwater Horizon oil spill in April 2010, and responding within hours to the 2010 earthquake in Haiti. The Coast Guard played a significant role in the response to Hurricane Sandy, conducting search and rescue operations, assessing the status of ports along the East Coast, and facilitating the movement of fuel into the region.

The Budget supports the Reservist Workforce, FEMA Corps, the DHS Surge Capacity Force, Incident Management Assistance Teams, and other enhancements to FEMA's disaster response and recovery capabilities. Specifically, in FY 2014, USCG will train more than 7,000 reservists, including safety and security teams for deployment within the United States.

Travel and Trade

The travel and tourism industry is one of our Nation's leading service sectors and sources of exports, important components of a prosperous economy and a secure homeland. CBP staffs and operates 329 air, land, and sea POEs across the country, welcoming travelers and facilitating the flow of goods essential to our economy. Each day, almost 1 million people arrive at these POEs. In FY 2012, DHS processed more than 350 million travelers at our POEs, including nearly 100 million international air travelers, as well as \$2.3 trillion worth of trade. The Department also screens 640 million passengers and nearly 1.5 billion checked and carry-on baggage each year at the Nation's 448 federalized airports.

Last year, President Obama announced new administrative initiatives through Executive Order 13597 to increase travel and tourism throughout and to the United States. Air passenger volume increased by greater than 12 percent between FY 2010 and FY 2012 and is currently at a record level—heading toward more than 100 million annual passenger arrivals in FY 2013. Inbound trade volume has also recovered with import values growing by 5 percent in FY 2012 and is expected to exceed previous records in the air, land, and sea environments this year. DHS has a key role in these efforts, developing new ways to increase the efficiency of our port operations and making international travel and trade easier, more cost-effective, and more secure.

The Budget enables DHS to do even more, expanding membership in CBP's trusted traveler programs by an anticipated 25 percent over FY 2013, making more than 2.5 million of the traveling public eligible for expedited screening in FY 2014. It includes funding and proposed authorities for an additional 3,477 CBPOs, which will reduce wait times at POEs, increase seizures of illegal contraband, increase the prevention of potential threats to agriculture and natural resources, and support local and national economies. The Budget supports the growth of trusted traveler and trade programs, business transformation initiatives, and critical legislative proposals that will more closely align CBP fee revenue with operational costs. The Budget also continues to expand TSA's risk-based security initiatives that create a multi-layered system to strengthen aviation security, prevent terrorist attacks, and reduce the vulnerability of the Nation's aviation system.

Addressing Staffing Requirements

CBP's FY 2013 Workload Staffing Model (WSM) indicates a need for additional workforce capacity at our POEs, assuming current processes, procedures, technology, facilities, and use of overtime. CBP also projects needs for additional staff through FY 2014 due to expanding facilities, technology deployments, and expected growth in travel and trade. To address these needs, the Budget includes appropriated funding for 1,600 additional CBPOs. It further seeks congressional approval for legislative proposals to increase current immigration and customs inspections user fees to recover more of the costs associated with providing services and to support 1,877 additional CBPOs. In addition, CBP and U.S. Department of Agriculture are evaluating financial models to achieve full cost recovery for agricultural inspectional services provided by CBP.

Taken together, this multi-pronged strategy will allow CBP to increase workforce capability while enhancing its operations. Innovative business transformation efforts and public-private partnerships will also help inform the long-term front-line personnel requirements. Increasing CBPO staffing would result in expedited processing of lawful trade and travel at our POEs. As recent staffing deployments have shown, additional CBPOs reduce wait times and transaction costs for cross-

border travel and trade, improve cargo release time frames, and increase enforcement effectiveness. Numerous studies have quantified how wait times affect the U.S. economy and how shortening those wait times would provide for a substantial economic benefit. Additional staff would also enable CBP to expand inspection services at new locations and during additional time periods requested by public and private stakeholders. All of these benefits, particularly the reduction in wait times, have a positive impact on the Nation's security and economy. The additional CBPOs provided for in the FY 2014 Budget would be expected to contribute billions of dollars to the U.S. GDP, save more than a billion dollars in opportunity costs, and add tens of thousands of U.S. jobs.

In addition to hiring more CBPOs, investments in technology also help address staffing needs. Technology and inspection equipment have a workforce multiplier effect, reducing the time it takes for CBP to inspect travelers and cargo, which means that each CBPO is able to inspect more people and goods. Leveraging the opportunities provided by the Budget to invest in new technologies, CBP will continue to optimize its primary business processes and further develop transformation initiatives to accomplish its mission more effectively and efficiently through mobile technology, risk segmentation through enhanced targeting/pre-departure initiatives, and operational best practices to increase efficiencies with our Non-Intrusive Inspection Technologies. DHS recognizes that the right mix of technology, process re-engineering, and successful implementation can result in an important workforce multiplier reducing the time it takes for CBP to inspect travelers and cargo. CBP estimates these and other business process transformation efforts are the equivalent of adding more than 500 new CBPOs.

Stronger Security

Increased staffing at our POEs would strengthen domestic trade through increased examinations leading to more trade penalties and additional IPR seizures. Additional CBPOs would also increase CBP's effectiveness at preventing the smuggling of contraband, including drugs, weapons, and currency. CBP has demonstrated that there is a clear correlation between staffing and enforcement activities.

Using ratios based on yearly averages of the work accomplished by Office of Field Operations' (OFO's) current workforce and leveraging results from publicly available economic studies, CBP estimates that for every 1,000 CBPOs hired, the following outcomes can be expected:

- Total enforcement actions would increase by 23,000;
- Drug seizure values would increase by \$40 million;
- Currency seizure values would increase by \$2.75 million;
- Trade penalty assessments would increase by \$7.85 million;
- IPR seizures would increase by \$2.5 million;
- Liquidated damage assessments would increase by \$42 million;
- GDP would increase by \$2 billion; and
- Job growth of more than 33,000.

Economic Growth

Many of the benefits cited above also have a positive impact on the Nation's economy. Enhanced narcotics enforcement provides the benefit of removing drugs from the streets. Trade enforcement both protects the Nation's intellectual property and collects additional revenue. The clearest and

most studied economic impact, however, is from the reduction in wait times. Wait times at the POEs can cause delays and travel time uncertainty for cars, trucks, pedestrians, and air passengers. The delays can add to supply chain and transportation costs for commercial companies. They can also serve as a deterrent to trade and cross-border travel. Therefore, wait-time reduction can be a significant economic stimulus.

The FY 2014 Budget includes funding for 1,600 additional CBPOs as well as a legislative proposal to fund 1,877 more CBPOs by increasing the Immigration User Fee (IUF) and COBRA fees, estimated to decrease peak wait times at some ports by 30 minutes or more.

Innovative Pilots to Expedite Travel and Trade

The Budget supports several pilot programs to explore more efficient, effective ways to reduce wait times:

- The “One Stop” pilot program is a CBP-managed initiative to facilitate the processing of arriving international travelers who do not have checked luggage. It is currently available at Houston George Bush Intercontinental Airport and John F. Kennedy International Airport (JFK), where CBP respectively processes more than 1,200 people per day through the program. CBP provides a dedicated lane for travelers identified as eligible for One-Stop. CBPOs conduct all CBP inspection processes (Passport Control, Baggage Control, Agriculture, and, as necessary, Carry-on Luggage) at the passport control primary booth.
- The Express Connection program facilitates the entry process for international travelers with closely scheduled connecting flights. CBP dedicates a designated processing booth and participating airlines dedicate representatives in the Federal inspection area to identify and escort pre-selected travelers to the designated Express Connection primary booth(s). This program is currently available at the following airports: Atlanta, Boston, Chicago (O’Hare), Dallas, Detroit, Fort Lauderdale, Los Angeles, Miami, New York (JFK), Newark, Philadelphia, and Orlando. Ports utilizing the Express Connection program are currently processing between 100 and 200 program travelers per day.

CBP is considering several additional transformative technology pilots and programs, including Automated Passport Control kiosk pilots and other mobile technology solutions to streamline processing for arriving passengers. These pilots will seek to automate administrative aspects of the passenger primary process and are expected to save up to 50 percent of processing time for U.S. citizens, and 80 percent for visitors. Additionally, employing this technology would allow for simultaneous, rather than sequential, processing, thereby accelerating arrivals and providing a more active, seamless, and self-directed process for travelers. CBP recently initiated a pilot program in which Agriculture Specialists use mobile tablet technology to expedite clearances of agricultural products subject to inspection. This innovative concept, originating at Port Everglades, has shown real promise, and CBP is assessing ways to maximize the use of these streamlined procedures.

CBP’s Business Transformation Initiatives

Given the recent growth in travel and trade and expansion of new and existing facilities, CBP is aggressively pursuing business transformation initiatives to operate as effectively and efficiently as possible. CBP is engaged in a comprehensive and iterative business-process review, seeking

opportunities to achieve cost-saving operational efficiencies that can enhance efforts to expedite international travel and commerce while reducing staffing requirements.

Several key business transformation initiatives (BTIs) that CBP has implemented to optimize the current primary processes and leverage past investments are highlighted as follows. The initiatives emphasize that the right mix of technology, process re-engineering, and successful implementation can result in an important workforce multiplier.

Through FY 2012, these BTIs have saved hundreds of millions of dollars and effectively reduced staffing requirements by several thousand CBPOs. The Department is also working closely with airport authorities, airlines, and the travel industry to identify new ways to more efficiently move people through the entry process.

- WHTI and RFID Technology: Before 2006, CBP performed passenger name law enforcement queries on approximately 5 percent of travelers arriving to the United States by vehicle. The promotion of Western Hemisphere Travel Initiative (WHTI) technologies, as well as the increased use of radiofrequency identification (RFID) travel documents, has enabled CBP to increase this national query rate to more than 97 percent, greatly enhancing border security. Processing RFID travel documents is 60 percent faster than processing a manual entry with a paper document, which allows more passengers to be processed more quickly without requiring additional staffing.
- Form I-94 Filings: By summer 2013, CBP plans to begin implementing automated filings of Form I-94 departure forms, which have been used for longer than 20 years as a key source of information regarding immigration status. Automation of the I-94 will improve the accuracy and timeliness of the data since it will be created in real time using the same information the CBPO uses for the primary inspection. CBP anticipates significant savings in data entry costs as a result of the I-94 automation program.
- Risk Segmentation: CBP's National Targeting Center, in coordination with the Immigration Advisory Program and Regional Carrier Liaison Group, enhances pre-departure targeting efforts and conducts visa vetting efforts, which allows CBP, in coordination with other agencies and with the affected airlines, to assist in preventing inadmissible travelers from traveling to the United States. Pre-departure targeting continues to pay security and efficiency dividends. This targeting work alleviates field operational requirements equivalent to hundreds of CBPOs and saves carriers millions of dollars annually.

DHS Trusted Traveler Programs

Through its trusted traveler programs, DHS expedites lawful trade and travel for the millions of people who rely on our aviation system every day. These programs provide the opportunity for travelers to receive expedited passenger screening, immigration, customs, and agriculture processing in the United States for pre-approved, low-risk participants through dedicated lanes and automated kiosks.

Global Entry

Global Entry provides expedited clearance for pre-approved, low-risk air travelers upon arrival in the United States. Currently, Global Entry kiosks can be found in 34 international U.S. airports and 10 pre-clearance locations overseas. Global Entry is available to U.S. citizens and U.S. Lawful

Permanent Residents as well as qualifying citizens from countries with reciprocal agreements. Global Entry is also open to individuals enrolled in NEXUS (CBP's trusted traveler programs for travel between the United States and Canada). SENTRI members who are U.S. citizens and Lawful Permanent Residents may also participate in Global Entry. (SENTRI allows expedited entry into the United States from Mexico at the southern land border.)

The program has surpassed 1.4 million eligible users with more than 6,200 daily uses. Global Entry automated kiosks have been used more than 4 million times, saving more than 67,000 inspectional hours that CBP has reallocated to focus on primary customs processing. With Global Entry, CBP is able to focus resources on travelers about whom DHS knows the least, therefore providing overall enhanced screening to the traveling public.

In FY 2014, CBP will expand Global Entry kiosk availability at existing sites. We are also working with the DOS to raise awareness of our trusted travel programs to facilitate increased, secure travel among travelers who are requesting information regarding new or renewed U.S. passports.

Individuals interested in joining a CBP Trusted Traveler program can learn more by visiting www.cbp.gov.

TSA Risk-Based Security Initiatives

The TSA Pre✓™ program is a passenger pre-screening initiative for travelers who volunteer information about themselves before flying domestically to potentially expedite screening at the checkpoint. Eligible passengers include U.S. citizens who have opted-in through participating airlines as well as those who are members of CBP Trusted Traveler programs, including Global Entry, SENTRI, and NEXUS. In addition, children 12 and younger are allowed through TSA Pre✓™ lanes with eligible passengers as well as U.S. military active duty members when traveling through select airports. TSA is focused on expanding participation in TSA Pre✓™ in FY 2014 to include additional air carriers and populations.

If TSA determines a passenger is eligible for TSA Pre✓™, information is imbedded in the bar code of the passenger's boarding pass. TSA scans the boarding pass at the designated TSA Pre✓™ lane where the passenger may experience the expedited screening process.

In the coming months, TSA will work to expand risk-based security initiatives to additional populations. DHS is also expanding its "Managed Inclusion" pilot, which enables TSA to modify standard security lanes to allow additional low risk travelers to experience TSA Pre✓™. By 2014, TSA anticipates that one in four members of the traveling public will be eligible for expedited screening.

Since TSA Pre✓™ began in October 2011, more than 6 million passengers have received expedited screening through TSA Pre✓™ security lanes. By FY 2014, we expect 25 percent of the traveling public to be eligible for this program.

Improving the Travel Experience

- **Know Before You Go**: To better serve the traveling public, DHS is developing the “Know Before You Go” Web site to address common traveler questions, such as what items can pass through TSA checkpoints, tips when traveling across the U.S. border, and information for travelers with special needs. This is a joint effort by TSA, CBP, USCIS, ICE, DHS headquarters, and DOS.
- **TSA Cares**: In 2012, TSA launched “TSA Cares,” a new helpline number designed to assist travelers with disabilities and medical conditions before getting to the airport. Travelers may call the TSA Cares toll-free number, 1-855-787-2227, with questions about screening policies and procedures as well as what to expect at the security checkpoint.
- **Passenger Advocates**: Since January 2013, TSA trained more than 2,000 TSOs through the Passenger Screening Specialist program. In addition to their regular checkpoint duties, these TSOs have volunteered to take on the responsibility of assisting passengers who may be in need. A traveler who is concerned about his or her screening can ask for the assistance of a Passenger Support Specialist at the checkpoint.

FY 2014 Legislative Proposals

Immigration User Fee: The Budget includes a proposed \$2 increase to the IUF, which is projected to provide \$165 million in additional funding. The change could fund approximately 974 CBPOs as well as business transformation initiatives aimed at decreasing wait times and increasing the efficiency of port operations.

The IUF is paid by air and sea passengers entering the United States and is used to determine compliance with immigration laws and admissibility. Established in 1987, the IUF was last increased in 2001 from \$6 to \$7 for air passengers and commercial vessel passengers. Adjusted for Consumer Price Index (CPI) inflation, the IUF would today cost just more than \$12. A \$2 increase adjusts the IUF to \$9 and would keep the fee under the inflation adjusted price.

COBRA User Fees: The Budget proposes a \$2 increase to the commercial trucks, commercial aircraft, commercial vessel passenger, and international mail subject to duties, COBRA user fees, and a proportionate increase for all other COBRA user fees subject to the annual cap amounts. The fee increase is projected to provide \$194 million in additional funding, which will add approximately 903 additional CBPOs and support overtime, infrastructure needs, and business transformation initiatives.

The COBRA commercial aircraft and vessel passenger fees were established in 1985 at \$5 per person, with some exemptions. Adjusted for CPI inflation, the price today for commercial aircraft and vessel passengers would be \$10.67 for the COBRA fee. Currently, the COBRA fee is set at \$5.50 and a \$2 increase adjusts the commercial aircraft and vessel passenger fee to \$7.50, which is under the inflation adjusted price.

Reimbursable Agreements Authority: As an effort to explore alternate sources of financing, and in response to requests from interested parties for new CBP inspectional services, the Budget re-proposes legislation to allow CBP to enter into reimbursable service agreements with outside stakeholders. Current statutory limitations on CBP’s authority to receive outside funding, except in

narrowly defined instances, have prevented CBP from receiving reimbursement from private sector and international, state, and local partners, which has resulted in the denial of the requested services or the provision of services without reimbursement.

The proposed legislation stipulates that reimbursement will only be for costs incurred above and beyond any user fees collected in association with the service provided to avoid double payment.

As the existing COBRA and IUF fees have not been increased in at least 5 years and some closer to a decade, they support fewer and fewer CBPOs each year. The proposed COBRA and IUF fee increases will allow CBP to recover more of the costs associated with inspections. The increases will also help, along with an increase in discretionary appropriations, bridge the gap in the WSM identified staffing need related to current service levels. Public-private partnerships resulting in reimbursable agreements are intended to fund additional and future expanded services.

Public-Private Partnerships: The growing demand for facilities especially on the southwest border and the ongoing modernization needs of CBP's LPOE portfolio, the lack of an LPOE capital budget through GSA's Federal Buildings Fund since FY 2010, and the constraints of the BCA have led CBP and GSA to evaluate alternative methods to finance these major modernization and construction projects.

Private-public and public-public partnerships have long been regarded as a viable financial alternative to the traditional Federal funding model and have the ability to net Government cost savings while fostering a more collaborative project environment with border communities. These arrangements can foster a more collaborative project environment with border communities and reduce the impact on the Federal budget.

The proposed legislation addresses the limitations of CBP's existing authorities by broadly encompassing all LPOE project related costs regardless of port ownership. The legislation mitigates the Government cost-burden of LPOE construction and modernization by enabling CBP to accept donations of real and personal property (include monetary donations) and non-personal services from private, state, or local entities.

Aviation Passenger Security Fee: The Budget includes the Administration's proposal to restructure the Aviation Passenger Security Fee (Security Fee) to achieve total collections of \$2.276 billion. The proposal would generate an additional \$322 million in new collections in 2014, of which \$122 million would be used to further offset the cost of Federal aviation security operations and \$200 million would contribute to Federal deficit reduction. Following the Security Fee restructuring, passengers would pay a \$5 fee per one-way trip beginning in the fourth quarter of FY 2014, rather than a separate fee for each enplanement under the current construct. The restructuring would provide TSA with the flexibility to meet increasing aviation security costs and better aligns the costs associated with passenger security to the direct beneficiaries. The Security Fee has not changed or been adjusted for inflation since TSA was established in 2002.

Workforce Verification and Fraud Detection

Our Nation's economic health and prosperity depend on businesses of all kinds and sizes being able to employ and maintain a stable, legal workforce, and having confidence that they are all playing by the same set of rules. When businesses break the law by knowingly hiring undocumented workers, it undercuts lawful businesses, creates an uneven playing field, and hurts all workers, affecting wages and employee safety and creating further demand for illegal labor.

This Administration has worked to help employers maintain a legal workforce through programs like E-Verify, the employee verification system managed by USCIS. USCIS has continued to improve and expand E-Verify by adding new features to monitor for fraud, redesigning the system to increase compliance and ease of use, and expanding the E-Verify Self Check program, a voluntary, fast, free and secure online service that allows individuals in the United States to confirm the accuracy of government records related to their employment eligibility status before formally seeking employment.

In 2011, USCIS launched the "I E-Verify" initiative to let consumers know which businesses are working to maintain legal workforces by using E-Verify. Employer enrollment in E-Verify has more than doubled since January 2009, with more than 429,000 registered companies representing more than 1.2 million hiring sites. More than 21 million queries were processed in E-Verify in FY 2012, enabling businesses to verify the eligibility of newly hired employees to work in the United States.

The Budget provides \$114 million in funding to continue expanding and enhancing the E-Verify system. This funding also supports E-Verify Self-Check as well as the VIS modernization effort, a major redesign of the system that supports E-Verify, improving usability and overall ease of operations. Expected benefits of VIS modernization include development and transaction cost reductions, improved and scalable system architecture, and enhanced data matching logic that will reduce false negatives. The VIS redesign is also expected to further enhance the customer support and services experience, while at the same time continue to improve overall E-Verify accuracy rates. Furthermore, the funding will support initiatives to deter and prevent identity fraud by allowing individuals to create accounts in E-Verify and lock their Social Security Numbers.

Use of Evidence and Evaluation in the 2014 Budget

DHS actively uses evidence and evaluation in the budget process through the Planning, Programming, Budgeting, and Execution framework that underpins resource allocation decision-making. The Department has developed evaluative metrics for various programs, to determine the cost-effectiveness of its current operations, and how different configurations of dollars and personnel can affect results in the field. DHS continually seeks to sustain and improve on operational effectiveness, given the fiscal environment that exists today. Results-driven budgeting is essential in this ongoing effort.

DHS highlights below several ways in which it has measured and evaluated effectiveness and efficiency. CBP applies a WSM to more effectively allocate personnel to various POEs. TSA is implementing a Risk-Based Security model to better target its resources toward threats, and expedite transportation for low-threat passengers. FEMA uses THIRAs for grants, to identify capability targets and plan how proposed grants can meet them. These are just a few examples of how DHS strives to use evidence and rigorous evaluation in determining resource allocation; greater detail is provided as follows.

U.S. Customs and Border Protection

The WSM is the primary tool for informing CBP OFO staffing decisions at air, land, and sea ports. WSM employs a data-driven methodology to identify CBPO staffing requirements for current and future years. It is composed of multiple elements, some fixed and others variable, that may be adjusted according to changing priorities, risks, and threats. WSM considers all business processes required of CBPOs, the workload associated with those business processes, and the level of effort required to effectively carry out the mission daily. WSM incorporates current business transformation initiatives such as the WHTI, Non-Intrusive Inspection technology deployment, and trusted traveler programs, which utilize technology and other processes to decrease staffing requirements. WSM also incorporates future-year staffing requirements for new or enhanced facilities and technology deployments. OFO has sought independent validation of the model including a review completed by the DHS Office of Program Analysis and Evaluation (PA&E) in January 2012.

Deployment decisions are made by CBP management, using WSM results, operations subject matter expertise, and service levels (i.e., wait times). Because OFO uses WSM as a decision-support tool, OFO continues to rely on the expertise of its field operators and mission-support facility analysts to ensure OFO does not allocate CBPOs to locations where they would not be able to add value because of facility constraints. Important, too, is the consideration of service levels. Port service levels are analyzed to ensure that priority ports challenged by service measures (such as excessive wait times) receive additional staffing ahead of ports that are performing better on these metrics but still may have substantial resource requirements. In programming for FYs 2014–2018 this model is being used to articulate projected staffing requirements and support a series of fee proposals that may aid in more optimally addressing current workload and projected needs at new and expanded POEs.

National Protection and Programs Directorate

In December 2011, DHS released its *Blueprint for a Secure Cyber Future*, which established a strategy for DHS's Safeguarding and Securing Cyberspace mission. In 2012, DHS Components and offices with cybersecurity responsibilities drafted a 5-year Mission Management Plan to implement the core capabilities identified in the Blueprint. DHS developed the Mission Management Plan in four phases.

In Phase 1, the capabilities outlined in the *Blueprint* were prioritized on the basis of potential risk-reduction, effectiveness, and feasibility. Of the 75 total capabilities, 24 were categorized as "priority" on the basis of meeting specific criteria in each of these categories.

The second phase encompassed a baseline assessment to determine the *as-is* states of these capabilities. The IIPT solicited descriptions of relevant current activities from Components and offices and conducted follow-on interviews.

Phase III involved a systematic gap analysis of the 24 capabilities and their associated outcome statements against the information derived from the baseline assessment. DHS Components identified a subset of gaps that required resolution in FY 2013, as well as gaps that could be addressed in the FYs 2014–2018 Budgets.

In Phase IV, DHS Components developed key performance measures, targets, and milestones for FY 2013.

Targets, milestones, and performance measures for FY 2014 will be developed in concert with the second QHSR. At that time, additional high-priority capabilities may be included in the Plan for maturation.

Science and Technology

To ensure that individual R&D projects meet priorities established by our partners in the DHS operating Components and the broader homeland security enterprise, S&T instituted an annual review of the R&D portfolio and all newly proposed projects. The metrics evaluated include: systems analysis, customer buy-in, efficiency savings, capability, technical/research feasibility, transition likelihood, customer readiness, timeline, innovation, resource leverage, cost realism, and project clarity.

S&T has a strategy-driven R&D requirements process to ensure R&D projects support Component operational priorities. The Directorate is establishing R&D strategies with each Component signed by senior officials of both S&T and the Component. These strategies include transition plans and are linked to their respective acquisition plans and are reflected in budget requests.

In addition, S&T has R&D Coordination Teams to provide project management level coordination between S&T project managers and the Component's working level managers. The cross-functional teams are composed of S&T personnel focusing on strategic priorities led by the Acquisition Support and Operations Analysis division, to help analyze Component operational needs. Also, S&T uses R&D liaisons, when appropriate, to foster a better understanding of each Component's mission and ensure strong communication throughout the R&D process.

Federal Emergency Management Agency

The proposed FY 2014 NPGP prioritizes the development and sustainment of core capabilities as outlined in the NPG. The NPGP utilizes a comprehensive process for assessing regional and national capability gaps through the THIRA process to manage risk and identify the required resources to build and sustain core capabilities.

The THIRA is a five-step process to guide jurisdictions to:

1. Identify the threats and hazards of concern.
2. Give the threats and hazards context (when and where a hazard might occur).
3. Examine the core capabilities using the threats and hazards (i.e., screening, access control, fatality management, infrastructure, or vulnerability reduction).
4. Set capability targets (i.e., specific numbers of screening personnel, or restoring loss of power to a specific number of customers).
5. Apply the results (determine the resources required to achieve the capability targets).

NPGP grantees will be required to match their proposed investments to core capabilities, incorporate effectiveness measures, and regularly report progress on the acquisition and development of identified capabilities. These measures will enable all levels of government to collectively demonstrate how the proposed investment will build and sustain core capabilities necessary to strengthen the Nation's preparedness.

U.S. Coast Guard

USCG identified and reduced mission support billets at geographically collocated Sectors and Bases that performed similar duties and responsibilities and could be eliminated with the least impact to front-line operations.

The completion of a Coast Guard National Housing Assessment identified excess housing units that could be maintained in a non-operational status while awaiting the divestiture process, under authorities provided in the *2010 Coast Guard Authorization Act*. These units will be secured and readied for disposition during FY 2013 to achieve recurring savings for FY 2014 and beyond.

After closely monitoring contracted telecommunications support costs, USCG determined it is now cost-effective to in-source a portion of these functions. The Budget proposes the replacement of contractor support with military billets at the Telecommunication and Information Systems Command resulting in recurring savings.

Furthermore, analysis of changing patterns of asset communication methods and support given the emergence of new technologies identified opportunities for efficiencies at Communications Area Master Stations. As aircraft and cutters have transitioned to satellite communications capabilities, personnel intensive high frequency communications equipment have been scaled back accordingly and the support positions for these legacy systems are no longer required.

U.S. Secret Service

The Secret Service Investigative Impact Model is a statistical model that illustrates the impact of adjustments in the number of special agents assigned to each individual field office on key investigative metrics: financial crime loss prevented, asset forfeiture, and number of arrests. The

model works by allowing the user to choose whether to minimize the number of lost arrest opportunities or the amount of financial crime loss. The model then returns information on how many special agents from which offices correspond to the given change. During the FY 2014 budgeting process, USSS made use of this tool to evaluate, assess, and study the impact of adding or reducing staff to minimize impacts on front-line operations.

The Secret Service also leveraged S&T's APEX/STORE, a modeling and simulation tool to analyze and evaluate several technologies for effectiveness and performance. The tool simulates various scenarios, complete with personnel and resources, and allows the user to evaluate and cross-compare how well the various technologies performed in pre-defined categories of effectiveness and performance. With these data, the Secret Service is able to evaluate which technology mitigates risks in conjunction with the cost of the technology.

FYs 2009–2012 Select Key Initiatives & Reforms

March 2013 marked the 10th anniversary of DHS. After 10 years of effort, DHS has provided the Nation with significant new capabilities in the areas of cybersecurity, disaster preparedness, information sharing, and border security. Our country is stronger and more secure today, thanks to the strong support of Congress, our local, state, tribal, territorial, and Federal partners, and the men and women of DHS who work every day to secure the country. The following are highlights of progress that has been made.

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 U.S. critical infrastructure and key resources, essential leadership, and major events to terrorist attacks and other hazards.

Risk-Based Approach to Transportation Security

TSA and CBP employ risk-based, intelligence-driven operations to prevent terrorist attacks and to reduce the vulnerability of the Nation's transportation system to terrorism. These security measures create a multi-layered system to strengthen aviation security from the time a passenger purchases a ticket to arrival at his or her destination and extend to surface transportation modes. In an effort to continue to strengthen security, TSA and CBP have launched a series of risk-based initiatives, including:

- TSA's nearly 50,000 Transportation Security Officers screen more than 1.8 million passengers each day at approximately 450 airports nationwide. Every year, TSA prescreens 100 percent of the 786 million passengers flying to, from, and within the United States against government watch lists through Secure Flight in addition to screening approximately 2 billion items at checkpoints and more than 425 million checked bags, preventing more than 175,000 dangerous prohibited items carried onto planes every year.
- The TSA Pre✓™ program is a passenger pre-screening initiative for travelers who volunteer information about themselves before flying, to potentially expedite screening at the checkpoint. Eligible participants include certain frequent flyers as well as members of CBP's Trusted Traveler programs—including Global Entry, SENTRI, and NEXUS—who are U.S. citizens. By the end of 2012, more than 6 million participating passengers went through TSA Pre✓™ at 35 of the busiest airports across the country.
- In addition to TSA Pre✓™, TSA implemented other risk-based security measures in 2012 including modified screening procedures for passengers 12 and younger, those 75 and older, and members of the Armed Services as well as Known Crewmembers.
 - In 2012, TSA launched "TSA Cares," a new helpline number designed to assist travelers with disabilities and medical conditions before getting to the airport. Travelers may call

the TSA Cares toll-free number with questions about screening policies and procedures as well as what to expect at the security checkpoint.

- TSA has trained approximately 2,000 Transportation Security Officers across the country through its new Passenger Screening Specialist program that, in addition to their regular checkpoint duties, help passengers who request assistance.
- Today, 100 percent of all air cargo transported on passenger aircraft originating at airports in the United States and destined for the United States from international last point of departure airports is required to be screened commensurate with the level of security for passenger-checked baggage. To meet the 100-percent requirement for international inbound cargo, TSA adopted a risk-based approach to screening that incorporates the Trusted Shipper Concept into current security requirements applicable to passenger air carriers and cargo carriers. TSA continues to work closely with private-sector and international partners to further strengthen inbound air cargo security.
- TSA conducts comprehensive assessments of security programs in critical transit systems through Baseline Assessments for Security Enhancement. The results of these assessments over the past several years have informed the development of risk mitigation priorities, security enhancement programs, and resource allocations. As a result, TSA continues to achieve significant progress in the areas of critical infrastructure hardening; technology development and implementation; training, drills, and exercises; emergency management and planning; and background investigations.
- TSA augments the security of surface transportation through VIPR operations to prevent or disrupt potential terrorist activities. TSA has 37 VIPR teams, which have worked with law enforcement and security organizations in transportation sectors across the country to conduct more than 23,000 operations since 2009.
- CBP, through the NTC, plays a vital role in the identification of high-risk individuals and cargo. NTC conducts pre-departure vetting to identify high-risk passengers. Since the inception of this program in 2010, the NTC has reviewed more than 635,000 records and more than 8,000 mala fide passengers have been denied boarding.
- Since the attempted attack by Umar Farouk Abdulmutallab on December 25, 2009, TSA has deployed approximately 790 Advanced Imaging Technology (AIT) units to more than 180 airports nationwide. AIT safely screens passengers for metallic and nonmetallic threats including weapons, explosives, and other objects concealed under layers of clothing. TSA prevents passengers from bringing more than 2,200 dangerous prohibited items, including explosives, firearms, and weapons, onto planes on average every week. Additionally, TSA worked with S&T and private industry to develop the Automated Target Recognition (ATR) software, which was designed to further enhance passenger privacy by eliminating passenger-specific images and streamlining the checkpoint screening process. TSA has installed the ATR software on all millimeter wave AIT units.
- DHS has worked to enhance the security of the global aviation system by partnering with foreign governments, international organizations, and the aviation industry to raise international aviation security standards. In October 2010, nearly 190 countries signed a historic

International Civil Aviation Organization declaration to establish a foundation for the future of aviation security that better protects the entire global aviation system and makes air travel safer and more secure than ever before. As of December 2012, 17 countries have deployed or piloted AIT in their major airports to screen passengers for metallic and non-metallic threats, including weapons, explosives, and other objects concealed under layers of clothing. In addition, TSA has agreements with 47 foreign governments permitting Federal Air Marshals (FAMs) to be present on international U.S. carrier flights.

Enhancing Partnerships with Federal, State and Local Law Enforcement

- In 2011, DHS implemented the National Terrorism Advisory System (NTAS) to replace the former color-coded alert systems. Under NTAS, DHS coordinates with other Federal entities to issue detailed alerts to the public when the Federal Government receives information about a specific and credible terrorist threat. NTAS alerts provide a concise summary of the potential threat including geographic region, mode of transportation, or critical infrastructure potentially affected by the threat, actions being taken to ensure public safety, and recommended steps to take to help prevent, mitigate, or respond to a threat.
- Since first launched in 2010, DHS has expanded the “If You See Something, Say Something™” public awareness campaign—a simple and effective program to engage the public to identify and report indicators of terrorism, crime, and other threats to law enforcement authorities—through partnerships with numerous sports teams and leagues, transportation agencies, private-sector partners, states, municipalities, and colleges and universities across the country.
- The Department continued its strong support for fusion centers, working in coordination with other Federal partners, through training, technical assistance, technology, and grant funding as well as the deployment of DHS intelligence officers who work side by side with fusion center personnel to assess threats and share information. DHS also worked with all 77 state and local fusion centers to create comprehensive privacy policies and provide civil rights, civil liberty, and privacy law training to fusion center personnel.
- DHS continued to work with its Federal, state, local and private sector partners to expand the Nationwide Suspicious Activity Reporting Initiative, an administration effort to train state and local law enforcement to recognize behaviors and indicators related to terrorism, crime, and other threats while standardizing how those observations are documented and shared with FBI Joint Terrorism Task Forces (JTTFs) for investigation and fusion centers for analysis. Over the past 4 years, more than 234,000 law enforcement officers have received training under this initiative. DHS also has expanded the Nationwide Suspicious Activity Reporting Initiative to include the Nation’s critical infrastructure sectors.
- DHS supported the FBI JTTFs with hundreds of personnel, including ICE HSI special agents, Secret Service agents, FAMs, BPAs and CBPOs, USCIS officers, and representatives from FEMA and the Coast Guard.
- US-VISIT operates and manages the IDENT database and its associated watch list to provide biometric matching, enrollment, and analytical capabilities. In FY 2012, IDENT analyzed and matched more than 188,000 sets of fingerprints daily to support Federal, state, and local law

enforcement agencies and international partners. Since 2004, US-VISIT has processed more than 148 million biometric identifications and verification transactions.

- The Department continued implementation of FLETC's Rural Policing Institute initiative, through which more than 35,000 state, local, tribal, and campus law enforcement officers and emergency responders from rural agencies have been trained since FY 2009. Training addressed critical homeland security priorities, including information-sharing, the protection of civil rights and civil liberties, emergency response, suspicious activity reporting, officer safety and survival, domestic violence, and narcotics enforcement.
- USSS is responsible for implementing operational security plans for designated National Special Security Events (NSSEs), which are events of national or international significance deemed by DHS to be a potential target for terrorism or other criminal activity. Since 2009, the Secret Service has provided protection for 15 NSSEs including summits of world leaders, meetings of international organizations, presidential nominating conventions, and presidential inaugurations.

Strengthening International Partnerships

Global Supply Chain Security: The Department continued implementing the National Strategy for Global Supply Chain Security, which provides a national vision for global supply chain security that is secure, efficient, and resilient across air, land, and sea modes of transportation. Through partnerships around the world and with the private sector, DHS is enhancing cargo security through a risk- and technology-based approach that strengthens cargo screening at every point in the global supply chain, including efforts such as:

- The CSI, which is currently operational in 58 foreign seaports through agreements in 32 countries, identifies and screens all U.S.-bound maritime containers that pose a potential risk before departure from abroad en route to the United States.
- The Customs-Trade Partnership Against Terrorism (C-TPAT) is a voluntary public-private sector partnership program that strengthens cargo security throughout the international supply chain by working closely with importers, carriers, consolidators, licensed customs brokers, and manufacturers. Since it was launched in 2001, C-TPAT, has grown from seven participating partners to more than 10,000 Certified Partners worldwide, and has conducted more than 22,000 on-site validations of manufacturing and logistics facilities in 111 countries, representing some of the highest risk areas of the world.
- Program Global Shield, implemented in coordination with the World Customs Organization, is a multilateral law enforcement effort aimed at combating the illicit cross-border diversion and trafficking of explosive precursor chemicals for making improvised explosive devices by monitoring their cross-border movements. Under Program Global Shield, more than 95 participating countries and international organizations are currently sharing information with each other to ensure that chemicals entering their countries are being used in safe and legal ways. Since its launch in 2010, Program Global Shield has accounted for 50 seizures of chemical precursors and improvised explosive devices totaling over 140 metric tons and 42 enforcement actions related to the illicit diversion of these chemicals.

- Over the past 4 years, TSA has worked with partners around the world to recognize National Cargo Security Programs that further strengthen international air cargo arena security regimes. This effort allows operators to accept cargo screened and secured throughout the supply chain, decreases the re-screening requirements at last point of departure airports, limits backlogs, and facilitates commerce. As of December 2012, TSA has recognized 33 programs, which account for 60 percent of inbound cargo.

Bolstering Information Sharing and Collaboration: DHS has worked closely with international partners on information-sharing agreements, reflecting a joint commitment to protecting privacy and responsibly sharing information that is accurate, relevant, and necessary to detect high-risk travelers and prevent threats from reaching the United States.

- In December 2011, DHS and the European Union (EU) concluded a new U.S.-EU Passenger Name Record (PNR) agreement, entered into force on July 1, 2012, that improves the privacy protection and security benefits of the previous 2007 U.S.-EU PNR Agreement. The new agreement provides state-of-the-art privacy protections, security enhancements, and legal certainty for airlines serving economically critical routes. PNR is a vital tool that has helped the United States identify individuals with potential ties to terrorism in more than 3,000 cases and played a critical role in the investigations of Najibullah Zazi, who pled guilty to plotting to bomb New York subways; David Headley, who pled guilty for his role in the 2008 Mumbai terrorist attacks and was suspected of planning attacks in Europe; and Faisal Shahzad, who pled guilty in the 2010 bombing attempt against Times Square in New York.
- In conjunction with DOJ, in 2012, DHS completed Preventing and Combating Serious Crime (PCSC) negotiations with Andorra, Australia, Bulgaria, Chile, France, Iceland, Liechtenstein, Luxembourg, New Zealand, Norway, Monaco, San Marino, Singapore, Slovenia, Sweden, Switzerland, and Taiwan. PCSC agreements or their equivalent are in place with 37 countries furthering security cooperation between the United States and its international partners by facilitating the exchange of biographic and biometric information to prevent serious crime and terrorism.
- DHS and DOS have worked with Australia, Canada, New Zealand, and the United Kingdom to develop routine sharing of biographic information collected for immigration purposes. To date, this effort has identified routine immigration fraud, as well as dangerous people traveling under false identities.

DHS established an Advance Passenger Information System with partners in Mexico, Panama, and 10 Caribbean countries to facilitate the identification of high-risk passengers in international travel zones. CBPOs vet all inbound and outbound flights to and from the United States as well as among participating member nations and coordinate appropriate enforcement responses with the NTC-Passenger.

Critical Infrastructure Protection

- DHS conducts more than 900 vulnerability assessments and security surveys on the Nation's critical infrastructure every year to identify potential gaps and provide the owners and operators with options to strengthen protection and resilience. DHS also conducts regional resilience

assessment projects on critical infrastructure in major metropolitan areas to identify potential gaps in critical infrastructure security, resilience, and capabilities.

- FPS protects more than 9,000 Federal buildings and 1.4 million Federal employees and visitors who occupy them throughout the country every day. Every year, FPS conducts more than 2,000 criminal investigations, provides a protective service presence at more than 1,200 demonstrations and disturbances, executes more than 13,000 K-9 sweeps for explosives, completes more than 35,000 background investigations, and confiscates more than 700,000 dangerous weapons, objects, and contraband.
- Over the past 4 years, DHS continued to strengthen security at the Nation's high-risk chemical facilities through the Chemical Facility Anti-Terrorism Standards (CFATS) program, which uses a dynamic multi-tiered risk assessment process to identify and regulate high-risk chemical facilities by requiring them to meet and maintain performance-based security standards appropriate to the facilities and the risks they pose. CFATS is the first DHS regulatory program focused specifically on security at high-risk chemical facilities.
- DHS offers a broad set of tools to help law enforcement and private-sector partners prepare for active shooter scenarios through the NPPD Office of Infrastructure Protection and FEMA. Since the program's inception 4 years ago, more than 5,400 people have participated in DHS co-sponsored active shooter workshops. DHS also developed an online Independent Study Course titled "Active Shooter: What You Can Do" through FEMA's Emergency Management Institute, to prepare individuals for an active shooter situation. Nearly 184,000 government and private-sector participants have completed this training since it was released in 2011. In addition, DHS held 32 Active Shooter educational workshops across the country in 2012, and continued FLETC's Active Shooter Threat Training Program and First Responder Training Program.

Countering Chemical, Biological, Radiological, and Nuclear Threats

- In 2012, DNDO expanded the STC Program to the Los Angeles/Long Beach Urban Security Initiative Area. STC, also deployed in the New York City area, enhances regional capabilities by building sustainable nuclear detection programs in the highest risk cities, enhances the Nation's ability to detect and prevent a rad/nuc attack. In the New York City area, STC has helped train more than 13,000 personnel in rad/nuc detection operations, and helped procure more than 8,500 pieces of radiological detection equipment.
- In 2012, DHS licensed the world's first molecular FMD vaccine. This vaccine is the culmination of a 10-year collaborative effort of DHS and U.S. Department of Agriculture and the first successful new FMD vaccine technology developed in more than 50 years that can be manufactured on the U.S. mainland to safeguard the Nation's \$60 billion livestock industry.
- Through strategic partnerships within FEMA, FLETC, and the National Nuclear Security Administration, over the past 4 years DNDO has facilitated the delivery of rad/nuc detection training to more than 15,000 state and local law enforcement officers, public safety personnel, and other first responders nationwide.

- DNDO continues to develop breakthrough technologies that will enhance our national capability to detect potential radiological and nuclear threats. For the past several years, DNDO has funded the development of radiation sensing materials, and in 2012, the materials strontium iodide and cesium lithium yttrium chloride became commercially available for use in radiation-detection equipment. This new generation of detectors will greatly benefit Federal, state, and local law enforcement personnel and first responders, providing significantly improved performance at a relatively inexpensive cost.

Maritime Security

- DHS issued the Small Vessel Security Strategy Implementation Plan, providing guidance to reduce the potential risks posed by the nearly 17,000,000 vessels that weigh less than 300 gross tons, including recreational and commercial craft that operate routinely in close proximity to critical infrastructure and large commercial vessels and facilities.
- DHS unveiled an unprecedented cross-component Maritime Operations Coordination initiative to enhance the Department's coordination capabilities among USCG, CBP, and ICE when responding to threats against the United States and its interests.
- Since the inception of the Coast Guard's International Port Security Program in 2004, USCG has assessed the effectiveness of anti-terrorism measures in more than 1,000 foreign port facilities. Over the past 4 years, the Coast Guard conducted an average of 200 assessments per year. In addition, in support of the U.S. armed forces and international efforts to build maritime security capacity and protect the maritime environment, USCG Port Security Units provide security at strategic port locations ensuring the free flow of personnel, equipment, and commerce in the region and partner with other nations' boarding teams during maritime patrols.
- DHS initiated the Aviation and Marine Commonalities Pilot Project in September 2012, to test and measure the joint operational effectiveness of DHS aviation and marine assets in Puerto Rico operated by both the USCG and CBP Office of Air and Marine. Evaluation of DHS assets operating jointly under a Unified Command will inform future decisions about acquisitions, maintenance, and logistics.

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.

Southwest Border

DHS continued to support the Administration's unprecedented efforts to secure the Southwest Border by deploying historic levels of manpower, resources, and technology and increasing collaboration with Federal, state, local, and tribal, and Mexican partners while facilitating legal trade and travel. Efforts include:

- Increasing the number of CBP BPAs nationwide from approximately 10,000 in 2004 to more than 21,000 today with nearly 18,500 “boots on the ground” along the Southwest Border;
 - Deploying a quarter of all ICE operational personnel to the Southwest Border region—the most ever—to dismantle criminal organizations along the border;
 - Increasing the number of intelligence analysts working along the U.S.-Mexico border;
 - Tripling deployments of Border Liaison Officers, who facilitate cooperation between U.S. and Mexican law enforcement authorities on investigations and enforcement operations;
 - Deploying dual detection canine teams as well as non-intrusive inspection systems, MSSs, Remote Video Surveillance Systems, thermal imaging systems, radiation portal monitors, and license plate readers to the Southwest Border;
 - Providing more than \$250 million in Operation Stonegarden funds since 2009 to enhance cooperation among Federal, state, tribal, local, and territorial law enforcement agencies to secure U.S. borders and territories. More than 80 percent of those funds—\$203 million—have been allocated to states along the Southwest border;
 - Nationwide Border Patrol apprehensions of illegal aliens decreased from nearly 724,000 in FY 2008 to approximately 357,000 in FY 2012, a 50-percent reduction, indicating that fewer people are attempting to illegally cross the border; and
 - From FY 2009 to 2012, DHS has seized 71 percent more currency, 39 percent more drugs, and 189 percent more weapons along the Southwest Border as compared to FY 2005 to 2008.
 - In FY 2012, DOD continued to support border security efforts along the Southwest Border through deployment of National Guard assets. In addition to DHS civilian law enforcement, including a record number of BPAs now in place, the National Guard deployed multi-purpose aerial assets equipped with the latest surveillance and reconnaissance capabilities. DOD aerial support significantly enhances DHS’s ability to detect and deter illegal activity at the border, and provides support to the thousands of men and women on the frontlines of border security.
- The *Declaration on 21st Century Border Management*, issued by President Obama and Mexico President Calderon in 2010, expressed commitments by the United States and Mexico to increase collaboration on facilitating legitimate trade and travel at the border, while continuing to combat transnational crime. As part of this effort, DHS has worked closely with its Mexican counterparts on expanding trusted traveler and shipper programs and developing new and innovative approaches to enhance border infrastructure.
 - DHS and Mexico have also signed arrangements to facilitate the secure and efficient flow of legitimate travel and trade and expanded support to reciprocal trade and travel programs such as Global Entry/Viajero Confiable and C-TPAT/ New Scheme of Certified Companies. In addition, DHS established the Joint Security Program at Mexico City International Airport, which utilizes advanced targeting and passenger analysis information to identify high-risk travelers at foreign airports before they board U.S.-bound flights.

Northern Border

DHS continued its work to implement the joint declaration, *Beyond the Border: Shared Vision for Perimeter Security and Economic Competitiveness*, announced by President Obama and Canadian Prime Minister Harper of Canada in 2011, which emphasizes shared responsibility for safety and

security by addressing threats at the earliest point possible; facilitating trade, economic growth, and jobs; collaborating on cross-border law enforcement; and partnering to strengthen the resilience of critical infrastructure and cybersecurity. Following the release of the Beyond the Border Action Plan in December 2011, there have been a number of key initiatives:

- DHS and Canada implemented enhancements to the trusted traveler program NEXUS, including the creation of NEXUS-dedicated lanes at land border and air pre-clearance POEs and simplifying members' renewal processes. DHS also began allowing Canadian NEXUS-card holders traveling domestically in the United States to participate in TSA Pre✓™ trusted traveler lanes, and Canada began recognizing NEXUS members for trusted traveler lanes at passenger pre-board screening points for flights from Canada to the United States.
- DHS, in partnership with the Department of Transportation and Canada Border Services Agency (CBSA), announced the installation of new advanced sensor technology at key U.S.-Canada border crossings that will help measure and report delays, and relay this information to travelers. DHS and CBSA also initiated an Entry/Exit pilot at four land border POEs in which an entry into one country is shared as a record of exit from the other country.
- DHS and Canada agreed to the mutual recognition of and cooperation on air cargo security. Cargo shipped on passenger aircraft will be screened at the point of origin and will not need rescreening at the border or before upload in the other country. This initiative has improved security, enhanced the efficiency of screening, and streamlined legitimate trade.
- DHS and Public Safety Canada launched the first cross-border Regional Resilience Assessment Program project to improve the security and resilience of cross-border critical infrastructure.
- DHS released its first-ever unified DHS Northern Border Strategy (NBS), which guides the Department's policies and operations along the U.S.-Canada border, providing a framework for DHS Components to better achieve enhanced security and resiliency while expediting lawful travel and trade throughout the northern border region.

Travel and Trade

- In addition to its efforts to strengthen border security, DHS continues to make progress in expediting legal trade and travel. Each day, almost 1 million people arrive at our 329 air, land, and sea POEs. In FY 2012, DHS processed more than 350 million travelers at our POEs, including more than 98 million international air travelers, as well as \$2.3 trillion worth of trade. CBP is engaged in a series of business transformation initiatives, including expansion of trusted traveler programs, to make the inspection processes more effective and efficient and the arrivals process faster and easier. CBP also proactively works with security partners to identify security risks and threats abroad before they reach the United States.

Expediting Processing at POEs

- At our LPOEs, DHS has worked with local communities to update infrastructure and reduce wait times through initiatives including Active Lane Management, which leverages Ready Lanes, Dedicated Commuter Lanes, and LED signage to dynamically monitor primary vehicle lanes and re-designate lanes as traffic conditions and infrastructure limitations warrant.

- At our international airports, CBP is implementing transformative technology pilots, including Automated Passport Control kiosk pilots and other mobile technology solutions, to streamline processing for arriving passengers as well as continued expansion of the Global Entry trusted traveler program.
- At our seaports, CBP has launched a new pilot where Agriculture Specialists use mobile tablet technology to expedite clearances of agricultural products subject to inspection.

Partnering with Industry

- In October 2011, CBP launched its first two industry-specific Centers of Excellence and Expertise: the Electronics Center in Long Beach, California, and the Pharmaceutical, Health & Chemicals Center in New York City. In November 2012, CBP announced six new centers to be launched in 2013 for Agriculture & Prepared Products; Apparel, Footwear, & Textiles; Base Metals; Consumer Products & Mass Merchandising; Industrial & Manufacturing Materials; and Machinery industries. These virtual centers provide one-stop processing aimed at lowering the respective trade's cost of business, providing greater consistency and predictability and enhancing CBP enforcement efforts. The centers represent CBP's expanded focus on trade in the 21st century, transforming customs procedures to align with modern business.
- In June 2012, CBP launched the first phase of Cargo Release, known as Simplified Entry, in the Automated Commercial Environment (ACE). Simplified Entry provides importers with the opportunity to file streamlined information earlier in the cargo filing process, enhancing CBP's collection of security data and enabling CBP to make faster determinations regarding the admissibility of cargo into U.S. commerce.
- In October 2012, CBP successfully transferred 100 percent of ocean and rail carriers to ACE e-Manifest: Rail and Sea, improving cargo security, expediting cargo processing, and promoting trade facilitation through faster and easier access to data, greater flexibility, and time savings.

Trusted Traveler Programs

- Trusted Traveler Programs support our risk-based approach to facilitate the flow of travelers into the United States. They provide expedited immigration and customs processing upon arrival in the United States for pre-approved, low-risk participants through the use of secure and exclusive dedicated lanes and automated kiosks.
- In 2012, CBP processed more than 350 million travelers and enrolled more than 414,000 new travelers for a total of more than 1.5 million members in the agency's Trusted Traveler Programs (Global Entry, SENTRI, NEXUS, and FAST), all of which are designed to expedite screening for low-risk travelers and commerce through rigorous, recurrent background checks.
- In addition, CBP has partnered with seven countries (Canada, Mexico, the Netherlands, the Republic of Korea, Germany, Qatar, and the United Kingdom) to allow vetted, trusted travelers to use Global Entry in the United States and on a reciprocal basis in four countries (Canada, the Netherlands, the Republic of Korea, and Germany).

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.

Smart and Effective Enforcement

- In FY 2012, approximately 55 percent or more than 225,000 of the people ICE removed were convicted of felonies or misdemeanors, a 49-percent increase in the removal of criminals since FY 2008. Overall, 96 percent of all ICE's removals in FY 2012 fell into one of ICE's priority categories: criminals who pose a threat to public safety, repeat immigration violators, and recent border crossers.
- Secure Communities' information-sharing capability expanded from 14 jurisdictions in 2008 to more than 3,000 at the end of FY 2012, including all jurisdictions along the Southwest Border and all 50 states. Since its inception, more than 192,800 aliens convicted of criminal offenses, including 71,600 aliens convicted aggravated felony offenses such as murder, rape, and sexual abuse of children have been removed from the United States after identification through Secure Communities. ICE continues to work closely with law enforcement agencies and stakeholders across the country to ensure the program operates in the most-effective manner possible.
- In collaboration with the DHS Office for Civil Rights and Civil Liberties, ICE has implemented oversight tools and training for state and local law enforcement to ensure that Secure Communities does not inappropriately affect state and local policing practices.
- ICE has worked to improve the immigration detention system by increasing transparency, accountability, and overall detention standards, most recently through the 2011 Performance-Based National Detention Standards. In 2012, the Department issued a proposed rulemaking designed to prevent, detect, and respond to sexual abuse and assault in its confinement facilities, implementing the *Prison Rape Elimination Act of 2003* (PREA). The Department anticipates finalizing the rulemaking in 2013.
- Consistent with its stated enforcement priorities and policy guidance, ICE has focused detention and removal resources on those individuals who pose a danger to national security or a risk to public safety, including aliens convicted of crimes, with particular emphasis on violent criminals, felons, and repeat offenders.
- ICE, in consultation with the DHS Office for Civil Rights and Civil Liberties, developed a new policy designed to protect victims of domestic violence and other crimes and to ensure that these crimes continue to be reported and prosecuted.
- Since FY 2009, ICE has audited more than 8,600 employers suspected of hiring illegal labor, debarred more than 725 companies and individuals, criminally arrested more than 700 managers and business owners responsible for engaging in fraud or abusive practices against their

workers, and imposed more than \$93 million in financial sanctions—more than the total amount of audits and debarments during the entire previous administration.

- In an effort to further enhance the Department’s ability to focus on its enforcement priorities, on June 15, 2012, Secretary Napolitano announced that USCIS would establish a process to allow certain people who came to the United States as children and meet several key guidelines to request consideration of deferred action for a period of 2 years, subject to renewal, and, as a result, apply for work authorization. This process supports DHS’s continued focus on high-priority cases and ensures that resources are not spent pursuing the removal of low-priority cases involving productive young people.

Identity Verification

- USCIS has improved and expanded the E-Verify system to help U.S. employers maintain a legal workforce by adding new features to monitor for fraud, redesigning the system to ensure compliance and ease of use, and expanding nationwide the E-Verify Self-Check program, a voluntary, free, fast, and secure online service that allows individuals in the United States to check their employment eligibility status before formally seeking employment. The Department also announced the “I E-Verify” initiative in 2011 to let consumers know which businesses are working to maintain legal employment by using E-Verify. Employer enrollment in E-Verify has more than doubled since January 2009, with more than 420,000 participating companies representing more than 1.2 million hiring sites. In FY 2012, businesses ran 20.1 million queries through E-Verify to determine the eligibility of their employees to work in the United States.
- In 2012, USCIS launched the first two phases of its electronic immigration benefits system, ELIS. The system was created to modernize the process for filing and adjudicating immigration benefits, transforming how USCIS interacts with its customers and manages the 6 to 7 million applications it receives each year. Foreign citizens who travel to the United States temporarily to study, conduct business, receive medical treatment, or visit on vacation can establish an ELIS account and apply online to extend or change their nonimmigrant status for certain visa types. ELIS will also enable USCIS officers to review and adjudicate online filings from multiple agency locations across the country.

Facilitating Legal Immigration

- In 2012, Secretary Napolitano announced a proposed regulatory change that would significantly reduce the time that U.S. citizens are separated from their spouses and children as they go through the process of obtaining visas to become legal immigrants to the United States.
- Between January 2009 and October 2012, USCIS welcomed more than 2.6 million individuals as naturalized citizens, including more than 35,000 members of the U.S. Armed Forces.
- USCIS works nationwide to provide citizenship education tools and resources for individuals, organizations, and communities. Since 2009, USCIS has awarded more than \$23 million in Citizenship and Integration Grants to 142 organizations to expand citizenship preparation programs, such as civics-based English instruction and naturalization application services, for permanent residents in 31 states and the District of Columbia.

Enhancing Economic Competitiveness

- USCIS launched a series of initiatives to spur American economic competitiveness by attracting foreign entrepreneurial talent to create jobs, form startup companies, and invest capital in areas of high unemployment.
 - The “Study in the States” initiative is aimed at encouraging the best and the brightest international students from around the world to study in the United States by streamlining the international student visa process to further enhance our Nation’s economic, scientific, and technological competitiveness. As part of the initiative, “Study in the States” provides information to prospective and current international students, exchange visitors, and their dependents about opportunities to study in the United States and learn about expanded post-graduate opportunities.
 - USCIS’s Entrepreneurs in Residence initiative leverages industry expertise to realize our current immigration system’s full potential to attract and retain startup enterprises that promote innovation and spur job creation and economic growth in America. This initiative, which has led to unique improvements in USCIS programs and enabled the agency to better serve foreign entrepreneurs, complements other Administration’s efforts to grow the U.S. economy and create American jobs by streamlining the Immigrant Investor visa program and bolstering efforts to bring immigrants with exceptional abilities into the country.

Combating Human Smuggling and Trafficking

- The DHS Blue Campaign increased DHS capacity to combat human trafficking through partnerships with Federal, state, and local law enforcement, government, and non-governmental and private companies and organizations. The strategy focuses on a multi-pronged approach including prevention, protection of victims, and assistance in prosecuting perpetrators.
- ICE conducted more investigations with a nexus to human trafficking in 2012 than ever before, initiating 894 human trafficking investigations that resulted in more than 967 criminal arrests, 559 indictments, and 381 convictions.
- DHS, in an effort lead by the CIS Ombudsman, released a U-Visa Resource Guide to educate state, local, tribal, and territorial law enforcement about tools available to support investigations and prosecutions involving immigrant victims of crime. Each year, 10,000 U-visas are available for victims of crime who have suffered mental or physical abuse and are willing to help law enforcement authorities investigate or prosecute those crimes. FY 2012 was the third straight year USCIS issued the statutory maximum of 10,000 U-visas.

Screening and Vetting

- DHS has increased the efficiency and effectiveness of its screening efforts by leveraging capabilities across the Department. As a result of this effort, DHS reviewed the 1.6 million visa overstay backlog and referred leads based on national security and public safety priorities to ICE for further investigation, and continues this process today.

- In 2012, DHS submitted a biometric air exit plan to Congress, which builds on previous efforts to vet all overstays for national security concerns and leverage existing capabilities to close out overstay leads. DHS continues to enhance its capabilities to integrate, process, and analyze biographic information contained in immigration databases, which will significantly enhance our ability to identify and target for enforcement action those who have overstayed their period of admission and who represent a public safety and/or national security threat. DHS is also developing a test environment for a variety of biometric technologies to implement a process that increases the security of the travel system and enhances our ability to detect and deter overstays, while also improving passenger processing.
- USCIS implemented biographic and biometric screening initiatives for its applicants, to develop a comprehensive recurrent vetting strategy and extend, where appropriate and legally authorized, the security checks already conducted as a part of immigration benefit application processes.
- In 2012 ICE Visa Security Program special agents screened more than 1.3 million visa applicants in collaboration with DOS.

SAFEGUARDING AND SECURING CYBERSPACE

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. DHS also works with domestic and international partners to combat cybercrime.

Securing Networks and Responding to Incidents

- To protect Federal civilian agency networks, the Department has deployed technology to detect cyber intrusions while leading the national response to significant cyber incidents as well as creating and maintaining a common operational picture for cyberspace across the Federal Government.
- DHS works with the private sector, which includes owners and operators of critical infrastructure such as the power grid, finance and banking systems, and transportation networks, to help secure the key systems upon which Americans rely. In 2009, DHS developed, in collaboration with the private sector and other key stakeholders, the National Cyber Incident Response Plan and created a 24-hour watch and warning center—NCCIC—which serves as the Nation’s hub for coordinating cyber response efforts.
 - Since 2009, the NCCIC has responded to nearly a half a million incident reports and released more than 26,000 actionable cybersecurity alerts to our public and private-sector partners.
 - DHS’s US-CERT responds to more than 100,000 incident reports each year, including multi-agency response activities for cyber incidents.

- ICS-CERT provides industry stakeholders with situational awareness and analytical support to effectively manage risks to their computers and networks. In 2012, US-CERT and ICS-CERT deployed 15 teams to respond to significant private-sector cyber incidents and issued warnings about an average of nearly 70 incidents per month arising from more than 10,000 daily alerts.

Building Partnerships

- DHS builds partnerships with non-Federal public sector stakeholders to protect critical network systems. The MS-ISAC opened its Cyber Security Operations Center in November 2010, which has enhanced NCCIC situational awareness at the state and local government level and allows the Federal Government to quickly and efficiently provide critical cyber risk, vulnerability, and mitigation data to state and local governments. Since 2010, MS-ISAC has grown to include all 50 states, 3 U.S. territories, the District of Columbia, and more than 200 local governments.
- In 2010, DHS launched the *Stop.Think.Connect.* Campaign, a nationwide public awareness effort aimed at increasing the understanding of cyber threats and empowering the American public to be safer and more secure online. This includes leveraging partnerships across all levels of government and with non-profit organizations. Since 2010, this coalition has grown to include 16 Federal agencies, 10 state and local governments, and 22 non-profit partners, such as the Boys & Girls Clubs of America, the Girl Scouts of USA, National Sheriffs Association, and Neighborhood Watch.
- DHS works closely with international partners to enhance information sharing, increase situational awareness, improve incident response capabilities and overall incident management, support law enforcement activities, and coordinate strategic policy issues in support of the Administration's *International Strategy for Cyberspace*. Since 2009, DHS has concluded cybersecurity agreements to strengthen operational cooperation in incident management and industrial control systems security with Australia, Canada, Egypt, India, Israel, the Netherlands, and Sweden. In addition, DHS and the EU held the first-ever transatlantic cyber table-top exercise in 2011 focusing on cyber incident response and coordination.

Combating Cybercrime

- In 2012, the USSS ECTFs partnered with ICE HIS, increasing the scope and breadth of the task forces' cybercrime investigations. The ECTFs have jurisdiction over the investigation of computer crime violations to protect our Nation's financial payment systems while combating transnational financial crimes directed by transnational criminal organizations and other criminals. In addition to strengthening each agency's cybercrime investigative capabilities, this partnership supports procurement of computer forensic hardware, software licensing, and training that each agency requires.
- The Department's 31 ECTFs combine the resources of academia, the private sector, and local, state, and Federal law enforcement agencies to combat computer-based threats to our financial payment systems and critical infrastructure. Since 2001 the USSS has arrested more than 10,000 suspects for cyber-related criminal violations and prevented more than \$13 billion in potential losses to victims.

- In 2012 DHS and the EU signed a joint statement that advances transatlantic efforts to enhance online safety for children.
- ICE works with international partners to seize and destroy counterfeit goods and shut down Web sites that sell these goods. Since June 2010, ICE and its partners have shut down more than 1,700 Web sites selling counterfeit goods.
- Since 2009, child exploitation investigations resulted in nearly 5,000 arrests and identification or rescue of more than 430 victims.
- The USSS-led National Computer Forensic Institute, in Hoover, Alabama, provides state and local law enforcement, legal and judicial professionals with comprehensive education on current cyber crime trends, investigative methods, prosecutorial challenges, network intrusion, electronic crimes investigations, and forensic functions. Since 2009, the USSS has trained and equipped more than 1,900 state and local officials from all 50 states and 3 U.S. territories. These graduates represent more than 1,000 state and local government agencies nationwide.

Promoting Cybersecurity Education and Workforce Development

DHS is committed to building a world-class cybersecurity team today and a pipeline for the future. In 2010, DHS, with Federal partners, helped launch the National Initiative for Cybersecurity Education (NICE) to extend the scope of cyber education beyond the Federal workplace to include the public and students in kindergarten through post-graduate school. Through NICE, DHS works with schools and universities to attract top talent and build a cadre of cybersecurity professionals through competitive scholarships, fellowships, internship programs, and other student opportunities. The Department is also implementing recommendations made by the Homeland Security Advisory Council in 2012, in conjunction with public-private partners, to develop an agile cyber workforce across the Federal Government.

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 other Federal departments and agencies in support of state, local, tribal, and private-sector partners to ensure a swift and effective recovery effort involving the whole community. The Department's efforts to support building a ready and resilient Nation include bolstering information sharing and providing grants, plans, and training to our homeland security and law enforcement partners at all levels of government, in the private and non-profit sector, and with the public.

Improving Disaster Response and Recovery Capabilities

- Over the past 4 years, our Nation has experienced historic and devastating hurricanes, floods, tornados, and wildfires, and communities across America are still recovering and rebuilding. FEMA has led the Federal Government's response and recovery efforts to support state, local, territorial, and tribal communities in 286 major disasters since 2009.
 - Key to the immediate response is pre-positioning resources and personnel before landfall. For example, before Hurricane Sandy, President Obama signed emergency

declarations for 11 eastern states and the District of Columbia, making Federal support available to save lives and to protect property and public health and safety. In preparation for Hurricane Sandy, FEMA deployed more than 1,500 personnel to states in the storm's path, including 14 IMATs, and prepositioned commodities including food, water, and blankets. In the aftermath of the storm, FEMA deployed thousands of additional personnel to support response and recovery efforts, opened 78 Disaster Recovery Centers, and conducted more than a quarter of a million housing inspection to assess damage.

- In 2011, DHS announced the release of the country's first-ever NPG, required under PPD 8. The goal sets the vision for nationwide preparedness and identifies the core capabilities and targets necessary to achieve preparedness across five mission areas laid out under PPD 8: prevention, protection, mitigation, response, and recovery. To support this effort, DHS completed the first Strategic National Risk Assessment, which helped identify the types of incidents that pose the greatest threat to the Nation's homeland security. In 2012, FEMA released the THIRA Guide, which is used to establish a jurisdiction's capability targets on the basis of the risks it faces. In an effort to develop a baseline of capabilities nationwide, in 2012, each state and territory submitted State Preparedness Reports to FEMA that estimates current preparedness levels against the targets set in their THIRAs.
- In FY 2012, Federal partners began to implement key elements of the National Disaster Recovery Framework (NDRF), which defines how Federal agencies will work together to meet the needs of states and communities in their ongoing recovery, by aligning key roles and responsibilities among all partners. Following several NDRF pilot studies, Federal partners activated the NDRF formally for the first time in 2012, deploying Federal Disaster Recovery Coordinators (FDRCs) in response to the severe droughts, Hurricane Isaac, and Hurricane Sandy. FDRCs facilitated disaster recovery efforts among whole community partners, expanding local community involvement in recovery planning and execution.
- In 2012, the White House announced an innovative partnership between FEMA and the Corporation for National and Community Service to establish a unit of 1,600 service corps members within AmeriCorps National Civilian Community Corps devoted to emergency management, and disaster response and recovery. This partnership builds on the historic collaboration between the two agencies and will enhance the Federal Government's disaster capabilities by creating a pool of trained disaster personnel, increasing the reliability and diversity of the disaster workforce, promoting an ethic of service, and expanding education and economic opportunity for young people. More than 400 FEMA Corps members were deployed in support of the response and recovery efforts for Hurricane Sandy.
- In response to Hurricane Sandy, DHS, for the first time, activated personnel for the Department's Surge Capacity Force. The program was formed in response to recommendations following Hurricane Katrina, and is made up of DHS employees from Components outside of FEMA who have volunteered to be deployed to disaster areas when the need arises. The DHS Surge Capacity Force is led by experienced FEMA staff members in the field and joins FEMA reservists and FEMA Corps members as they work on response and recovery efforts. More than 1,100 DHS employees were deployed to New York and New Jersey as members of the Surge Capacity Force following Hurricane Sandy.

- Providing the American public with new ways to prepare for and recover from disasters, FEMA has enhanced its DisasterAssistance.gov Web site and launched new social media tools over the past few years. FEMA's mobile Web site includes preparedness content, disaster-related safety tips, and other featured content that is viewable on mobile devices, allowing stakeholders to access information wherever they are.
- Disaster survivors can now register for assistance through FEMA's mobile Web site, check their application status or update their applications online, and sign up to receive correspondence from FEMA via e-mail. In 2012, FEMA launched a new mobile applicant inquiry feature, allowing disaster survivors to check the status of their disaster assistance application via smartphone. Mobile usage following Hurricane Sandy suggests that disaster survivors are increasing reliance on their personal smartphones to get help following a disaster through www.DisasterAssistance.gov.
- FEMA launched a FEMA app for smartphones and a new social media tool enabling the public to sign up for text message updates. The FEMA app contains preparedness information for different types of disasters, an interactive checklist for emergency kits, information on how to stay safe and recover after a disaster, and an interactive map with FEMA Disaster Recovery Center locations and shelters. FEMA's smartphone app is designed so that lifesaving safety tips can be accessed without a cellular or wifi connection. FEMA's smartphone app is available on multiple operating devices, including both phones and tablets.
- In 2012, the Wireless Emergency Alert (WEA) system, which uses FEMA's Integrated Public Alert and Warning System (IPAWS) to relay imminent threat, AMBER, and Presidential Alerts to mobile phones, became operational. WEA allows public safety officials to alert and warn the public about serious emergencies using cell broadcast technology to send location-specific, text-like alerts to the public. IPAWS is a single interface that connects multiple communication pathways for alerts and warnings including the Emergency Alert System for radio and television, WEAs for mobile devices, the National Oceanic and Atmospheric Administration's (NOAA's) Weather Radio, and other public alerting systems. Roughly 100 state, local, and territorial public safety alerting authorities, NOAA, and the National Center for Missing and Exploited Children are using IPAWS, and more than 100 additional state and local alerting authorities are in process of gaining access to IPAWS. WEAs are a partnership between FEMA, the Federal Communications Commission, and wireless carriers to enhance public safety.
- In 2012, FEMA established the National Business Emergency Operation Center (NBEOC), a virtual meeting place that provides the private sector with enhanced information-sharing capabilities during disaster response and recovery. During Hurricane Sandy, the NBEOC provided situational awareness to the private sector, responded to private-sector inquiries, and identified and resolved critical private-sector needs and issues. The NBEOC also directly supported survivors and responders by channeling critical information and resources from a number of private-sector companies to impacted communities.
- FEMA also launched the PS-Prep program in 2010, a partnership between DHS and the private sector that enables private entities to receive emergency preparedness certification by protecting their investments and making preparedness a part of doing business.

Protecting Against Biological Threats

- In 2012, OHA developed and published guidance to protect responders following a wide-area anthrax attack. OHA also took a leading role in an Administration effort to develop a Federal Biological Assessment Response Protocol for biological incident information sharing and decision after a biological event.
- In 2012, OHA established National Biosurveillance Integration Center Minerva portal, a project to share integrated biosurveillance information with state and local entities through fusion centers.
- OHA worked with TSA and the Centers for Disease Control and Prevention to reduce completion time for the “Do Not Board” process from longer than 24 hours to shorter than 1 hour while providing additional privacy protections and increasing the security of the information shared. This process prevents passengers with highly infectious illness from air travel on U.S. carriers.
- OHA deployed medical countermeasures to cover 110 percent of DHS employees, critical contractors, and persons in DHS care and/or custody to ensure national resilience to biological attack. DHS was the first Federal agency to reach this level of protection for its workforce.
- OHA developed and implemented the DHSTogether resilience program to address suicide prevention in 2009. Since its inception, this program has trained approximately 200,000 employees and built partnerships across DHS Components and the Federal Government to learn about and leverage best practices for increasing resiliency among the workforce.

Securing the Maritime Environment

- Over the past 4 years, USCG has saved more than 17,000 lives and responded to more than 54,000 pollution incidents. In 2012, the Coast Guard played a significant role in the response to Hurricane Sandy, conducting search and rescue operations, assessing the status of ports along the East Coast, and facilitating the movement of fuel into the region by deploying personnel from Maritime Safety and Security Teams Strike Teams, Public Information Assist Team, and the National Strike Force Coordination Center.
- Following the BP Deepwater Horizon oil spill, USCG implemented a variety of measures to strengthen drilling safety. For example, all U.S.- and foreign-flagged mobile offshore drilling units operating in U.S. waters now undergo annual examinations to verify compliance with domestic laws, regulations, and international conventions—ensuring that a vessel’s major systems, crew training, and performance (such as lifesaving and firefighting drills) meet all applicable standards. Additionally, the Coast Guard has solicited industry input and published guidance regarding blow-out preventers, dynamic positioning systems, and floatels. Finally, the Coast Guard has reinstated its “Mobile Offshore Drilling Unit – University” in an effort to improve the competency of USCG marine inspectors that inspect these drilling units.
- In response to changing conditions in the Arctic, USCG conducted its largest-ever Arctic deployment through Operation Arctic Shield 2012, providing the Coast Guard with Arctic domain awareness and the opportunity to respond to maritime safety and security incidents.

MATURING AND STRENGTHENING THE DEPARTMENT AND THE HOMELAND SECURITY ENTERPRISE

This year marks the 10th anniversary of the creation of DHS, the largest reorganization of the Federal Government since the formation of DOD. Over the past 10 years, DHS has worked to bring together 22 agencies from across the Federal Government into a unified and integrated Department, building a strengthened homeland security enterprise better equipped to confront a range of threats. DHS continues to focus on accountability, transparency, and leadership development to enhance mission performance.

- In 2012, DHS earned a qualified audit opinion on all financial statements, a historic first for the agency. This full-scope audit opinion is a result of DHS's ongoing commitment to instituting sound financial management practices to safeguard taxpayer dollars. These efforts represent significant progress in prudent financial management.
- DHS exceeded its veterans hiring goal of 50,000 employees, a year ahead of schedule, with veterans comprising 25 percent of the Department's civilian workforce in addition to 49,000 active and reserve members of the Coast Guard. In FY 2012, DHS spent more than \$1.5 billion with veteran-owned small businesses, and surpassed the Small Business Administration's target of spending 3 percent of all contracting dollars with service-disabled, veteran-owned businesses.
- President Obama and Vice President Biden have highlighted the DHS ER as a model effort for agencies across the Federal Government. Since the beginning of the Administration, DHS made an unprecedented commitment to efficiency to support our front-line operations by building a culture of fiscal discipline and accountability. Through the ER and Component initiatives, DHS has identified more than \$4 billion in cost avoidances and implemented more than 45 efficiency initiatives across the Department.
- DHS strengthened its outreach efforts to academic institutions through the establishment of the Office of Academic Engagement, which supports the Department's mission by building, improving, and leveraging relationships with the academic community. As a part of this effort, the Secretary appointed a Homeland Security Academic Advisory Council, which issued its first set of recommendations in 2012. The Department also established the Secretary's Honors Program, which will recruit high-performing undergraduate and graduate students to the Department beginning in 2013.
- DHS continues to foster partnerships with private-sector companies to support public safety. The SAFETY Act program promotes the creation, deployment, and use of anti-terrorism technologies by granting private-sector products and services special liability protections. Since 2009, S&T's Office of SAFETY Act Implementation has approved more than 300 applications for products and services, such as crisis management systems and blast mitigation materials that make the Nation safer.

- In 2011, DHS published a detailed plan titled “Integrated Strategy for High Risk Management,” which included an operational framework and detailed corrective action plans for 31 high-risk recommendations made by the GAO. As of December 2012, 65 percent of the GAO recommendations are fully or mostly addressed, with the remaining 35 percent on target to be fully or mostly addressed in the next 12 to 18 months, which will make DHS eligible to be removed from the GAO High-Risk List for the management integration and transformation high-risk area.

SUMMARY INFORMATION BY DHS ORGANIZATION

DEPARTMENTAL MANAGEMENT AND OPERATIONS

Description:

Departmental Management and Operations (DMO) provides leadership, direction and management to the Department of Homeland Security (DHS) and is comprised of five separate appropriations including: the Office of the Secretary and Executive Management (OSEM); the Under Secretary for Management (USM); the Office of the Chief Financial Officer (OCFO); the Office of the Chief Information Officer (OCIO); and DHS Headquarters (HQ) Consolidation.

OSEM includes the Immediate Office of the Secretary, Office of the Deputy Secretary, Office of the Chief of Staff, Office of the Executive Secretary, Office for Intergovernmental Affairs, Office of Policy, Office of Public Affairs, Office of Legislative Affairs, Office of the General Counsel, Office for Civil Rights and Civil Liberties, Privacy Office, Office of the Citizenship and Immigration Services Ombudsman, Private Sector Office, Office of International Affairs, and the Office for State and Local Law Enforcement.

USM includes the Immediate Office of the Under Secretary for Management, the Office of the Chief Human Capital Officer, the Office of the Chief Procurement Officer, the Office of the Chief Readiness Support Officer, and the Office of the Chief Security Officer.

OCFO is comprised of the Budget Division, the Program Analysis and Evaluation Division, the Financial Operations Division, the Office of Financial Management, the Risk Management and Assurance Division, the Resource Management Transformation Office, Financial Assistance Policy & Oversight, the Departmental GAO/OIG Audit Liaison Office, and the Workforce Development Division.

OCIO includes seven program offices: Executive Front Office, Chief Information Security Officer, Enterprise Business Management Office, Office of Applied Technology, Information Technology Services Office, Office of Accessible Systems and Technology, and the Enterprise System Development Office.

Responsibilities:

OSEM provides central leadership, management, direction, and oversight of all the Department's Components.

At a Glance

Senior Leadership:

Janet Napolitano, Secretary

Jane Holl Lute, Deputy Secretary

Rafael Borrás, Under Secretary for Management

Peggy Sherry, Chief Financial Officer

Richard Spires, Chief Information Officer

Established: 2003 under the Department of Homeland Security Act of 2002

Major Divisions: Office of the Secretary and Executive Management; Office of the Under Secretary for Management; Office of Chief Human Capital Officer; Office of the Chief Procurement Officer; Office of the Chief Readiness Support Officer; Office of the Chief Security Officer; Office of the Chief Financial Officer; Office of the Chief Information Officer

Budget Request: \$810,773

Employees (FTE): 1,982

USM is responsible for Department-wide administrative support services and oversight for all DMO functions, including: IT, budget and financial management, procurement and acquisition, human capital, security, and administrative services. The USM provides the overarching management structure for the Department to deliver customer services, while eliminating redundancies and reducing support costs in order to more effectively and efficiently run the Department in a unified manner.

OCFO is responsible for the fiscal management, integrity, and accountability of DHS. The mission of OCFO is to provide guidance and oversight of the Department's budget and financial management, and oversee financial operations for DMO. OCFO also manages the DHS Working Capital Fund, grants and assistance awards, and resource management systems to ensure that funds necessary to carry out the Department's mission are obtained, allocated, and efficiently expended in accordance with the Department's priorities and relevant law and policies.

OCIO is responsible for all IT projects in the Department. The OCIO provides enterprise leadership, as well as products and services, to ensure the effective and appropriate use of IT across DHS. The OCIO coordinates acquisition strategies to minimize costs and improve consistency across the Department's IT portfolio. OCIO is the lead organization in developing and maintaining the DHS Information Security Program, which includes oversight and coordination of activities associated with FISMA. OCIO is also responsible for providing performance metrics and overall evaluation of DHS Component IT programs.

The DHS Headquarters (HQ) Consolidation Project is responsible for the co-location and consolidation of the Department through lease consolidation and build out of the St. Elizabeths campus. Continuing prudent consolidation efforts will greatly enhance the ability of the Department to carry out its critical mission in the most effective and efficient way possible.

Service to the Public:

The Secretary ensures a coordinated effort to build a safe, secure, and resilient homeland, by directing the Department's efforts to prevent terrorism and enhance security, secure and manage our borders, enforce and administer our Nation's immigration laws, safeguard and secure cyberspace, ensure resilience to disasters, and support national and economic security.

FY 2012 Accomplishments:

Office of the Secretary and Executive Management (OSEM)

Office of Executive Secretary

- Developed Standard Operating Procedures for Emergency Response Planning focused on business reconstitution and continued devolution planning activity for the Offices of the Secretary, the Deputy Secretary, the Chief of Staff, and the Executive Secretary.
- Expanded the responsibilities of the Congressional Actions section to route and review testimony for all of DHS.

Office of Intergovernmental Affairs

- Developed the Department's first Tribal Resource Guide to engage tribal leadership and increase tribal consultation. DHS consults with tribes on policy development, programs, existing and new legislation directly affecting tribes, and addresses concerns and issues raised by the tribes. Engagement occurs when necessary and can be several times per week, sometimes daily depending on the issue being addressed and the participating DHS Component.
- Engaged State, Local, Tribal and Territorial (SLTT) officials as active participants in policy development and revisions of the Tribal Resource Guide and the Northern Border Strategy is the first unified DHS strategy to guide the Department's policies and operations along the U.S.-Canada border - providing a framework for enhancing security and resiliency while expediting lawful travel and trade throughout the Northern border region.
- Coordinated the delivery of timely, consistent and accurate Departmental guidance, information, and policies to SLTT officials and the national associations that represent them.

Office of Policy

- Developed the Department's *Comprehensive Biometric Air Exit Plan* in conjunction with US-VISIT, CBP, ICE and S&T in response to Congressional mandate.
- Led interagency efforts to develop a long-term strategy to facilitate the transport and clearance of international mail while reducing the system's vulnerability to disruption and use as a delivery mechanism for harmful chemical or biological agents or other illegal and injurious articles or substances.
- Led DHS coordination to implement the President's *Beyond the Border* action plan and developed and released the Department's first *Northern Border Strategy*.
- Led DHS participation and coordinated DHS biennial review of the interagency Known and Suspected Terrorist Watchlisting Guidance.

Office of Public Affairs

- Redesigned the official DHS.gov website to simplify and unify content and improve communication effectiveness. Expanded the "If You See Something, Say Something™" public awareness campaign to more than 215 partnerships with cities, states and the private sector, including universities, sports leagues and the transportation industry. Through these

collaborations, DHS provides employees, volunteers and the general public with tailored DHS suspicious activity reporting materials including information on behaviors and indicators of terrorism and terrorism related crime, and how to report suspicious activities.

Office of Legislative Affairs

- Managed, oversaw, and provided support to 230 DHS witnesses testifying at 152 hearings before multiple congressional committees and subcommittees.
- Provided support to DHS program officials and offices in facilitating more than 2,000 briefings with Members of Congress, congressional committees, or their staffs.

Office of the General Counsel

- Provided legal support to the Secretary and Department senior leadership during emergency operations and on numerous homeland security matters, including the Federal Government's challenge to immigration legislation that infringed upon DHS's immigration authorities which went before the Supreme Court in *Arizona v. United States*.
- Implemented enhanced economic analysis standards mandated by Executive Order 13563 "Improving Regulation & Regulatory Review," and performed an independent review of all Departmental regulations and directed revisions that resulted in more cost-effective regulatory actions and reduced burdens on small businesses.

Office for Civil Rights and Civil Liberties

- Improved civil rights oversight of State and local immigration enforcement under the 287(g) and Secure Communities programs, through participating in ICE's advisory committee, improving site audits of 287(g) programs, conducting investigations, improving data-based and statistical oversight, reviewing policies and procedures, and providing training to State and local law enforcement to ensure compliance with Department civil rights and civil liberties protection policies.
- Assisted in implementing the National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States and the DHS Countering Violent Extremism strategy.
- Completed impact assessments on electronic device searches at border crossings, and Science & Technology's Future Attribute Screening Technology project.

Citizenship and Immigration Services Ombudsman

- Successfully rolled-out an online case intake form and case management system that streamlines case processing and enables the Ombudsman's Office to provide more expeditious case resolution services.
- Worked to resolve over 4,500 requests for case assistance in the 2012 reporting period (April 1, 2011 through March 31, 2012), an increase of almost 38 percent from the prior year.
- Completed a comprehensive review of Ombudsman's Office recommendations to renew focus on areas of ongoing concern such as the timely processing of applications for employment authorization, and expediting refugee processing for the most vulnerable populations.

Privacy Office

- Approved 725 Privacy Threshold Analyses, 65 Privacy Impact Assessments (PIA) and updates to PIAs, 16 System of Records Notices (SORNs), and 8 Computer Matching agreements. The DHS FISMA privacy score for the Department improved from 79 percent to 85 percent for PIAs and from 95 percent to 96 percent for SORNs.
- Participated in high-priority international engagements, including the negotiations for the 2012 U.S.-European Union Passenger Name Record Agreement and the negotiations with Canadian counterparts to establish a Joint Statement of Privacy Principles to guide and inform information sharing initiatives under the Beyond the Border Action Plan.

Private Sector Office

- Helped recruit the first class of 8 Loaned Executives brought into the Department, who were hosted by USCIS, NPPD Office of Infrastructure Protection, the Office of Academic Engagement, and the Office of Policy. Loaned Executive Program participants supported the Department's strong commitment to working more closely with the private sector.
- Held four "DHS for a Day" and five "Private Sector for a Day" events in eight cities and invited over 120 private sector entities to participate. This program increases awareness of the complexity of the DHS mission and the vital role the private sector plays in securing the homeland.

Office of International Affairs

- Implemented the DHS International Affairs Management Directive which sets forth policies, authority, and responsibilities for planning, coordinating, and managing international affairs for the Department.
- Established the DHS International Governance Board, chaired by the Assistant Secretary for International Affairs and comprised of heads of international affairs from the DHS Components, to promote effective and consistent Department-wide international coordination and collaboration.
- Developed and implemented the DHS International Pre-Deployment Training Program to provide DHS personnel consistent and consolidated information about working overseas and how that serves to advance the Department's mission.
- Developed and implemented the DHS Dual-hat Attaché Program to increase Department-wide coordination and integration overseas and improve support at 55 U.S. Missions abroad.
- Conducted the first phase of the DHS International Footprint Review to increase alignment between Department-wide resources and the Department's mission.

Office for State and Local Law Enforcement

- Established and led quarterly meetings of the DHS Component Law Enforcement Committee, an intra-agency body comprised of personnel from offices across the Department with outreach responsibilities to non-Federal law enforcement.

- Established and led quarterly meetings of the DHS Component Law Enforcement Committee (CLEOC), comprised of DHS personnel whose duties include outreach to non-Federal law enforcement partners, to increase efficiency and improve standardization of DHS policies and priorities.

Under Secretary for Management (USM)

Under Secretary for Management

- Developed the analytical framework for the Integrated Investment Life Cycle Model in order to improve decision-making across each of the Management Boards/Councils.
- Identified and closed policy gaps between the Departmental line-of-business offices and their counterparts in the Components, improving Department-wide vertical and horizontal integration, and removing duplication of effort.
- Established the Management (MGMT) Devolution Plan, the Department-wide and DHS Headquarters Reconstitution Plans, and the MGMT Continuity of Operations (COOP) Charter.

Office of the Chief Human Capital Officer

- Exceeded the FY 2012 hiring goals set by the President's Council on Veterans Employment for the percent of veterans and disabled veterans among new hires, employing nearly 55,000 veterans across the Department at the end of FY 2012.
- Continued improvements to the Balanced Workforce Strategy (BWS) tool and guidance documents to ensure the appropriate mix of Federal employees to contractors is achieved and inherently governmental work is completed by federal staff.

Office of the Chief Procurement Officer

- Revised the DHS Contracting Officer's Representative certification policy to align with new Office of Federal Procurement Policy guidance.
- Trained 5,700 acquisition personnel throughout DHS Headquarters and all Components.

Office of the Chief Readiness Support Officer

- Completed a greenhouse gas (GHG) inventory and reduced DHS's scope 1 & 2 GHG emissions by 5.3% and scope 3 GHG emissions 25.1% from a CY 2008 baseline.
- Reduced energy intensity by 14.4% from a CY 2003 baseline when only 5.7% of facility electricity use was from renewable energy sources.
- Launched a Flexible Workspace Pilot in OCRSO to test and evaluate expanded teleworking and flexible work schedules resulting in a reduction of 50% of the rented space.
- Continued Phase 1A construction of USCG Headquarters at St. Elizabeths and progressed Phase 1B renovation of four of the original planned six historic buildings for shared use functions toward completion in FY 2013.

Office of the Chief Security Officer

- Developed a Construction Surveillance Technician’s Course to address the technical specifications of sensitive construction projects.

Office of the Chief Financial Officer

- Obtained a full-scope qualified audit opinion for the FY 2012 Consolidated Balance Sheet and Statement of Custodial Activity. The full-scope qualified opinion issued in November 2012, built on the Department’s first opinion for FY 2011, improving transparency, accountability, and accuracy in accounting for the Department’s resources. It is the result of an improved risk management process that included structured agendas, action plans, and monitoring of Component progress.
- Developed “CFO Horizon,” a centralized business intelligence solution that provides accurate, timely, and reliable financial management reporting across the Department. CFO Horizon enables Departmental leadership to make sound financial decisions through improved data quality, streamlined reporting, and analytics, aggregating data to provide consistent, insightful financial information to improve strategic and tactical decision making.

Office of the Chief Information Officer

- Completed Component migration/transition from Department of Justice data centers to the Enterprise Data Centers, bringing the total legacy data centers transitioned through the end of FY 2012 to 14 out of 42.
- Completed the installation of 111 Homeland Secure Data Network sites, bringing the total deployed sites to 456.
- Implemented a continuous diagnostics and monitoring capability to provide the full visibility required for tracking the progression of cyber-attacks.
- Led cross-Component Integrated Product Team to develop a Department-wide plan to implement usage of HSPD-12 Personal Identity Verification (PIV) Smartcards for logical access to unclassified networks in accordance with OMB memorandum 11-11.
- Stood up 17 Executive Steering Committees and three Governance Boards to facilitate increased oversight for IT programs/projects.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted ³ | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|--|--------------------------------------|------------------|-----------------------|------------------|----------------------|------------------|---------------------|----------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Office of the Secretary and Executive Management | 688 | 134,410 | 699 | 133,975 | 628 | 126,554 | (60) | (7,856) |
| Office of the Under Secretary for Management | 835 | 235,587 | 897 | 237,029 | 872 | 202,686 | 37 | (32,901) |
| DHS HQ Consolidation | 0 | 55,979 | 0 | 56,322 | 0 | 105,500 | 0 | 49,521 |
| Office of the Chief Financial Officer | 192 | 50,860 | 212 | 51,171 | 208 | 48,779 | 16 | (2,081) |
| Office of the Chief Information Officer ⁴ | 261 | 327,300 | 271 | 324,272 | 274 | 327,254 | 13 | (46) |
| Net Discretionary | 1,976 | \$804,136 | 2,079 | \$802,768 | 1,982 | \$810,773 | 6 | 6,637 |
| Total Budget Authority | 1,976 | \$804,136 | 2,079 | \$802,768 | 1,982 | \$810,773 | 6 | \$6,637 |
| Less prior year Rescissions ³ | | | | [5,000] | | | | |

FY 2014 Highlights:

- **Oversight of 287(g) and Secure Communities Programs.....\$1.7M (2.5 FTE)**
 The Office for Civil Rights and Civil Liberties requests funding to annualize the 2.5 FTE from the FY 2012 appropriation and increases base resources for ongoing efforts to ensure that the Department’s immigration efforts comply with all applicable civil rights statutes. The FTE will be used to improve civil rights oversight of State and local immigration enforcement under the 287(g) and Secure Communities programs.
- **“If You See Something, Say Something™” Campaign.....\$3.0M (0 FTE)**
 The Office of Public Affairs requests funding to provide for the continuation and expansion of the “If You See Something, Say Something™” public awareness campaign. “If You See Something, Say Something™” has become part of the Department and Administration’s Active Shooter efforts to combat gun violence.
- **Financial Systems Modernization.....\$4.0M (0 FTE)**
 The Office of the Chief Financial Officer requests funds for the Financial Systems Modernization (FSM) effort. The CFO will continue to lead this effort by providing guidance, policy, and oversight for financial system modernization projects throughout the

³ PL 112-74 authorized the transfer of Risk Management and Analysis Office from NPPD to the Office of Policy during FY 2012

⁴ The FY 2012 Enacted Budget includes a \$5 million rescission in unobligated balances for the Office of the Chief Information Officer related to Emerge2. OCIO funding shown in the FY 2013 Annualized CR carries this rescission forward.

Department. Requested funding will be used for HQ support, independent verification and validation, and business intelligence.

- **DHS HQ Consolidation.....\$105.5M (0 FTE)**
This funding will support continued construction at the St. Elizabeths Campus including Phase 2 renovation of the Center Building Complex that will house the Secretary, several hundred headquarters staff, and key functions for command, control and management of Component Leadership Offices. Additionally, this funding will allow payment for operational support costs associated with the USCG's move to the campus in 2013.
- **Data Center Migration.....\$54.2M (0 FTE)**
The FY 2014 Budget includes \$54.2 million for data center consolidation. This funding will be used to migrate FEMA, USCIS, TSA, and CBP to the Enterprise Data Centers. A recent study performed by DHS OCFO that analyzed ten of the first completed migrations to enterprise data centers indicated average savings of 14 percent, which is equal to \$17.4M in savings annually.
- **Sharing and Safeguarding Classified Information.....\$35.0M (0 FTE)**
This request supports Executive Order 13587, which directs structural reforms to improve information security across the Federal Government. The request funds five DHS-wide initiatives related to safeguarding classified information: Removable Media, Reduce Anonymity, Insider Threat, Access Control, and Enterprise Audit.

FY 2014 Major Decreases:

- **Human Resources Information Technology -\$5.0M (3 FTE)**
Human Resources Information Technology (HRIT) funding level is being reduced in support of other Departmental priorities. This reduction is being achieved by extending the timeframe for closing the HR service gaps determined by the Human Capital Segment Architecture (HCSA) Project and prioritized by the HRIT Executive Steering Committee.
- **Asset Management Portfolio Review..... -\$1.75M (0 FTE)**
The Office of the Chief Readiness Support Officer is in the process of an enterprise-wide effort to integrate Component data (the Consolidated Asset Management Portfolio Information System (CAMPIS); the Sunflower Asset Management System (SAMS); and the DHS Virtual Office) into a comprehensive management program. OCRSO will continue to develop this enterprise-wide initiative but will slow down its development and implementation to ensure availability of funding for other Departmental priorities.
- **Efficiencies.....-\$51.307M (64 FTE)**
The DMO request includes savings and efficiencies of \$51.307M in areas such as travel, position eliminations and overtime hours, vehicle use, and through additional use of strategic sourcing contracts.

ANALYSIS AND OPERATIONS

Description:

The Analysis and Operations appropriation provides resources for the support of the Office of Intelligence and Analysis (I&A) and the Office of Operations Coordination and Planning (OPS). This appropriation includes both National Intelligence Program (NIP) and non-NIP funds for I&A and non-NIP funds for OPS.

Responsibilities:

The Analysis and Operations appropriation provides resources for the support of I&A and OPS. Although these two offices are distinct in their missions, they work closely together and collaborate with other DHS Components and related Federal agencies, as well as State, local, tribal, territorial (SLTT), foreign, and private-sector partners, to improve intelligence analysis, information sharing, incident management support, and situational awareness.

I&A's mission is to equip the homeland security enterprise (HSE) with the intelligence and information it needs to keep the Homeland safe, secure, and resilient. This mission is accomplished through four Strategic Goals: promote an understanding of threats to the Homeland through intelligence analysis; collect information and intelligence to support homeland security missions; manage intelligence for the HSE; and share the information necessary for action while protecting the privacy, civil rights, and civil liberties of all Americans. I&A also has a unique role as the central conduit for information sharing among the Intelligence Community (IC); Federal entities; SLTT entities through the National Network of Fusion Centers (NNFC); and other nontraditional partners.

OPS's mission is to provide decision support and enable the Secretary's execution of responsibilities across the HSE by promoting situational awareness and information sharing, integrating and synchronizing strategic operations and planning, and administering the DHS continuity program. OPS is responsible for providing DHS a joint operations coordination and planning capability at the strategic level to support DHS operational decision making, Department leadership, and participation in interagency operations throughout the HSE and across all mission areas.

Service to the Public:

Analysis and Operations resources enable the critical support necessary to the homeland security mission by improving the analysis and sharing of threat information. This includes advising all levels of government (Federal and SLTT), the private sector, and the public with timely information concerning threats to the Homeland.

At a Glance

Senior Leadership:
William E. Tarry Jr.
Acting Under Secretary of Intelligence and Analysis

Richard Chavez,
Director, Office of Operations Coordination and Planning

Established: 2006

Major Divisions: Office of Intelligence and Analysis; Office of Operations Coordination and Planning

Budget Request: \$309,228,000

Employees (FTE): 852

I&A analyzes intelligence and information about homeland security threats and serves as the two-way interface between the IC, SLTT, and private sector partners on homeland security intelligence and information. This includes warnings, actionable intelligence, and analysis to ensure that Headquarters leadership, Departmental operating Components, Federal policymakers, Federal law enforcement and IC partners, and frontline law enforcement have the information they need to confront and disrupt terrorist and other threats to the Homeland. I&A has a unique analytic mission, blending intelligence from the IC with DHS Component, SLTT, and other stakeholder source data, to provide homeland security-centric intelligence products to Federal, SLTT, and private sector decision makers. The Under Secretary for Intelligence and Analysis leads I&A and is the Department's Chief Intelligence Officer, responsible for managing the entire DHS Intelligence Enterprise (IE). The Under Secretary is also the Department's Information Sharing and Safeguarding Executive responsible for facilitating information sharing, implementing the objectives of the Department and the National Strategy on Information Sharing within DHS while ensuring that such information is protected from unauthorized disclosure.

OPS supports the execution of the Secretary's roles and responsibilities under the Homeland Security Act and Homeland Security Presidential Directive 5, Management of Domestic Incidents. OPS fills a unique role within the Department by enabling decision making through comprehensive, relevant, and timely information sharing, situational awareness, executive communications, continuity of operations, and operational planning capabilities as prescribed in Presidential Policy Directive 8, Preparedness. OPS also manages the analysis of special events submitted by state governments and coordinates federal support to those determined to have the highest risk.

OPS, through the National Operations Center (NOC), receives, assesses, and distributes all-threats and all-hazards information, from across the HSE, 24 hours a day, seven days a week to keep the Secretary, the White House, and other senior government (Federal and SLTT) officials, international partners, non-governmental organizations, and the private sector apprised of potential and/or current incidents which includes emerging threats.

The OPS Director, as the Department's Continuity Coordinator, is responsible for Departmental Mission Assurance activities, including: ensuring the effectiveness and survivability of all DHS Primary Mission Essential Functions; ensuring plans and procedures are in place for identifying, prioritizing, assessing, and protecting the Department's internal Critical Infrastructure and Key Resource (CIKR); and implementing the Secretary's Emergency Preparedness Initiative Programs for the Department. OPS also leads the Department's crisis action process, team, and planning function to facilitate senior leader decision making before, during, and after incidents.

FY 2012 Accomplishments:

I&A

- I&A developed an innovative analytic capability that links I&A-derived Intelligence Information Reports and data from other DHS Components with IC data to identify cyber intrusions affecting federal and private sector networks. I&A further leveraged IC support to the DHS cybersecurity mission by developing information requirements to protect government and private sector critical infrastructure networks.
- I&A improved understanding of homegrown violent extremism by working more closely with the DHS Intelligence Enterprise, State and local fusion centers, Federal law

enforcement, and others to identify behavior patterns and indicators of convicted terrorists. Additionally, I&A participated in the National Countering Violent Extremism Workshop for fusion centers and major city intelligence commanders to facilitate a better understanding of Countering Violent Extremism and their respective roles.

- I&A completed the assessment and analysis for a southwest border (SWB) tasking, collection, processing, exploitation, and dissemination architecture (TCPED). This first phase provided a detailed understanding of existing U.S. Customs and Border Protection processes, assets, and operations, and the creation of a new standardized sequenced process to address collection challenges. A similar effort was begun with the U.S. Coast Guard. Once fully implemented, the new TCPED architecture will permit analytically driven collection, integrate DHS component and mission partner capabilities, facilitate sharing of information, and increase the delivery of actionable intelligence to operational activities.
- I&A established and managed the Homeland Security Joint Collection Management Board (JCMB), and participated in operational working groups with the IC, DHS Components, DOD, and non-Title 50 agencies. The JCMB provides enterprise-wide awareness, collaboration, and synchronization of homeland collection efforts, and allows for a review of existing and future TCPED issues. Participation in the various community working groups assists I&A in representing and advocating for Department priorities and interests. In 2012, the JCMB identified key collection issues and priorities on the SWB, leading to the formation of several working groups and improved planning with DoD and the Department of Justice.
- I&A initiated the SWB Intelligence Campaign Plan (SWBICP) to focus IC and law enforcement intelligence support on the issues that are most critical to interdiction, investigatory, and safety concerns on the SWB. In 2012, interagency participants in the plan development agreed to five focus areas and a framework to develop and align collection and analytical resources on specific targets. The SWBICP will be completed in 2013, and will receive annual updates and refocusing.
- I&A improved the analysis of terrorist travel patterns, aviation security screening, and immigration and refugee vetting by leveraging information unique to DHS and more fully leveraging analytic tools to identify potentially illicit patterns and trends.
- I&A developed and disseminated DHS Pursuit Cables to share DHS-specific information with IC and law enforcement counterparts supporting ongoing terrorism investigations.
- I&A conceptualized and implemented two new product lines: the Homeland Intelligence Today (HIT), and the 24-hour Intelligence Watch and Warning (IWW) Reporting Summary. Designed to increase readership of DHS intelligence production, they are externally disseminated to the Presidential Daily Briefing staff, members of the IC, and DHS Components. I&A produced or facilitated the production of more than 1,000 HIT articles and 250 IWW Reporting Summaries.
- I&A produced 1,820 Daily Intelligence Highlights, tailored to meet the needs of more than 300 Federal and SLTT stakeholders for tracking global and regional threats; emerging tactics, techniques, and procedures; and lessons learned.

- I&A led the drafting and coordination of an IC assessment on the threats to the SWB at the request of the White House Office of National Drug Control Policy and under the direction of the National Intelligence Officer (NIO) for Transnational Threats. I&A also led, along with the Drug Enforcement Administration, the development of an IC assessment on the influence of Mexican drug cartels on US-based gangs at the request of the NIO for Transnational Threats working through the IC's Anti-drug and International Crime Team.
- I&A continued to support the development and maturity of the NNFC by increasing the number of Intelligence Officers deployed to fusions centers to 76 (67 intelligence officers and 9 regional directors) and deployed the Homeland Secure Data Network to an additional four locations for a total of 65 locations nationwide. Additionally, I&A deployed 19 Reports Officers to fusion centers to enhance the sharing of state and local law enforcement-derived information with the IC.
- I&A advanced homeland security intelligence information sharing by negotiating new agreements with Canada, under the "Beyond the Border" initiative, that facilitate joint intelligence production and cross-border sharing of law enforcement information.
- I&A negotiated and drafted a policy that resulted in a Directive from the Director of National Intelligence to improve IC processes for producing products from which essential intelligence can be distributed to SLTT partners in an effective and timely manner, without jeopardizing sensitive sources and intelligence methods.

OPS

- OPS provided over 12,000 situational awareness reports to the HSE.
- OPS supported or coordinated over 1,300 executive calls, conference calls, and video teleconferences for various disasters, exercises and Departmental missions.
- OPS supported executive decision-making in over 4,000 situations, events, and incidents.
- OPS implemented robust NOC executive classified and unclassified telecommunications capabilities while establishing a 24x7 NOC counterterrorism capability and a Southwest Border desk. The NOC Counterterrorism Desk provides a 24/7/365 capability for integrating and fusing, time sensitive incident, law enforcement and intelligence information from multiple sources to include DHS Component and Interagency databases. This capability provides decision support to DHS senior leaders.
- OPS chartered the Homeland Security Information Network (HSIN) Executive Steering Committee. The committee provides effective governance, oversight, and guidance enabling the program to field an agile development driven pilot solution two months ahead of schedule and consolidate seven DHS Portals into HSIN legacy.
- OPS conducted Mission Essential Function analysis of all DHS Component missions and Government Functions.
- OPS led DHS headquarters participation in the first multi-dimensional cyber focused National Level Exercise that included Continuity of Operations and Devolution.

- OPS enhanced the Department's access to continuity communications assets, resulting in the highest compliance score ever achieved by DHS (97 percent) as measured by the National Communications System Directive 3-10 "Minimum Continuity Communications Requirements."
- OPS planned, coordinated, and executed 37 basic National Planners Courses which trained 754 Federal, SLTT, and private sector planners.
- OPS developed planning products for the DHS 9/11 Anniversary Plan, Department Maritime Migration Plan, DHS Counterterrorism Plan, OPS Cyber Response Plan, and the Secretary of Homeland Security's Chemical Smart Book.
- OPS developed Integrated Federal Support Overviews for National Special Security Events and Special Event Activity Rating events to include: the President's State of the Union Address, the Democratic National Convention, the Republican National Convention, and the United Nations General Assembly.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|-------------------------------|----------------------------|------------------|--------------------------|------------------|-------------------------|------------------|------------------------|-------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Analysis & Operations | 851 | 338,068 | 851 | 339,957 | 852 | 309,228 | 1 | (28,840) |
| Total Budget Authority | 851 | \$338,068 | 851 | \$339,957 | 852 | \$309,228 | 1 | (\$28,840) |
| Less prior year Rescissions | - | [178] | - | - | - | - | - | - |

FY 2014 Highlights:

Funding and personnel for Analysis and Operations highlights are classified.

OFFICE OF THE INSPECTOR GENERAL

Description:

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (P.L. 107-296) by an amendment to the *Inspector General Act of 1978*. The OIG has a dual reporting responsibility to the Secretary of DHS and to the Congress. The OIG serves as an independent and objective audit, inspection, and investigative body to promote economy, effectiveness, and efficiency in DHS programs and operations, and to prevent and detect fraud, waste, and abuse.

Responsibilities:

The OIG conducts and supervises audits, inspections, special reviews, and investigations of the Department's programs and operations. The OIG examines, evaluates and, where necessary, critiques these operations and activities, recommending ways for DHS to carry out its responsibilities in the most economical, efficient, and effective manner possible. The OIG reviews recommendations regarding existing and proposed legislation and regulations relating to the Department's programs and operations.

In addition, the OIG is responsible for the oversight of the management and expenditures of all contracts, grants, and governmental operations related to ongoing disaster relief operations and counter-terrorism efforts. The OIG ensures that this oversight encompasses an aggressive and ongoing audit and investigative effort designed to identify and address fraud, waste, and abuse. The OIG also coordinates the audit activities of other inspectors general who oversee funds transferred to their respective departments and agencies by the Federal Emergency Management Agency (FEMA).

Service to the Public:

The OIG safeguards the public's tax dollars by preventing and detecting fraud, waste, and abuse in the Department's programs and operations. The OIG maintains and publicizes a toll-free hotline, which provides a prompt, effective channel for DHS employees, contract personnel, and private citizens to report incidents of fraud, waste, and abuse.

At a Glance

Senior Leadership:
Charles K. Edwards, Deputy Inspector General

Established: 2003

Major Divisions: Audits, Emergency Management Oversight, Information Technology Audits, Inspections, and Investigations

Budget Request: ***\$143,309,000***

Employees (FTE): *681*

FY 2012 Accomplishments:

- During FY 2012:
 - OIG issued 132 management and 59 financial assistance grant reports. These reports and other prior reports resulted in the recovery of \$155.6 million from cost disallowances, and identified questioned costs of \$274.12 million and potential cost savings of \$129.86 million.
 - OIG investigations resulted in 244 arrests, 161 indictments, and 178 convictions. In addition, OIG closed 1,965 investigations and 20,165 complaints, initiated 1,030 new investigations, and issued 1,255 Reports of Investigation.
 - Investigative fines and restitutions (\$16.2 million) and administrative cost savings (\$7.1 million) totaled \$23.3 million.

- OIG identified areas of improvement and provided 702 recommendations to DHS leadership to improve the economy, effectiveness, and efficiency of its programs. Upon implementation, OIG recommendations should strengthen the Department's ability to accomplish its mission. The recommendations that were provided to the senior management will enable the Department to attain the highest possible program performances and achieve desired program results. DHS management has concurred with 95 percent of OIG's recommendations.

- In FY 2012, the OIG improved the economy and effectiveness of the Department by audit work that covered the breadth of departmental activities and programs within individual components. Significant reports included an analysis of the Transportation Security Administration's (TSA's) ability to track and identify critical security breaches to improve the agency's ability to monitor trends; the effectiveness of TSA's use of body scanners for passenger screening; examinations of critical border security functions, including Unmanned Aircraft Systems; and an in-depth review of the Department's efforts to improve its acquisition programs. The OIG also oversaw the external audit efforts that resulted in the first qualified opinion on the Department's balance sheet.

- OIG is equally focused on high-risk departmental activities. OIG provided oversight of the Department's international cybersecurity programs by issuing a report that presented recommendations for the strategic planning required to promote the protection of global cyberspace, improve the effectiveness and efficiency of international affairs operations, and support international incident response and the sharing of best practices. The OIG conducted an audit to determine whether the U.S. Customs and Border Protection (CBP) had developed a strategy to address illicit cross-border tunnels and acquired tunnel detection technology. The OIG found that CBP was establishing a tunnel detection technology acquisition program and a tunnel Program Management Office, and offered recommendations for improvements.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|---|----------------------------|------------------|--------------------------|------------------|-------------------------|------------------|------------------------|----------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses | 676 | 141,000 | 681 | 141,863 | 681 | 143,309 | 5 | 2,309 |
| Gross Discretionary | 676 | \$141,000 | 681 | \$141,863 | 681 | \$143,309 | 5 | \$2,309 |
| Hurricane Sandy Supplemental (P.L. 113-2) | - | - | - | 3,000 | - | - | - | - |
| Total Budget Authority⁵ | 676 | \$141,000 | 681 | \$144,863 | 681 | \$143,309 | 5 | \$2,309 |

FY 2014 Highlights:**Audits, Inspections and Investigations.....\$143M (681 FTE)**

- The Office of Audits (OA) plans to conduct approximately 80 program and financial audits in FY 2014, including finishing all the required audits of state and UA Homeland Security grants. The number of planned audits for *American Recovery and Reinvestment Act of 2009* (ARRA) spending will decrease in FY 2014, commensurate with the drawdown in ARRA funds. Moreover, there are fewer standalone financial audits, as the Department relies on a consolidated financial statement process with auditable financial statements. OA will focus its audit work on issues that are mission critical to the Department, such as perimeter security at airports, and in areas of significant cost such as CBP's aviation maintenance contract, currently valued at over \$1 billion. OIG will continue to work closely with DHS's management and congressional oversight committees to identify potential audit work that will promote the economy and the effectiveness and efficiency of departmental programs and operations.
- The Office of Inspection (ISP) will continue to address complex issues confronting the Department in its effort to reduce the Nation's vulnerability to terrorism and prevent mismanagement, waste, and abuse. ISP estimates that in FY 2014 it will undertake 18 reviews that promote the economy, efficiency, effectiveness, and integrity of DHS programs and operations. These reviews will be focused in the areas of science and technology, civil rights/civil liberties, intelligence oversight, international operations, border security, and immigration enforcement. ISP will continue to be responsive and provide information to Members of Congress for their use in making critical decisions. ISP will also continue to build its relationships with nongovernmental organizations, and expects additional requests for civil rights/civil liberties related reviews from these organizations.
- The Office of Information Technology (ITA) will continue to evaluate the Department's progress in establishing a cost-effective and secure IT infrastructure. The office anticipates

⁵ Total Budget Authority includes transfer from FEMA's Disaster Relief Fund totaling \$24 million in all three years.

completing 25 projects on evaluations and reviews on DHS-wide network implementation and development of a standard IT platform, immigration systems modernization, and DHS's efforts to protect control systems from cyber attack. ITA will also evaluate DHS's efforts to protect personally identifiable information in its corporate systems. As mandated by FISMA, the office will continue to assess the Department's progress, action plans, and milestones, to ensure implementation of security policies, procedures, and systems certification and accreditation for a cost-effective and secure IT infrastructure. The Forensics Division will continue to conduct forensic audits and contract fraud reviews and makes recommendations concerning DHS programs that are vulnerable to fraud, waste, and abuse. The Forensics Division anticipates eight or more engagements during FY 2014.

- The Office of Investigations' (INV's) top priority is to ensure the integrity of DHS personnel, programs, and operations that secure the Nation's borders, POEs, and immigration and transportation systems. For FY 2014, INV will vigorously investigate allegations that most significantly impact national security, such as border corruption and serious misconduct involving DHS employees. INV will emphasize prevention efforts, such as integrity briefings to proactively combat employee misconduct, and fraud awareness briefings for stakeholders. INV will collaborate with DHS Components and law enforcement partners to address the insider and national security threat. INV will also investigate program fraud and other criminal activities impacting DHS programs and operations, such as allegations of fraud by contractors, grantees, employees or other individuals or entities funded by or engaged in DHS programs or operations. As Hurricane Sandy recovery efforts progress, INV anticipates continuing to dedicate significant resources to combat potential fraud in public assistance grants. INV will work closely with both internal and external stakeholders to identify program areas for proactive investigations, and will maintain OIG's commitment to the protection of the Department's financial resources.
- Based on the current annual funding level of \$24 million, the Office of Emergency Management Oversight (EMO) plans to complete 10 audits of FEMA programs and operations and 60 audits of FEMA public assistance grants. Each year FEMA provides state and local government around \$10 billion in public assistance grants and EMO audits about \$1.2 billion of that amount. Based on historical information, EMO generally determines that state and local governments improperly spend about 30 percent of the amount audited. In the event of major disasters, EMO deploys experienced staff to FEMA headquarters and disaster locations to provide FEMA, state, and local officials' guidance on typical audit findings as well as issue quick management advisory reports intended to identify key controls weaknesses that deter the manifestation of the weaknesses into significant problems. During FY 2014, the recoveries for Hurricane Sandy should mature, and will require EMO to dedicate more resources to the New York and New Jersey area by reassigning resources dedicated to audit coverage of FEMA projects in the Gulf Coast area. It is anticipated that the efforts dedicated to Hurricane Sandy will result in 13 reports in FY 2014.

- **9/11 Commission Act Audits.....\$2.6M (0 FTE)**
The \$2.6 million requested increase in FY 2014 will provide the necessary funds to stay on track to complete the congressionally mandated audits of States and territories receiving grants administered by the Department by August 2014. To date, the OIG has managed to complete 31 and start 16 out of 61 required audits. In FY 2013, the OIG plans to complete 20 audits and start the remaining audits. The \$2.6 million increase will allow the OIG to conduct the remaining audits in FY 2014 and meet the congressionally mandated timeline for completion.

U.S. CUSTOMS AND BORDER PROTECTION

Description:

U.S. Customs and Border Protection (CBP) is responsible for securing America's borders to protect the United States against terrorist threats and prevent the illegal entry of inadmissible persons and contraband, while facilitating lawful travel, trade, and immigration. CBP performs these missions with vigilance, integrity, and professionalism.

Responsibilities:

CBP is responsible for securing America's borders against terrorist threats, while facilitating legitimate travel, trade, and immigration. This critical mission is carried out by CBP's personnel, as well as the use of intelligence, targeting, technology, infrastructure, and a broad range of other assets and capabilities.

CBP also partners with Federal, State, local, tribal, and international stakeholders to perform its mission.

As the guardian of America's borders, CBP is responsible for protecting the United States and the American people from the entry of dangerous goods and people. This includes ensuring that all persons and cargo enter the U.S. legally, safely, and efficiently through official air, land, and sea POEs; preventing the illegal entry of persons and contraband into the U.S. at and between POEs; and enforcing trade, tariff, and intellectual property laws and regulations.

CBP guards more than 5,000 miles of border with Canada, 1,900 miles of border with Mexico, and 95,000 miles of shoreline; processes approximately 350 million travelers a year at POEs; and processes 30.4 million trade entries annually. CBP's Border Patrol and Air and Marine agents patrol our Nation's land and littoral borders and associated airspace to prevent illegal entry of people and goods into the United States. CBPOs and agriculture specialists are multi-disciplined and perform the full range of inspection, intelligence analysis, examination, and law enforcement activities relating to the arrival and departure of persons, conveyances, and merchandise at POEs.

Securing flows of goods, conveyances, and people to and through the United States is crucial to CBP's success in protecting our nation. Focusing on the entire supply chain allows CBP to intercept potential threats before they reach our borders, while also expediting legitimate travel and trade. CBP's Trusted Traveler Programs (TTPs) provide expedited immigration, customs, and agriculture processing upon arrival in the United States for pre-approved, low-risk participants through secure and exclusive dedicated lanes and kiosks.

CBP has a number of force multiplier programs including the Container Security Initiative (CSI), Customs-Trade Partnership Against Terrorism (C-TPAT), the National Targeting Center (NTC) (passenger and cargo activities), preclearance, the Immigration Advisory Program (IAP), Non-

At a Glance

Senior Leadership:

*Thomas S. Winkowski, Deputy Commissioner
performing the duties of the Commissioner*

Established: 2003

*Major Divisions: Office of Field Operations;
Office of Border Patrol; Office of Air and
Marine; and Office of Trade*

| | |
|--|-------------------------|
| <i>Budget Request:</i> | <i>\$12,900,103,000</i> |
| <i>Gross Discretionary:</i> | <i>\$10,836,380,000</i> |
| <i>Mandatory, Fees & Trust Fund:</i> | <i>\$2,063,723,000</i> |

| | |
|-------------------------|---------------|
| <i>Employees (FTE):</i> | <i>63,564</i> |
|-------------------------|---------------|

Intrusive Inspection (NII), Radiation Portal Monitors (RPM), Advanced Targeting System (ATS) and Air Cargo Advance Screening (ACAS). CBPOs and agents work at foreign and domestic locations to prevent cross-border smuggling of contraband such as controlled substances, weapons of mass destruction, and illegal or diseased plants and animals.

CBP personnel also work to prevent and intercept the illegal export of U.S. currency and other monetary instruments, stolen goods, and strategically sensitive technologies. CBPOs, deployed overseas at major international seaports as a part of the Container Security Initiative, pre-screen shipping containers to detect and interdict illicit material before it arrives in the U.S. CBP has significantly developed its intelligence and targeting efforts to separate shipments and individuals according to the risks they pose, allowing CBP to increase security while simultaneously expediting legitimate travel and commerce. The Preclearance program further enhances these intelligence and targeting efforts by effectively extending our borders thereby preventing terrorists, terrorist instruments and other national security threats from gaining access to the United States as well as protecting U.S. agricultural infrastructure from foreign pests, disease and global outbreaks. Additionally, the Immigration Advisory Program and Joint Security Program enhance targeting by identifying high risk travelers, interdicting contraband, identifying previously unknown threats and exchanging border security information with our foreign partner governments.

A safe and secure homeland requires that we secure our air, land, and sea borders. Securing the physical borders, flows of goods and people, and conveyances to and through the United States is crucial to CBP's success in protecting our nation.

Service to the Public:

The American people place enormous trust and confidence in CBP to keep them safe, and CBP must ensure that its employees maintain the highest professional standards. CBP protects the American public from acts of terrorism by constant vigilance at and between POEs. CBP protects American businesses and workers by ensuring travelers and goods move safely and efficiently across our borders; immigrants and visitors are properly documented; and customs, immigration, and trade laws, regulations, and agreements are enforced.

FY 2012 Accomplishments:

Trade

- CBP processed nearly \$2.38 trillion in trade and nearly 25 million containers through our Nation's POEs. In FY 2012, CBPOs conducted nearly 23,000 seizures of violations of intellectual property rights and prevented \$1.2 billion in counterfeit goods from entering the U.S. economy, representing a 14 percent increase in value over FY 2011.



A CBP Officer and his canine inspect a vehicle at the Nogales Port of Entry.

- CBP opened four new Centers for Excellence and Expertise in FY 2012. The industry-specific centers serve as single points of processing for participating importers. They increase uniformity of practices across POEs, facilitate the timely resolution of trade compliance issues nationwide, and offer CBP important information on key industry practices which helps the agency facilitate legitimate trade. The new centers are based in Los Angeles, New York, Detroit, and Houston and support the Electronics; Pharmaceutical; Automotive and Aerospace; and Petroleum, Natural Gas, and Minerals industries, respectively.

Travel

- CBPOs at 329 POEs inspected more than 350 million travelers and enrolled over 414,000 new travelers for a total of 1.5 million members in the agency's Trusted Traveler Programs (Global Entry, SENTRI, NEXUS, and FAST) which are designed to expedite the processing of low-risk travelers and commerce through rigorous, recurrent background checks.
- CBPOs processed nearly 15 million air travelers at 15 international pre-clearance locations.

Enforcement

- Nationwide, Border Patrol apprehensions of illegal aliens, a key indicator of illegal immigration, decreased from nearly 724,000 in fiscal year 2008 to approximately 365,000 in fiscal year 2012, a nearly 50-percent reduction and a 78% decrease from their peak in 2000. This indicates that, as a result of increased enforcement, fewer people are attempting to illegally cross the border.
- CBP Agriculture Specialists seized more than 1.6 million prohibited plant materials, meat, and animal byproducts in fiscal year 2012, and intercepted nearly 174,000 pests at POEs.
- CBPOs and agents seized more than 4.2 million pounds of narcotics, a 16-percent increase from fiscal year 2012, and more than \$100 million in unreported currency.
- At POEs, CBPOs arrested more than 7,700 people wanted for crimes, including murder, rape, assault, and robbery. CBPOs also denied entry to nearly 145,000 people attempting to enter the United States through an air, land, or sea POEs who were found inadmissible for immigration, customs, health, criminal, or national security reasons.
- As a result of the efforts of the CBP National Targeting Center and Immigration Advisory Program, 4,199 high risk travelers, who would have been found inadmissible, were prevented from boarding flights destined for the U.S., an increase of 32 percent compared to FY 2011.
- Under this Administration, DHS has dedicated historic levels of personnel, technology, and resources to our borders. The number of Border Patrol agents has more than doubled in size since 2004, to 21,370 agents. The number of Customs and Border Protection officers has also increased to 21,775.
- In FY 2012, over \$46 million in Operation Stonegarden funding was provided to states and United States territories to enhance cooperation and coordination among local, tribal,

territorial, state, and federal law enforcement agencies in a joint mission to secure the border. States receiving funding in FY 2012 were Arizona, California, New Mexico, and Texas on the southern border, Idaho, Maine, Michigan, Minnesota, Montana, New Hampshire, New York, North Dakota, Ohio, Pennsylvania, Vermont, and Washington on the northern border, and Alabama, Florida, Louisiana, and Puerto Rico on the coastal borders.

- CBP continues to deploy proven, effective surveillance technology tailored to the operational requirements along the highest trafficked areas of the southwest border. CBP's Unmanned Aircraft Systems flew more than 5,700 hours in FY 2012—a record number of hours for the program—contributing to the seizure of more than 66,000 pounds of narcotics.
- CBP's P-3 aircraft, operating out of bases in Corpus Christi, Texas, and Jacksonville, Florida, flew more than 5,500 hours in FY 2012, resulting in the seizure or disruption of over 117,000 pounds of cocaine, worth \$8.76 billion, or nearly \$1.3 million worth of drugs for every flight hour.



A CBP Unmanned Aircraft System performs surveillance duties along the southwest border.

Legislative Proposal to Increase COBRA and Immigration User Fees (IUF) and Amend Reimbursable Agreements Authority:

CBP's FY 2013 Report to Congress on Resource Optimization at Ports of Entry, indicates a need for additional workforce capacity at our POEs today, assuming current processes, procedures, technology, facilities, and use of overtime. CBP's requirements process also projects needs for additional staff in FY 2014 due to expanding facilities, technology deployments, and expected growth in travel and trade. Combined, CBP's total additional requirement through FY 2014 is over 3,800 CBPOs.

To address these needs, the President's FY 2014 Budget submission includes a request for appropriated funding for 1,600 additional CBPOs. It further seeks Congressional approval for legislative proposals to increase current immigration and customs user fees to recover more of the costs associated with providing services. These proposals will support an additional 1,877 CBPOs. The President's FY 2014 Budget submission also includes a legislative proposal to amend existing legislation for reimbursable agreements authority as an additional effort to explore alternate sources of financing, and to create a mechanism for CBP to engage in public-private partnerships to fund enhanced CBP services.

Recent staffing deployments continue to indicate that additional CBPO staffing reduces wait times and transaction costs for cross border travel and trade, improves cargo release time frames, and increases enforcement effectiveness; however, because fees are set by statute they have not kept pace with the growth in workload. As part of its efforts to address CBPO staffing challenges at POEs, CBP proposes raising two main user fees associated with CBP processing: the Immigration User Fee (IUF) and the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) user fee.

CBP has proposed a \$2.00 increase to both the IUF and COBRA air and sea passenger user fees, as well as proportional increases in other IUF and COBRA fee categories. The IUF increase is projected to provide approximately \$166 million in additional funding, supporting up to 974 additional CBPOs. The COBRA user fee increase is projected to provide approximately \$194 million in additional funding, supporting up to 903 additional CBPOs. In future budget requests, CBP will tie these fees to the Consumer Price Index so they keep pace with the rising costs of processing international trade and travel.

The proposed COBRA and IUF legislative changes are intended to bridge the gap in the staffing needs identified in the FY 2013 Report to Congress on Resource Optimization at Ports of Entry, related to current service levels. The public-private partnerships, resulting in reimbursable agreements, are intended to fund overtime and enable CBP to expand CBP inspection services as requested by public and private stakeholders. All of these legislative proposals will lead to a reduction in wait-times for travelers and cargo and an increase in seizures of illegal and counterfeit goods, resulting in a positive impact on the Nation's economy.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|--|----------------------------|--------------------------------|--------------------------|--------------------------------|-------------------------|---------------------|------------------------|------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Headquarters Management and Administration | 4,657 | 1,809,919 | 4,657 | 1,875,266 | 4,937 | 1,620,884 | 280 | (189,035) |
| Border Security Inspections and Trade Facilitation at POE's | 20,829 | 2,971,624 | 20,829 | 2,921,532 | 21,707 | 3,319,657 | 878 | 348,033 |
| Border Security and Control Between the Ports of Entry | 23,518 | 3,630,437 | 23,518 | 3,641,756 | 23,087 | 3,756,245 | (431) | 125,808 |
| Air and Marine Operations – Salaries | 1,748 | 287,901 | 1,748 | 289,663 | 1,728 | 286,769 | (20) | (1,132) |
| U.S. VISIT | 0 | 0 | 0 | 0 | 283 | 253,533 | 283 | 253,533 |
| Subtotal, Salaries & Expenses | 50,752 | \$8,699,881⁶ | 50,752 | \$8,728,217⁷ | 51,742 | \$9,237,088 | 990 | \$537,207 |
| Air and Marine Interdiction, Operations, Maintenance and Procurement | 0 | 503,966 | 0 | 507,050 | 0 | 427,701 | 0 | (76,265) |
| Automation Modernization | 69 | 334,275 | 82 | 331,290 | 82 | 340,105 | 13 | 5,830 |
| Facilities Management | 200 | 236,596 | 200 | 238,044 | 633 | 471,499 | 433 | 234,903 |
| Border Security Fencing, Infrastructure, and Technology | 205 | 385,100 | 205 | 399,430 | 0 | 351,454 | (205) | (33,646) |
| Small Airports | 69 | 7,381 | 69 | 8,284 | 69 | 8,533 | 0 | 1,152 |
| Gross Discretionary | 51,295 | \$10,167,199 | 51,308 | \$10,212,315 | 52,526 | \$10,836,380 | 1,231 | \$669,181 |
| Customs Unclaimed Goods | 0 | 5,897 | 0 | 5,933 | 0 | 5,992 | 0 | 95 |
| Mandatory Fees | 9,161 | 1,608,342 | 9,161 | 1,645,602 | 11,038 | 2,057,731 | 1,877 | 449,389 |
| Total Budget Authority | 60,456 | \$11,781,438 | 60,469 | \$11,863,850 | 63,564 | \$12,900,103 | 3,108 | 1,118,655 |
| Less Prior Year Rescissions | 0 | [-16,994] | 0 | [-12,994] | 0 | 0 | 0 | [16,994] |

⁶ Total does not include \$13.508 million for Spectrum Relocation⁷ Total does not include the \$1.667 million received per P.L. 113-2, the Disaster Relief Appropriations Act. 2013

FY 2014 Highlights:

- **Law Enforcement Officers**

The FY 2014 Budget supports 21,370 CBP Border Patrol agents and a record 25,252 CBPOs who work with Federal, state, and local law enforcement to target illicit networks trafficking in people, drugs, illegal weapons, and money and to expedite legal travel and trade. This CBPO staffing level includes the request for 1,600 CBPOs as well as up to 1,877 CBPOs funded by CBP's proposed increase to COBRA and IUF fees.

- **Increase to CBPO Staffing Level..... \$210.1M**

CBP requests an increase of \$210.1 million to fund 1,600 additional CBPOs to include 70 canine teams at POEs, and 245 mission and operational support positions, equating to 1,845 positions. Staffing needs identified in CBP's FY 2013 Report to Congress on Resource Optimization at Ports of Entry, continue to increase as CBP takes on expanded mission requirements, capacity at POEs grows, and travel to the U.S. increases. The increase will enhance CBP's ability to facilitate processing of legitimate travelers and cargo, and reduce wait times. The Budget also seeks Congressional approval for legislative proposals to increase current Immigration and Customs user fees to recover more of the costs associated with providing services, and to support up to 1,877 additional CBPOs. Based upon a study conducted by the National Center for Risk and Economic Analysis of Terrorism Events - University of Southern California (CREATE), initial estimates indicate that for every 1,000 CBPOs added, the U.S. can anticipate a \$2 billion increase in Gross Domestic product. In conjunction with the additional CBPOs, additional resources for canine operations will increase the seizures of unlawful items.

- **Trusted Traveler Programs (comprised of NEXUS, SENTRI, FAST, and Global Entry)**

The Trusted Traveler Programs continue to expand and included more than 1.5 million members in FY 2012. Trusted Traveler Programs are projected to realize significant growth in future years with approximately 1 million more members from FY 2012 to FY 2014.

- **Integrated Fixed Towers.....\$77.4M (0 FTE)**

Increase of \$77.4 million is requested to support the deployment of proven, effective surveillance technology along the highest trafficked areas of the southwest border in Arizona. Funds will be used to procure and deploy commercially available technology tailored to the operational requirements of the Border Patrol, distinct terrain, and population density of each border region.

- **King Air (KA)-350CER Multi-Role Enforcement Aircraft (MEA)....\$43.0M (0 FTE)**

The budget requests an increase of \$43 million for two KA-350CER MEA. The MEA is a multi-role aircraft with a multi-mode radar for use over water and land and for air-to-air situational awareness. It is the most capable new, twin-engine aircraft that CBP has purchased.

- **Tactical Communication (TACCOM).....\$40.0M (0 FTE)**

The FY 2014 request includes \$40 million for development and deployment of CBP's Land Mobile Radio TACCOM systems. TACCOM systems are the primary communications lifeline for more than 44,000 agents and officers that are critical to the success of CBP missions and operations. The TACCOM program upgrades and expands legacy analog hand-

held radio communications to provide new digital technology with advanced encryption protection, expanded coverage and capacity, and enhanced interoperability.

- **Tethered Aerostat Radar System (TARS).....\$37.4M (0 FTE)**
The TARS Program is a multi-mission capability that supports the Counter-Narcotics, Air Surveillance, and US Air Sovereignty missions. The FY 2014 request of \$37.4 million will provide for the continuation of the TARS program following transition from the Department of Defense.
- **Targeting Systems.....\$31.6M (0 FTE)**
The requested increase of \$31.6 million will support enhancements to targeting systems by updating rules in real time and providing CBP with 24/7 targeting capability, and is directly in response to the program/workload increase over the past few years. Improvements in targeting lead to greater efficiencies (broader functionality, time savings, and improved accuracy) in the field and allow CBP to focus on higher-risk passengers and cargo. Increased system functionality in core areas throughout the land, passenger and cargo modules plays a critical role in increasing the identification and tracking down known and suspected terrorists, terrorist weapons, and transnational crime in the country of origin for passenger travel and cargo shipments with foreign partners. Building on this history of innovation in order to develop new capabilities in support of targeting and operations will be a critical factor in taking the CBP law enforcement targeting enterprise to the next level. CBP also continues to work on and plan for enhancements to ATS to support the efforts to target and identify known and unknown threats to the homeland, with priority placed in areas like machine learning and entity resolution, as well as new data acquisition to enhance CBP’s risk determinations on specific travelers, conveyances, and/or cargo shipments.
- **Automated Targeting Systems (ATS) O&M.....\$31.1M (0 FTE)**
The request of \$31.1 million maintains current service levels and ensures sustained operations and performance of ATS and sub-systems. addresses resource requirements that will support the maintenance of and enhancements and improvements to ATS, and support the overall operations and maintenance (O&M) of the six modules that comprise ATS. The funds support time-sensitive technical requirements, continued technical support for maintenance of the targeting framework, advanced targeting capabilities, and ATS hardware and software upgrades. ATS incorporates intelligence information and technologies to target suspect inbound and outbound shipments for examinations and passengers for inspection. ATS allows CBP offices to focus their efforts on cargo shipments and passengers that most warrant further attentions.
- **P-3 Service Life Extension Program (SLEP).....\$24.0M (0 FTE)**
The budget requests \$24 million for the P-3 SLEP. CBP’s P-3 aircraft are high-endurance, all-weather, tactical turbo-prop aircraft that are used primarily for long-range patrols along the entire U.S. border, near choke points off the coast of source and transit zone countries, and throughout Central and South America. It is the primary DHS asset used to detect and target bulk drug shipments carried by self-propelled semi-submersible vessels.
- **Consolidation of the National Targeting Center (NTC)\$13.2M (0 FTE)**
The requested \$13.2 million will fund the initial cost of consolidating CBP’s NTCs for passengers and cargo into one location. This consolidation will result in an improved space

that better meets the mission needs of the organization and its people, including strategic co-location of appropriate groups, and will improve the NTC's mission effectiveness.

Specifically, NTC and interagency personnel will be able to communicate and coordinate instantaneously on matters related to terrorism and national security while also eliminating redundancies in operational requirements.

- **CBP Mobile Program.....\$10.8M (0 FTE)**
CBP requests an increase of \$10.8 million for 1,500 additional mobile devices, which include Electronic Link Mobile Operations (ELMO) devices, handheld license plate/document readers (MC75A), and Secure Electronic Enrollment Kits (SEEK). CBP has currently deployed over 300 ELMO devices, over 100 MC75A devices, and 4 SEEKs. With these additional investments, CBP anticipates a cost avoidance of up to \$9.7 million and 95,742 inspectional hours equivalent to adding an additional 81 CBPO FTEs. CBP intends to continue deploying mobile devices to leverage existing operations, enable processing on the go, and better enable targeting and processing in real time.

- **Integrated Traveler Processing.....\$8.0M (0 FTE)**
CBP requests an increase of \$8 million for investing in technology to improve processing at air and land POEs through the acquisition of 60 kiosks at airports and at 8 high volume pedestrian crossings which represent approximately 73% of the 40 million total pedestrians annually at all pedestrian crossings. These kiosks will help reduce wait-times and streamline entry into the U.S.

- **National Targeting Center- Enhanced Targeting.....\$7.8M (0 FTE)**
The requested increase of \$7.8 million will allow CBP to continue to support significant workload increases and program expansion to develop and implement an enhanced targeting strategy that more effectively and efficiently divides cargo and travelers according to the potential threat they pose.

- **Sensor Upgrades for Tactical Aircraft.....\$3.5M (0 FTE)**
The budget requests \$3.5 million for tactical aircraft sensor upgrades. Newer, more capable sensors provide better detection and identification ability, greater standoff ranges for safer and more covert operation, and laser range finder and illumination functionalities which enhance mission coordination between airborne and ground agents.

- **Marine Vessels.....\$3.5M (0 FTE)**
The Budget requests \$3.5 million for marine vessels. This funding will allow CBP to procure up to five additional Coastal Interceptor Vessels (CIV).

- **Single Transaction Bond Centralization.....\$3.3M (0 FTE)**
The request includes \$3.3 million for the Single Transaction Bond Centralization Initiative. CBP continues to make improvements to increase collections of customs revenue. Automation and centralization of these bonds will improve current revenue collection procedures, consistent with recommendations made by GAO.



A Border Patrol Agent and his canine perform a search near El Paso, TX.

FY 2014 Major Decreases:

- **Managed Hiring and Workforce Shaping.....-\$124.9M (-521 FTE)**
These two program changes will result in a decrease of \$124.9 million and 521 FTE (non-agents and officers). CBP is right-sizing the budget to ensure that it supports mission support personnel, while allowing the agency to attrit down with a managed hiring strategy that would, on average, backfill only one out of every seven personnel who leave the agency, with the exception of CBPOs, Border Patrol agents, Agriculture Specialists, Air and Marine Interdiction agents, Polygraph Examiners, and Trade and Revenue positions. In addition to the managed hiring strategy, CBP will need to make further reductions in mission support staffing. These additional staffing reductions will be achieved through implementation of Voluntary Early Retirement Authority (VERA). This incentive will increase attrition above historical averages and further reduce mission support staffing levels.
- **CBP IT Infrastructure & Systems Support.....-\$54.0M (-25 FTE)**
The Budget request includes a reduction of \$54 million and 25 FTE of CBP-Wide Information Technology (IT) Systems and Support. While mission systems will be maintained, changes or enhancements to specified non-mainframe applications will be restricted.
- **CBP Fleet Acquisition & Management.....-\$48.3M (0 FTE)**
CBP will defer replacing vehicles used for lower priority operations, resulting in a savings of \$48.3 million.
- **Non-Intrusive Inspection (NII) Investments & O&M.....-\$31.0M (0 FTE)**
The \$31.0 million reduction transitions the NII program to an Operations and Maintenance (O&M) steady state mode. With this shift in strategy, the program will rely on currently fielded equipment. The NII program will develop a risk mitigation plan to shift NII

resources in order to meet mission requirements for facilitating the movement of legitimate trade and intercepting and screening high risk cargo and conveyances.

- **CBP Transportation Program.....-\$23.8M (0 FTE)**
CBP will realize a savings of \$23.8 million through reduced workload and cost efficiencies. This savings will be acquired through reconfiguration of the assets used in meeting the lower workload requirements and lower cost from the re-competition of the transportation contract.
- **Training and Development.....-\$19.0M (-22 FTE)**
CBP will realize a savings of \$19 million and 22 FTE through a combination of transitioning courses to distance learning technology, converting courses from contractor provided to in-house instructors, course consolidation, relocating courses to more cost efficient delivery locations, eliminating the Tuition Assistance Program, reducing 22 mission support FTEs, and leveraging opportunities to send instructors to student locations, thus reducing travel costs.
- **Foreign Language Awards Program (FLAP).....-\$16.0M (0 FTE)**
CBP requests a reduction of \$16 million from FLAP to ensure CBP’s highest priority capabilities are fully funded. FLAP was originally implemented as an incentive for U.S. Customs inspectors to learn foreign languages to augment duties at the POEs; however under the current CBP structure, the value of this incentive has diminished. In addition, other CBP personnel (for example Border Patrol agents) have a language requirement for employment and do not receive special compensation.
- **Port Runner/Absconder Mitigation.....-\$10.0M (0 FTE)**
CBP requests a reduction of \$10 million in funding for Port Runner/Absconder Mitigation efforts. A comparison of the number of port runner/absconder incidents that occurred between FYs 2010 and 2011 reflects a significant downward trend, a 47% decrease overall, with an average apprehension rate of 56% nationwide. This reduction will be implemented in a strategic manner, taking into account risk factors, size of ports, minimum staffing requirements, overtime, and scheduling.
- **Facilities Maintenance, Repairs, and Operations.....-\$9.1M (0 FTE)**
The reduction of \$9.1 million is applied to activities within the Facilities Construction and Sustainment PPA in order to prioritize frontline CBP operations. The program decrease will ensure CBP’s highest priority capabilities are fully funded to achieve core mission outcomes. To minimize the effect on critical operational needs, CBP will assess its facilities portfolio to identify and prioritize core mission and facilities requirements.
- **US-VISIT Mission Support Staff.....-\$8.0M (-55 FTE)**
The US-VISIT program will reduce its mission support by \$8.0 million and 55 FTE positions in the areas of strategic and operational planning, human capital, budget and financial management, information technology security and support, acquisition, administration, and logistics.



A CBPO monitors a tanker entering Long Island Sound after Hurricane Sandy

U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT

Description:

U.S. Immigration and Customs Enforcement (ICE) is the principal investigative arm of the U.S. Department of Homeland Security (DHS) and the second-largest investigative agency in the Federal Government. Created in 2003, through a merger of the U.S. Customs Service and the Immigration and Naturalization Service, ICE has more than 19,000 employees in all 50 states, the District of Columbia, and 48 foreign countries.

ICE promotes homeland security and public safety through broad criminal and civil enforcement of approximately 400 federal laws governing border control, customs, trade, and immigration.

Responsibilities:

ICE identifies, apprehends, and removes criminal and other removable aliens from the United States and dismantles terrorist and transnational criminal organizations that exploit our borders by: (1) preventing terrorism and enhancing security; (2) securing and managing our borders; and (3) enforcing and administering our immigration laws. The agency carries out its mission through two principal operating components – HSI and Enforcement and Removal Operations (ERO) – and two supporting components – Office of the Principal Legal Advisor (OPLA) and M&A, which includes the ICE Office of Professional Responsibility (OPR), which is responsible for investigating allegations of criminal misconduct at ICE and U.S. Customs and Border Protection (CBP).

- HSI's 6,500 special agents conduct transnational criminal investigations to protect the United States against terrorist and other criminal organizations that threaten public safety and national security and bring to justice those seeking to exploit our customs and immigration laws worldwide. HSI uses its legal authorities to investigate immigration and customs violations such as export enforcement; human rights violations; narcotics; the smuggling of weapons and other types of contraband; financial crimes; cybercrimes; human trafficking and smuggling; child exploitation; commercial fraud, including intellectual property violations; transnational gangs; and identity and immigration benefit fraud.
- ERO enforces the Nation's immigration laws by identifying and apprehending removable aliens, detaining these individuals when necessary, and removing them from the United States. To protect public safety and national security, ICE prioritizes the removal of individuals who pose a danger to national security or a risk to public safety, including aliens convicted of crimes, with particular emphasis on violent criminals, felons, and repeat offenders. ERO is comprised of approximately 6,000 deportation officers and immigration

At a Glance

Senior Leadership:
John Morton, Assistant Secretary

Established: 2003

Major Divisions:
Homeland Security Investigations;
Enforcement and Removal Operations; Office
of the Principal Legal Advisor; Management
and Administration

Budget Request: \$5,341,722,000
Gross Discretionary: \$4,996,722,000
Mandatory, Fees, \$345,000,000
& Trust Fund:

Employees (FTE): 19,332

- enforcement agents who protect the integrity of the U.S. immigration system by detaining and removing aliens through a safe and efficient detention and transportation system.
- OPLA represents the United States Government in removal proceedings before the Executive Office for Immigration Review (EOIR). OPLA attorneys prioritize the litigation of removal hearings that involve criminal aliens, terrorists, and human rights abusers, as well as other priorities for enforcement. OPLA also provides critical legal advice to ICE's law enforcement components that focus on criminal and administrative customs and immigration offenses. OPLA provides general legal advice regarding fiscal and procurement law, ethics, information disclosure, employment and labor law. OPLA attorneys support the Department of Justice (DOJ) in defending removal orders when they are appealed to the U.S. Courts of Appeals and the U.S. Supreme Court. In addition OPLA attorneys serve as agency counsel providing litigation support to the DOJ as they represent ICE in federal court. ICE SAUSAs investigate and prosecute criminal cases in which ICE is the originating or lead agency.
- M&A provides the full- range of mission and operational support for ICE's program offices. M&A manages ICE's financial and human resources, information technology, sensitive property, and other assets. M&A ensures collaboration with internal and external stakeholders to increase ICE's ability to attract and retain a diverse workforce. M&A also supports the training needs of both new and existing ICE employees. M&A, through OPR, is responsible for investigating allegations of misconduct involving employees of ICE and CBP, and for providing oversight of the detention system. OPR is also charged with overseeing the physical and operational security for ICE employees and facilities.

Service to the Public:

Since ICE's establishment in 2003, ICE has made substantial progress identifying and prioritizing the investigation of key threats to border security and public safety. In FY 2012, ICE made 31,551 criminal arrests while seizing \$882.4 million in U.S. currency, 1.9 million pounds of narcotics and other dangerous drugs, and 48,253 weapons. ICE responded to 1,337,905 inquiries from other federal, state, and local law enforcement agencies through ICE's Law Enforcement Support Center. Additionally, ICE removed 409,849 illegal aliens, of which 96 percent fell into one of ICE's immigration enforcement priorities (criminal aliens, repeat immigration violators, and recent border crossers). Of these removals, 55 percent, or 225,390 were convicted criminal aliens, a 49 percent increase in the removal of criminals since FY 2008. This includes 1,215 aliens convicted of homicide, 5,557 aliens convicted of sexual offenses, and 40,488 aliens convicted for drug-related crimes. ICE conducted outreach events to promote greater community interaction and understanding regarding immigration enforcement policies, programs and procedures. Regular communication between ICE and community stakeholders ensures that accurate information is relayed in an effective and efficient manner.



An HSI special agent weighs seized drugs

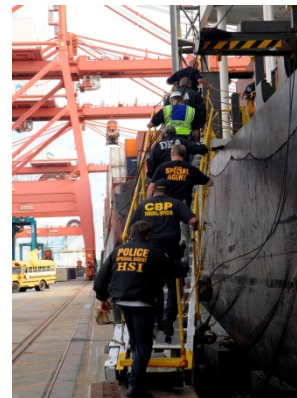
FY 2012 Accomplishments:

Homeland Security Investigations

In FY 2012, HSI's 6,500 criminal investigators targeted transnational criminal enterprises seeking to exploit America's legitimate trade, travel, and financial system, and enforced approximately 400 customs and immigration laws at and beyond our Nation's borders. Last year, HSI arrested 50,975 individuals, making 31,551 criminal arrests and 19,424 administrative arrests. HSI also expanded its Border Enforcement Security Task Forces (BEST) to 9 new locations; conducted 3,020 I-9 audits; issued 495 Final Orders for more than \$12 million in fines; initiated 1,251 intellectual property rights (IPR) investigations; seized \$168.1 million that was deposited in the Treasury Forfeiture Fund; and initiated a record number of human trafficking investigations resulting in more than 853 criminal arrests, 539 indictments, and 360 convictions.

Highlights

- On December 7, 2012, the President signed into law the Jaime Zapata Border Enforcement Security Task Force (BEST) Act (Public Law 112-205) which codified the establishment of BEST units and authorizes the establishment of new units as appropriate. There are 34 BEST units working jointly with federal, state, local, tribal, and foreign law enforcement agencies along the southern border, northern border, and at major seaports to identify, disrupt, and dismantle criminal organizations that pose significant threats to border security. These ICE-led task forces are located in 16 states and Puerto Rico with approximately 750 members from 100 law enforcement agencies. In FY 2012, BEST investigators collectively initiated more than 2,500 cases, made approximately 2,775 criminal arrests, and obtained 1,578 indictments and 1,445 convictions. BEST units seized more than 289,000 pounds of narcotics and other dangerous drugs, 7,950 weapons, and approximately \$19.6 million in U.S. currency and monetary instruments.
- ICE safeguarded national security by protecting against the illegal acquisition of weapons and sensitive technologies through the efforts of its Counter-Proliferation Investigations (CPI) Program. In FY 2012, ICE initiated 1,846 investigations involving attempts to illegally procure weapons, defense articles, and sensitive dual-use technology. The CPI Program was responsible for 570 criminal arrests, 54 administrative arrests, 544 indictments, and 399 convictions of individuals and entities involved in violating U.S. export law. Additionally, the CPI Program was responsible for 1,390 seizures of sensitive controlled commodities that were being illegally exported from the United States.
- ICE established the interagency Federal Export Enforcement Coordination Center (E2C2) as directed by Executive Order 13558. The mission of the E2C2 is to coordinate and enhance criminal, administrative, and related U.S. export enforcement activities and to protect national security through greater export enforcement and intelligence exchange. Participating departments at the E2C2 include the departments of Homeland Security, Justice, Commerce, State, Defense, Treasury, and Energy.



An HSI special agent, along with BEST team members, boards a vessel at the Port of Virginia

- HSI's Trade Transparency Unit (TTU) continued ICE's efforts to combat Trade-Based Money Laundering through cultivation of international partnerships. In September 2012, HSI and the Australian Customs and Border Protection signed an agreement to establish the Australia TTU. This new partnership, the ninth TTU and the first in the Asia-Pacific region, provides HSI with another ally to further advance and improve ICE HSI's trade based money laundering investigations and other financial crimes.
- Since 2006, ICE has led Document and Benefit Fraud Task Forces (DBFTFs) seeking to detect, deter, and dismantle criminal organizations and individuals engaged in document and benefit fraud. Task force partners include U.S. Citizenship and Immigration Services, U.S. Department of State, U.S. Department of Labor, U.S. Social Security Administration, U.S. Postal Inspection Service, and numerous state and local law enforcement agencies. In FY 2012, the DBFTFs initiated 532 new cases, indicted 584 targets, criminally arrested 640 individuals, executed 158 search warrants, and seized more than \$4.7 million in currency and merchandise.
- The National Intellectual Property Rights Coordination Center (IPR Center) brings together 21 domestic and international agencies to investigate and combat global intellectual property crime and commercial fraud. In FY 2012, ICE initiated 1,251 IPR investigations, made 691 arrests, and obtained 423 indictments and 334 convictions.
- In FY 2012, ICE initiated 894 human trafficking investigations, which resulted in more than 967 criminal arrests, 559 indictments and 381 convictions, all records for ICE. ICE continued the "Hidden in Plain Sight" campaign with the airing of 30-second Human Trafficking Public Service Announcements on English and Spanish language radio stations in 26 major cities throughout the United States.
- The ICE Child Exploitation Program (CEP) was responsible for over 1,500 criminal arrests in the United States for child exploitation, while launching over 2,600 predator investigations worldwide, both new records for the CEP. Additionally, HSI agents identified and rescued 278 victims of child exploitation in FY 2012. As part of these efforts, the CEP launched Operation Orion which resulted in the arrests of 190 child predators from around the globe. This operation targeted individuals who possessed, received, transported, distributed, advertised or produced images or videos of child pornography with arrests made throughout the United States, Spain, the Philippines, Argentina and the United Kingdom.
- HSI established Operation Community Shield Task Forces (OCSTFs) in select cities nationwide to formalize the partnerships that have been built as a result of successful criminal gang investigations and nationwide gang enforcement operations. In FY 2012, OCSTF agents arrested 4,653 gang members and associates and seized 1,447 firearms.
- The ICE Office of International Affairs' Visa Security Program (VSP) screened more than 1.33 million visa applicants, conducted vetting of more than 170,000 applications, and recommended more than 4,000 visa applicants for refusal based on derogatory information. The VSP also identified and submitted 14 new subjects for Terrorist Watch Lists.

- The HSI Attaché Office in Mexico and the ICE Office of Training and Development, with support from the Narcotics Affairs Section, conducted Mexican Customs Investigator Training at the Federal Law Enforcement Training Center in Charleston, South Carolina. Twenty-three Mexican Customs and Tax Administration Service officers completed this course, modeled after ICE special agent training, that consisted of a rigorous 10-week schedule including basic investigative techniques, firearms training, physical fitness, and practical exercises.
- ICE has 11 Transnational Criminal Investigative Units (TCIU) around the world, including in Afghanistan, Colombia, Honduras, and Mexico. TCIUs improve investigative coordination between involved agencies, and synchronize coordinated responses to transnational crimes. In FY 2012, TCIUs seized nearly 19,000 pounds of drugs, over \$18 million in U.S. currency, and other items (i.e. weapons, ammunition, counterfeit goods, and passports).

Enforcement and Removal Operations

In FY 2012, ERO achieved enforcement results that contributed greatly to the Nation's public safety and border security. In the last fiscal year, ERO removed 409,849 individuals, of which 96 percent fell into one of ICE's immigration enforcement priorities (criminal aliens, repeat immigration violators, and recent border crossers). Of these, 55 percent, or 225,390 were convicted criminal aliens, which is a 49 percent increase in the removal of criminals since

FY 2008. This includes 77,954 Level 1 criminal aliens (aliens convicted of crimes such as homicide, rape, and kidnapping) and 85,550 priority border removals. In FY 2012, ERO deployed Secure Communities, which allows biometrics-based information sharing, to 1,479 jurisdictions for a total of 3,074 jurisdictions in 50 states, 5 territories, and the District of Columbia.



An ERO officer monitors a removal flight

Highlights

- ICE continued its efforts to identify and remove criminal aliens through Secure Communities (SC). ICE deployed this biometrics-based information sharing capability to 1,479 jurisdictions for a total of 3,074 jurisdictions in all 50 states, 5 territories, and the District of Columbia.
- In FY 2012, more than 9.6 million fingerprints were submitted through SC. More than 436,300 of these submissions resulted in an alien Automated Biometric Identification System match, an increase of 25 percent over FY 2011. Of these identifications, 128,912 were individuals charged with or convicted of Level 1 offenses, which include violent crimes such as rape, homicide, and kidnapping.
- In FY 2012, ICE increased the number of Fugitive Operation Teams from 104 to 129. Fugitive Operation Teams were tasked with specifically focusing on Level 1 and Level 2 criminal aliens. Fugitive Operation Teams were responsible for 37,371 arrests, of which

nearly 24,000 were at-large convicted criminal aliens. The success of the Fugitive Operation Teams reduced the fugitive backlog by 2.21 percent.

- In March 2012, ERO conducted the third nationwide “Cross Check” enforcement operation which led to the arrest of more than 3,100 convicted criminal aliens, immigration fugitives, and immigration violators in all 50 states, four U.S. territories, and the District of Columbia. Of those arrested, 1,477 had felony convictions including murder, kidnapping, and armed robbery. The three nationwide “Cross Check” operations have resulted in over 8,000 arrests.
- Through the Alien Transfer Exit Program (ATEP), a cooperative effort in support of the Border Patrol that has reduced border crossings and recidivism, ICE increased priority border removals to 85,550 in FY 2012, and nearly doubled the number of criminal aliens removed through the program since FY 2011.
- ICE reduced the average length of stay for criminal aliens from 34.7 days in FY 2011 to 31.9 days in FY 2012.
- In February 2012, ICE implemented the 2011 Performance Based National Detention Standards (PBNDS). The new detention standards reflect ICE’s ongoing effort to tailor the conditions of immigration detention to its unique purpose while maintaining a safe and secure detention environment for staff and detainees.
- In March 2012, ICE opened the Karnes County Detention Center, which is the first civil detention facility to use the detention reform initiatives from design to implementation. The Center’s location maximizes detainee access to local consulates and pro-bono legal services, reducing detainee transfers within the detention system, and increases overall operational efficiencies.
- The Office of the ICE Public Advocate implemented new outreach efforts to build constructive relationships with the community and help resolve problems or concerns. In FY 2012, the Office of the Public Advocate responded to over 950 individual case inquiries, answered over 6,600 phone calls to the ICE Community Hotline, facilitated 27 community round table discussions across the country to address immigration issues, and convened ten policy working groups to address topics such as detainee mental health, legal access, vulnerable populations, language access, and sexual assault and abuse prevention in immigration detention facilities.
- The Criminal Alien Program’s Violent Criminal Alien Section (VCAS) enforces violations of criminal immigration law found through the enforcement activities of ERO. In FY 2012, VCAS worked with the United States Attorney’s Offices to indict 8,761 and convict 9,103 criminal aliens for various offenses committed against the United States.
- ERO facilitated several high profile removals including the following:
 - On October 18, 2011, ERO Miami officers removed Yi-Lan Chen, a Taiwanese national, to Taiwan. Chen was convicted of conspiring to export missile components to Iran.

- On November 16, 2011, ERO Buffalo officers removed Luis Robinson, a Panamanian national, to Panama. Robinson served 34 years in prison for the murder of two people during a 1977 hostage standoff at John F. Kennedy Airport in New York.
- On March 20, 2012, ERO officers removed William John Krygman, a Canadian national, to Canada after his release from a Georgia prison. Krygman was wanted in Canada on sexual assault and child pornography charges.

Office of the Legal Principal Advisor

In FY 2012, OPLA represented the U.S. Government in 752,457 hearings before the immigration courts, resulting in 191,338 final orders of removal, including 86,301 final orders for criminal aliens. Additionally, OPLA attorneys reviewed 5,345 administrative removal cases for aliens convicted of aggravated felonies. OPLA also reviewed its entire pending caseload to better prioritize its resources. OPLA clarified the use of prosecutorial discretion to prioritize the removals of aliens who threaten national security, public safety or the integrity of our Nation's borders and immigration system.

Highlights

- In FY 2012, OPLA staffed 44 Special Assistant U.S. Attorney (SAUSA) positions, which resulted in 5,137 convictions in federal court. The SAUSAs assist U.S. Attorneys with increased caseloads resulting from ICE's increased enforcement, and serve as critical force multipliers. ICE implemented the SAUSA initiative to increase litigation of immigration and customs related criminal cases in the federal courts.
- To support the Administration policies on prosecutorial discretion for immigration cases, OPLA reviewed over 400,000 cases pending before the immigration courts and the Board of Immigration Appeals.
- In FY 2012, OPLA completed reviews of 566 suspension, proposed debarment, and debarment legal actions. Debarment prevents businesses from participating in future federal contracts and from receiving other government benefits after being found to knowingly hire or continue to employ persons not authorized to work in the United States.
- OPLA completed reviews of 544 bond breach determinations for collection efforts, resulting in the collection of over \$700,000 in breached immigration bonds. Additional work by OPLA also resulted in the collection of nearly \$300,000 in delinquent debts arising from worksite enforcement fines, improper payments to vendors, dishonored checks, and other miscellaneous transactions.

Management and Administration

M&A provides the full-range of mission and operational support for ICE, ranging from financial management to training to firearms oversight. In FY 2012, M&A achieved \$163 million in savings for the agency through various efficiency efforts, achieved a 13 percent savings in contracts for management support services, designed new basic law enforcement training

programs for ERO officers and HSI special agents, and completed 46 facilities projects to provide the ICE workforce with more efficient and modern facilities.

Highlights

- In FY 2012, the FOIA office processed over 21,000 FOIA requests, disclosed more than 1 million pages of documents, and posted more than 100 documents to the ICE FOIA electronic reading room. Additionally, ICE opened a new FOIA office in Orlando, Florida, to take over the processing of Alien Files from U.S. Citizenship and Immigration Services, which resulted in a cost avoidance of more than \$2 million per fiscal year.
- ICE introduced several strategic-sourcing initiatives that led to new Department of Homeland Security-wide ammunition contracts with an estimated savings of more than \$20 million over the next five years.
- ICE received approval from DHS for the Electronic Health Records (eHR) project and awarded the two year contract to acquire and deploy a core eHR system. The eHR solution will replace multiple systems and manual processes by leveraging advancements in the healthcare information technology industry to support comprehensive medical services management for detainees.
- OPR completed 65 detention facility inspections in FY 2012; 42 reviews of 287(g) programs; and 57 management inspections, including 25 audits of certified undercover operations. From these audits, OPR provided a recommendation to HSI on improved oversight of contractor billing, which could result in an annual avoidance of up to \$3 million per year.
- OPR created ICE's first Counter-Intelligence Threat Assessment. This assessment was utilized by OPR, the ICE Office of Intelligence, and DHS Counterintelligence to produce a comprehensive assessment of the counter-intelligence threats facing ICE.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted ⁸ | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|-------------------------------|---|--------------------|--------------------------|--------------------|-------------------------|--------------------|------------------------|--------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses | 19,882 | 5,649,398 | 19,982 | 5,552,649 | 18,977 | 4,956,822 | (905) | (692,576) |
| Automation Modernization | - | 21,710 | - | 11,782 | - | 34,900 | - | 13,190 |
| Construction | - | - | - | - | - | 5,000 | - | 5,000 |
| Gross Discretionary | 19,882 | \$5,671,108 | 19,982 | \$5,564,431 | 18,977 | \$4,996,722 | (905) | (\$674,386) |
| Mandatory Fees | 289 | 311,869 | 289 | 313,777 | 355 | 345,000 | 66 | 33,131 |
| Emergency/ Supplemental | - | - | - | 855 | - | - | - | - |
| Total Budget Authority | 20,171 | \$5,982,977 | 20,271 | \$5,879,064 | 19,332 | \$5,341,722 | (839) | (\$641,255) |
| Less prior year Rescissions | - | [-25,607] | - | [-20,000] | - | - | - | - |

FY 2014 Highlights:

- **Commercial Fraud and Human Trafficking Investigations.....\$14.4M (0 FTE)**
 These funds will be used to support commercial trade fraud and human trafficking investigations. The requested commercial trade fraud funds will provide additional resources for intellectual property and commercial fraud investigations and operations at the IPR Center. The requested human trafficking funds will be used to identify and rescue victims of human smuggling and trafficking.
- **OPLA Attorneys.....\$10.0M (36 FTE)**
 This request will provide for 73 additional attorney positions to support ICE’s focus on the removal of individuals who pose a danger to national security or a risk to public safety, including aliens convicted of crimes, with particular emphasis on violent criminals, felons, and repeat offenders.
- **Automation Modernization.....\$34.9M (0 FTE)**
 These funds will continue the modernization of ICE’s information technology and systems infrastructure for four program initiatives: Law Enforcement Systems Modernization, Efficiencies in Modernization Investments, Electronic Health Records, and Alien Criminal Response Information Management System. The budget will sustain ICE’s efforts to: (1) improve interoperability with DHS and other federal law enforcement; (2) modernize the financial management system that supports ICE and five other DHS components; (3) provide

⁸ The FY 2012 Revised Enacted level for Salaries and Expenses includes a \$121 million transfer from the Spectrum Relocation Fund to ICE, as allowed under the Commercial Spectrum Enhancement Act of 2004 (P.L.108-494), and a transfer of \$463,000 from ICE to CBP for visa overstay efforts.

timely information to guide medical decisions at ICE detention facilities; and (4) reduce the time ICE agents spend querying multiple law enforcement databases.

- **Construction.....\$5.0M (0 FTE)**
This request will fund critical repairs and maintenance at ICE-owned facilities. Critical projects include: items that pose a health or safety issue, such as replacing roofs, replacing or adding lighting, replacing gate systems, and creating separate spaces for employees and detainees, as well as capital and non-capital improvement projects to replace critical systems that are approaching their maximum life expectancy.

FY 2014 Major Decreases:

- **Realignment and Reduction of 287(g).....\$44.0M (-79 FTE)**
This budget reduces the 287(g) program by \$44 million through the cancellation of inefficient task force officer model agreements. The 287(g) jail model agreements, as well as programs such as Secure Communities, have proven to be more efficient and effective in identifying and removing criminal and other priority aliens than the task force officer model agreements.
- **Reduction to 31,800 Detention Bed.....\$119.5M (0 FTE)**
This budget reduces the number of immigration detention beds from 34,000 to 31,800 and reduces the funded bed rate from previous estimates of \$122/day to \$119/day, while providing small increases to the Alternatives to Detention and Fugitive Operations programs. This level of beds allows ICE to ensure the most cost-effective use of Federal dollars, focusing the more-costly detention capabilities on priority and mandatory detainees, while placing low-risk, non-mandatory detainees in lower cost alternatives to detention programs.

TRANSPORTATION SECURITY ADMINISTRATION

Description:

The *Aviation and Transportation Security Act* established the Transportation Security Administration (TSA) to protect the transportation system and ensure the freedom of movement for people and commerce. TSA is an agency of more than 55,600 FTE, with approximately \$7.4 billion in discretionary and mandatory budget authority, substantial regulatory authority, and a nationwide presence.

Responsibilities:

The Nation's transportation systems are inherently "open" environments. Aviation, rail, mass transit, highway, pipeline, and port systems are designed to move people and commerce quickly to their destinations. Given this environment, effective security strategies must be established while maintaining quick and easy access for passengers and cargo.

TSA's mission is to maximize transportation security in response to evolving threats while protecting passengers' privacy and facilitating the flow of legal commerce.

TSA recognizes the unique attributes of each transportation mode and is committed to ensuring passenger and cargo security while preserving public confidence in the security of the U.S. transportation system. TSA's specific responsibilities include:

- Ensuring effective and efficient screening of all air passengers, baggage, and cargo on passenger planes;
- Deploying Federal Air Marshals internationally and domestically to detect, deter, and defeat hostile acts targeting air carriers, airports, passengers, and crews;
- Managing security risks of the surface transportation systems by working with public and private sector stakeholders, providing support and programmatic direction, and conducting on-site inspections to ensure the freedom of movement of people and commerce; and

At a Glance

Senior Leadership:
John S. Pistole, Assistant Secretary

Established: 2001

Major Divisions: Security Operations, Transportation Sector Network Management, Law Enforcement/Federal Air Marshal Service, Security Technology, Information Technology, Intelligence and Analysis, Threat Assessment and Credentialing, and Transportation Security Support

| | |
|--|-----------------|
| Budget Request: | \$7,398,295,000 |
| Gross Discretionary: | \$7,143,295,000 |
| Mandatory, Fees & Trust Fund: | \$ 255,000,000 |
| Employees (FTE): | 55,608 |



A team of Transportation Security Officers (TSOs) supporting the Democratic National Convention in Charlotte, North Carolina

- Developing and implementing more efficient, reliable, integrated, and cost-effective screening programs.

These transportation systems accommodate approximately 640 million domestic and international aviation passengers per year; 751 million passengers traveling on buses each year; more than 9 billion passenger trips on mass transit per year; nearly 800,000 shipments of hazardous materials transported every day (95 percent by truck); more than 140,000 miles of railroad track (of which 120,000 miles are privately owned); 3.8 million miles of roads; 582,000 bridges each spanning over 20 feet; 366 highway tunnels each over 100 meters in length; and nearly 2.5 million miles of pipeline.

Service to the Public:

TSA is committed to the highest level of security for the United States across all modes of transportation. The Nation's economy depends upon implementation of effective, yet efficient transportation security measures. Public confidence in the security of the Nation's transportation systems ensures the continued success and growth of the industry.

TSA also engages the public in the security of the transportation system by encouraging them to report suspicious behavior. TSA provides information to all travelers through its TSA Contact Center and Customer Service Managers in airports nationwide. Additionally, *TSA Cares* is a dedicated toll free number established to assist passengers, or their loved ones, with disabilities, medical conditions, or other special circumstances prepare for the screening process.



FY 2012 Accomplishments:

Screening

- Screened approximately 2 billion items at checkpoints and more than 425 million checked bags, preventing approximately 117,000 dangerous prohibited items including explosives, firearms, flammables/irritants and weapons from being carried onto planes.
- Executed the rollout of TSA Pre ✓™ at 35 major airports nationwide.
- Screened 629 million pounds of cargo with TSA proprietary canine teams.
- Through Secure Flight, TSA prescreened 100 percent of the 14 million passengers flying weekly to, from, and within the U.S. against government watchlists.
- Conducted watchlist matching through Secure Flight for over 95 percent of covered foreign air carrier over flights.
- Processed over 308,000 Transportation Worker Identification Credential (TWIC) applicants and maintained open and operational enrollment centers 99 percent of the time.

Assessments

- Completed over 7,949 airport inspections, 15,833 aircraft operator inspections, and 3,338 foreign air carrier inspections.
- Conducted 26 Joint Vulnerability Assessments with the Federal Bureau of Investigations, 20 Man Portable Air Defense System (MANPADS) Vulnerability Assessments, 3 MANPADS Assist Visits, and 26 MANPADS outreach/training initiatives.
- Continued the assessment of freight rail tunnels and bridges using the infrastructure criticality tool: 92 bridges and 21 tunnels were assessed.
- Conducted 16 Corporate Security Reviews of pipeline operators.
- Completed 198 Highway Baseline Assessment for Security Enhancements, demographically focused on motorcoach operators, school districts, and non-hazmat trucking companies with operational connectivity to the Urban Area Security Initiative.

Training

- Implemented new learning and development tools for aspiring mid-level managers for the Mid-Level Leadership Development Program; launched two leadership development program classes (The Resident Program 2 and Senior Leadership Development Program 4), and graduated the first two classes of the Resident Program.

Risk-Based Security

- In an effort to continue to strengthen security TSA launched a series of risk-based initiatives in 2011. TSA continued these efforts in FY 2012, including:
- Executed the rollout of TSA Pre✓™ at 35 major airports nationwide, as well as the successful implementation of other key aspects of Risk-Based Security for domestic passengers. By the end of FY 2012, approximately 8% of individuals processed at checkpoints each day received expedited security through TSA Pre✓™.
 - Executed calibrated elements of Risk-Based Security, including modified procedures for children appearing to be under 12 years old, adults over 75, and active duty military.
 - Trained and deployed 75 Passenger Screening Canine Teams.



Officers reported for duty in the early morning hours as part of TSA Pre✓™ screening for military service members.

International Engagement

- Completed recognition of commensurate air cargo security programs for 33 countries under TSA's National Cargo Security Program Recognition Program, enhancing global supply chain security, and supporting TSA's approach to assist industry's implementation of the 100% inbound cargo screening requirement as mandated by Congress.
- Conducted over 100 outreach and engagement activities with non-U.S. Air Carrier and International Industry Associations and conducted outreach activities with repair station industry in the Netherlands and Singapore.



TSA rollout of TSA Pre ✓™



Passengers participate in TSA Pre ✓™ Program

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted ⁹ | | FY 2013 Annualized CR ¹⁰ | | FY 2014 Request ¹¹ & ¹² | | FY 2014 +/- FY 2012 | |
|--|---|--------------------|--|--------------------|--|--------------------|------------------------|--------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Aviation Security | 51,767 | 5,253,528 | 52,705 | 5,286,110 | 52,484 | 4,968,036 | 717 | (285,492) |
| Surface Transportation Security | 690 | 134,748 | 775 | 135,573 | 668 | 109,331 | (22) | (25,417) |
| Transportation Threat Assessment and Credentialing | 394 | 214,731 | 481 | 239,678 | 449 | 241,617 | 55 | 26,886 |
| Transportation Security Support | 1,641 | 1,031,926 | 1,859 | 1,038,241 | 2,001 | 997,789 | 360 | (34,137) |
| Federal Air Marshals | - | 966,115 | - | 972,028 | - | 826,522 | - | (139,593) |
| Gross Discretionary | 54,492 | \$7,601,048 | 55,820 | \$7,671,630 | 55,602 | \$7,143,295 | 1,110 | (\$457,753) |
| Mandatory, Fees, & Trust Fund | 5 | 254,890 | 6 | 255,000 | 6 | 255,000 | 1 | 110 |
| Total | 54,497 | 7,855,938 | 55,826 | 7,926,630 | 55,608 | 7,398,295 | 1,111 | (\$457,643) |
| Less prior year Rescissions | - | (71,596) | - | (16,296) | - | - | - | - |

TSA's FY 2014 budget request of \$7.1 billion reflects a total gross discretionary decrease of \$457.8 million from FY 2012.

⁹ FY 2012 Revised Enacted includes reprogrammings/transfers, as applicable, and actual FTE and fee collections in FY 2012.

¹⁰ FY 2013 Base reflects FY 2012 Enacted with revised FY 2013 fee estimates.

¹¹ The President's Budget also includes an increase to collections of \$322.5 million in 2014 as a result of proposed changes to the Aviation Security Passenger Fee. Of this, \$122.3 million will increase offsets to TSA's discretionary funding, and \$200.2 million will be applied as mandatory savings for the purpose of debt reduction.

¹² The chart above does not include offsetting collections. FY 2014 Net Discretionary request is \$4.836 billion.

FY 2014 Highlights:

- **Large Aircraft & Private Charter Passenger Screening Program.....\$12.7M (0 FTE)**
The FY 2004 Intelligence Reform and Terrorism Prevention Act mandates that DHS make advanced passenger prescreening available to both charter and aircraft greater than 12,500 pounds flying into, out of, or within the United States. The requested amount of \$12.7 million funds the hardware and software necessary to meet critical Secure Flight system requirements, and handle the anticipated 11 million additional passengers who will be covered, adding a significant layer to TSA’s aviation security operations.

- **Technology Infrastructure Modernization (TIM).....\$30.0M (0 FTE)**
TSA requests an increase of \$30 million for the development and implementation of the TIM program. The modernization initiative supports efforts to achieve significant economies of scale and other benefits associated with a unifying business integration effort.

FY 2014 Major Decreases:

- **Screening Technology.....(\$261.6M) (0 FTE)**
TSA’s FY 2014 request includes reductions totaling \$261.6 million from FY 2012 as a result of contract savings, efficiencies and decreases in funding for the purchase, installation, and maintenance of screening equipment. This includes the following reductions:
 - **Screening Technology Maintenance.....(\$21.9M) (0 FTE)**
TSA’s request includes a reduction of \$21.9 million in Screening Technology Maintenance from FY 2012. The FY 2014 level will adequately fund the maintenance of all deployed screening equipment due to the extension of maintenance warranties from 12 to 24 months.

 - **EDS Procurement and Installation (EDS).....(\$138.3M) (0 FTE)**
TSA’s request includes a reduction of \$138.3 million to EDS Procurement and Installation from FY 2012. Increased funding for EDS systems in the American Recovery and Reinvestment Act and prior appropriations helped support nearly all new airport projects. TSA will focus on recapitalizing existing EDS systems to sustain current capability. TSA will also continue to request a legislative change that allows Aviation Security Capital Fund fees to be used for the procurement and installation of EDS equipment which will maintain adequate funding for TSA’s checked baggage screening.

 - **Checkpoint Support(\$101.4M) (0 FTE)**
TSA’s request includes a reduction of \$101.4 million to Checkpoint Support from FY 2012. At the requested level, TSA expects to be at or near Full Operational Capability for most checkpoint screening technologies after FY 2012 and FY 2013 purchases.

- **Federal Air Marshal Service(\$139.6M)**
TSA's request includes a reduction of \$139.6 million to the Federal Air Marshal (FAM) program from FY 2012. This reduction reflects efficiencies and program changes that leverage other aviation security system enhancements, allowing for more efficient mission deployments focused on high risk flights.
- **Exit Lane Staffing (\$88.1M) (1,487 FTE)**
The FY 2014 request proposes to transition access control at exit lanes to the Airport Authorities/commercial airports pursuant to federal regulatory authorities, which will result in a savings of \$88.1 million and 1,487 FTE in FY 2014. Staffing exit lanes is not a screening function, but rather falls under the purview of access control, which is the responsibility of the airport operator. TSA will work with airports to integrate exit lane security into their perimeter security plans and assess those plans regularly. This proposal will enable TSA to focus its resources on screening functions and risk-based security measures.
- **Visible Intermodal Prevention and Response (VIPR) Teams..... (\$12.1M) (179 FTE)**
TSA's VIPR teams conduct risk-based, periodic random deployments in various modes of transportation. TSA personnel participating in VIPR operations include FAMs, Transportation Security Officers, Behavior Detection Officers, Transportation Security Inspectors, Transportation Security Specialists – Explosives, and Explosives Detection Canine Teams. TSA has taken a broad look at the staffing and funding for VIPR teams and identified efficiencies in the program that will maintain VIPR operations in areas of highest risk.
- **Federal Flight Deck Officer (FFDO) and Flight Crew Training.....(\$25.5M) (40 FTE)**
TSA's request includes a reduction of \$25.5 million and 40 FTE for the Federal Flight Deck Officer and Flight Crew Training program from FY 2012. TSA proposes that FFDO and Flight Crew Training programs be funded in the future by the airlines through a reimbursable agreement with the Federal Law Enforcement Training Center (FLETC) with training provided at FLETC locations, enabling TSA to direct limited appropriated funding to risk-based programs.

U.S. COAST GUARD

Description:

Since 1790, the Coast Guard has safeguarded our Nation's maritime interests and natural resources on our rivers, in the ports, on the high seas, and in theaters around the world. The Coast Guard saves those in peril and protects the nation's maritime transportation system, resources, and environment.

Responsibilities:

The Coast Guard remains the principal Federal agency responsible for maritime safety, security, and environmental stewardship in U.S. ports and inland waterways, along the coasts, and on the high seas. As one of the five Armed Services of the United States, the Coast Guard is the only military organization within the Department of Homeland Security (DHS). Unlike the other services in the Department of Defense (DoD), the Coast Guard is also a law enforcement and regulatory agency with broad domestic legal authorities.

Service to the Public:

The Coast Guard is an adaptable, responsive, military force of maritime professionals whose broad legal authorities, capable assets, geographic diversity, and expansive partnerships provide a persistent presence in the inland waters, ports, coastal regions, and far offshore areas of operations. The Coast Guard provides for and protects:

- **Those on the sea:** leading responses to maritime disasters and threats, ensuring a safe and secure maritime transportation system, preventing incidents, and rescuing those in distress.
- **The Nation from threats delivered by sea:** enforcing laws and treaties, securing our ocean resources, and ensuring the integrity of our maritime domain from illegal activity.
- **The sea itself:** regulating hazardous cargo transportation, holding responsible parties accountable for environmental damage and

At a Glance

Senior Leadership:
Admiral Robert J. Papp, Jr., Commandant
Vice Admiral John P. Currier, Vice Commandant

Established: 1790 (as the Revenue Cutter Service; named U.S. Coast Guard in 1915)

Major Programs:
Maritime Security Operations
Maritime Law Enforcement
Maritime Prevention
Maritime Response
Defense Operations
Marine Transportation System Management

Budget Request: \$9,793,981,000
Net Discretionary: \$7,993,687,000
Mandatory, Fees & Trust Funds: \$1,800,294,000

Civilian Employees: 8,189
Military Service Members: 41,594

Additional Personnel:
Military Selected Reserve: 7,050
Auxiliary: 31,003



WASHINGTON – Coast Guard Cutter Polar Star getting underway following 32-months of major industrial work to return it to service

cleanup, and protecting living marine and natural resources.

FY 2012 Accomplishments:

Maritime Security Operations

- Conducted 11,628 security boardings of small vessels in and around U.S. ports, waterways, and coastal regions.
- The Coast Guard conducted 37,253 waterborne patrols near critical maritime infrastructure and security zones in American ports.
- Escorted approximately 3,016 high-capacity passenger vessels, naval vessels, and ships carrying dangerous cargo.
- Conducted 1,424 boardings of high interest vessels designated as posing a greater-than-normal risk to the U.S.

Maritime Law Enforcement



EASTERN PACIFIC OCEAN – A law enforcement boarding team, from the Coast Guard Cutter Sherman, detains four suspected drug smugglers during a narcotics interdiction mission.

- Removed over 107 metric tons of cocaine and 56 metric tons of marijuana bound for the United States; interdicted 70 vessels, and detained 352 suspected drug smugglers.
- Coast Guard Law Enforcement Detachments (LEDETs) deployed for 1,793 days and accounted for 34% of all cocaine removals.
- Interdicted six Self-Propelled Semi-Submersible vessels, carrying 33 tons of cocaine.
- Interdicted 2,955 undocumented migrants attempting to illegally enter the United States.
- Encountered 108 domestic significant fishery violations during boardings of over 6,000 U.S. vessels.
- Patrolled the U.S. Exclusive Economic Zone boundary areas to reduce the threat of foreign poaching of U.S. fish stocks and ensured compliance with international living marine resource agreements. Detected 100 incursions and interdicted 24 vessels.

Maritime Prevention

- Conducted over 11,600 annual inspections of U.S. flagged vessels inspected and certificated in accordance with 46 Code of Federal Regulation (CFR) § 2.01.

- Performed over 3,861 inspections at facilities to ensure compliance, identifying over 1,604 deficiencies of safety, security, and environmental protection regulations.
- Conducted 4,603 investigations for reportable marine casualties involving commercial vessels.
- Conducted more than 9,000 Port State Control and Security examinations on foreign flagged vessels, including examinations of ballast water for elimination of aquatic nuisance species, testing of oily water separators to prevent oil from being discharged in the ocean, and other pollution prevention and vessel safety activities.
- Completed 25,575 container inspections, identifying more than 2,600 containers with deficiencies that led to 1,186 cargo or container shipments being placed on hold until dangerous conditions were corrected.
- Conducted over 9,100 fishing vessel and 1,400 towing vessel examinations, ensuring vessels were in full compliance with regulations and safety requirements.
- Administered the National Recreational Boating Safety (RBS) Program where state law enforcement conducted over 1.8 million hours of on-water RBS operations, checked over 1.7 million vessels for carriage compliance, issued boating safety education certificates for over 450,000 individuals, and issued over 99,000 safety citations and 275,000 warnings.
- Conducted over 49,000 recreational vessel boardings, issued 12,000 citations, and visited 1,150 recreational boat manufacturers to provide education and ensure compliance with Federal regulations.
- A key participant in International Maritime Organization (IMO) efforts to develop lessons learned from the COSTA CONCORDIA grounding. The Coast Guard, through its partnership with the IMO Maritime Safety Committee, assisted in developing a framework to capture and analyze the lessons learned to improve passenger vessel safety.



ALASKA - Crewmen aboard a 510-foot Panamanian-flagged motor vessel participate in drill responding to a simulated fire in the ship's paint locker during a Coast Guard port state control exam.

Maritime Response

- Responded to 19,790 Search and Rescue incidents, saving 3,560 lives and protecting \$77 million in property.
- Received report of and responded to 12,421 pollution reports and investigated approximately 3,300 pollution incidents.

- Continued to support the response to the remaining impacts of the April 2010 BP Deepwater Horizon explosion and oil spill in the Gulf of Mexico. Significant removal actions have been completed by the Gulf Coast Incident Management Team. Out of the 778 miles of shoreline that was impacted, ongoing response activities for 304 miles have been signed off as complete by the Unified Command.

Defense Operations

- Continued the deployment of six patrol boats and their supporting and command elements to U.S. Central Command (CENTCOM). Coast Guard Advanced Interdiction Teams (AIT) deployed on four Navy ships in support of CENTCOM Counter-Piracy missions.
- Coast Guard Cutter BERTHOLF and elements of the Coast Guard's Deployable Specialized Forces (DSF) participated in Rim of the Pacific (RIMPAC) exercise. Designed to enhance interoperability of the combined forces and improve war fighting competencies, RIMPAC is the world's largest multi-national maritime exercise, with 22 nations participating in 2012.
- Coast Guard Port Security Units (PSU) deployed to the Middle East with Naval Coastal Warfare Squadrons to support point defense and harbor security operations in Kuwait.
- Coast Guard PSU and Maritime Safety and Security Team detachments continued port security operations in Guantanamo Bay, Cuba, for harbor security and to provide force protection.
- A Coast Guard LEDET deployed aboard USS SIMPSON conducted an African Maritime Law Enforcement Partnership (AMLEP) patrol under the U.S. Africa Command. Exercising bilateral maritime enforcement agreements, the team worked with shipriders from Sierra Leone, Gambia and Cape Verde to assist in enforcement of host nation's fisheries and other laws

Marine Transportation System Management

- Maintained over 49,000 aids and responded to over 8,000 casualties to fixed and floating aids, providing a greater 97.5% Aid Availability Rate to ensure the safe transit over 25,000 miles of U.S. Waterways.
- Coast Guard Cutter HEALY partnered with the Canadian Coast Guard icebreaker LOUIS S. ST-LAURENT in the high Arctic for the fourth year to gather data required to determine the Extended Continental Shelf limit. On National Science Foundation missions, Coast Guard Cutter HEALY also supported NASA's study on the effect of climate change on sea ice, North Slope mooring maintenance, and a winter Arctic copepod transect study.



MISSISSIPPI River – The crew of Coast Guard Cutter GREENBRIER, removing a discrepant buoy from the shore.

- Partnered with the Canadian Ice Service under the North American Ice Service agreement to issue iceberg warnings for more than 4,500 commercial transits through the waters in the North Atlantic shipping lanes.
- Ensured no ice-related closures to critical Great Lakes waterways during the 2011-2012 winter shipping season.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|---|----------------------------|---------------------|--------------------------|---------------------|-------------------------|--------------------|------------------------|--------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Operating Expenses (OE) | 48,890 | 6,755,254 | 49,255 | 6,796,596 | 48,414 | 6,755,383 | (476) | 129 |
| Environmental Compliance and Restoration (EC&R) | 23 | 13,500 | 24 | 13,583 | 24 | 13,187 | 1 | (313) |
| Reserve Training (RT) | 520 | 134,278 | 536 | 135,100 | 416 | 109,543 | (104) | (24,735) |
| Acquisition, Construction, and Improvements (AC&I) | 762 | 1,461,541 | 785 | 1,476,016 | 818 | 951,116 | 56 | (510,425) |
| Alteration of Bridges | --- | --- | --- | --- | --- | --- | --- | --- |
| Research, Development, Test, and Evaluation (RDT&E) | 94 | 27,779 | 101 | 27,949 | 101 | 19,856 | 7 | (7,923) |
| Health Care Fund Contribution (HFC) | --- | 261,871 | --- | 201,610 | --- | 186,602 | --- | (75,269) |
| Sub-total (Discretionary Funding) | 50,289 | \$8,654,223 | 50,701 | \$8,650,854 | 49,773 | \$8,035,687 | (516) | (\$618,536) |
| Retired Pay | --- | 1,440,157 | --- | 1,440,157 | --- | 1,452,150 | --- | 11,993 |
| Boating Safety | 10 | 113,199 | 10 | 120,895 | 10 | 109,464 | --- | (3,735) |
| Maritime Oil Spill Program | --- | 213,423 | --- | 289,000 | --- | 238,600 | --- | 25,177 |
| Gift Fund | --- | 2,013 | --- | 80 | --- | 80 | --- | (1,933) |
| Sub-total (Mandatory Funding) | 10 | \$1,768,792 | 10 | \$1,850,132 | 10 | \$1,800,294 | --- | \$31,502 |
| OSLTF Contribution | --- | [45,000] | --- | [45,000] | --- | [45,000] | --- | --- |
| Overseas Contingency Operations (OCO) Funding (P.L. 112-74) | [872] | 258,000 | [872] | 258,000 | --- | --- | --- | (258,000) |
| Rescission of unobligated balances pursuant (P.L. 112-74) | --- | [37,800] | --- | [37,800] | --- | --- | --- | --- |
| Rescission of unobligated balances pursuant to P.L. 112-74 | --- | [5,004] | --- | (2,577) | --- | --- | --- | --- |
| Rescission of ACI personnel | --- | [879] | --- | --- | --- | --- | --- | --- |
| Transfer of OE Funds for Maritime Patrol Aircraft (MPA) to AC&I | --- | 1,328 | --- | --- | --- | --- | --- | (1,328) |
| Hurricane Sandy Supplemental (P.L. 113-2) | --- | --- | --- | 274,233 | --- | --- | --- | --- |
| Proposed rescission of unobligated balances | --- | --- | --- | --- | --- | (42,000) | --- | (42,000) |
| Transfer of OE funds for Maritime Patrol Aircraft (MPA) to AC&I | --- | (1,328) | --- | --- | --- | --- | --- | --- |
| Sub-total (Transfers and Supplementals) | --- | \$258,000 | --- | \$529,656 | --- | (\$42,000) | --- | (301,328) |
| Total Budget Authority | 50,299 | \$10,681,015 | 50,711 | \$11,030,642 | 49,783 | \$9,793,981 | (516) | (888,362) |

FY 2014 Budget Priorities

The Coast Guard's FY 2014 Budget continues the critical balance between investment in current operations and recapitalization. The FY 2014 Budget strategically allocates resources to best mitigate current and long-term operational risks, while investing in new cutters, boats, aircraft, systems and infrastructure necessary to ensure the viability of the Coast Guard in the future. The Coast Guard's FY 2014 budget priorities are:

The Coast Guard's FY 2014 strategic and budget priorities are to:

1. Build Essential Coast Guard Capability for the Nation;
2. Strengthen Resource and Operational Stewardship; and
3. Sustain the Most Critical Front-Line Operations

Build Essential Coast Guard Capability for the Nation

Sustaining recapitalization at an acceptable rate is essential for the long term viability of the Coast Guard. The condition and serviceability of the Coast Guard's in-service surface fleet, the aging of fixed and rotary wing air assets, and the projected timelines to replace these assets require continued investment in surface and air recapitalization programs to maintain the capability to operate. To strengthen DHS' layered security approach offshore, the FY 2014 budget provides for the acquisition of the seventh National Security Cutter and two Fast Response Cutters, and continues to invest in pre-acquisition activities for the Offshore Patrol Cutter and Polar Icebreaker. The budget also continues sustainment and conversion work on fixed wing and rotary wing aircraft, procurement of cutter boats, and investment in Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems.

Strengthen Resource and Operational Stewardship

The FY 2014 budget decommissions two High Endurance Cutters (WHECs) that are being replaced by more capable National Security Cutters. The Coast Guard will also consolidate regional assets where overlapping capabilities exist by closing Air Facilities in Newport, OR and Charleston, SC. The 2014 budget ensures that our resources are aligned to our Nation's highest priorities in a manner that balances key investments for the future with sustaining essential investment in today's missions and capabilities that provide the highest return on investment.

Sustain the Most Critical Front-Line Operations

The FY 2014 budget sustains the most critical frontline operations, including maintaining search and rescue coverage, protecting critical infrastructure and key resources, supporting safe navigation, safeguarding natural resources, protecting the environment, detecting and interdicting drugs and individuals attempting to enter the United States illegally, and supporting the Nation's foreign policy objectives.

FY 2014 Highlights:

Build Essential Coast Guard Capability for the Nation

- **Surface Assets..... \$743.0M (0 FTE)**
The budget provides \$743.0 million for surface assets, including the following surface asset recapitalization and sustainment initiatives:
 - **National Security Cutter (NSC)** – Provides funding for the seventh NSC; NSCs will replace the aging fleet of High Endurance Cutters, first commissioned in 1967. The acquisition of NSC-7 is vital for performing DHS missions in the far off-shore regions, including the harsh operating environment of the Pacific Ocean, Bering Sea, and Arctic as well as providing for robust homeland security contingency response.
 - **Fast Response Cutter (FRC)** – Provides production funding to procure two FRCs. These assets replace the aging fleet of 110-foot patrol boats, and provide the coastal capability to conduct Search and Rescue operations, enforce border security, interdict drugs, uphold immigration laws, prevent terrorism, and enhance resiliency to disasters.
 - **Offshore Patrol Cutter (OPC)** – Supports continued initial acquisition work and design of the OPC. The OPC will replace the Medium Endurance Cutter class to conduct missions on the high seas and coastal approaches.
 - **Polar Ice Breaker (WAGB)** – Continues funding for pre-acquisition activities for a new Coast Guard polar icebreaker. This cutter will provide continued heavy icebreaking capability to the nation for missions in the Arctic and Antarctic following the projected end of service life of the POLAR STAR on or about 2022.
 - **Cutter Boats** – Provides continued funding for production of multi-mission cutter small boats that will be fielded on the Coast Guard’s major cutter fleet beginning with the NSC.
 - **In-Service Vessel Sustainment** – Continues to fund sustainment projects on 140-foot ice breaking tugs (WTGB), 225-foot seagoing buoy tenders, and the training Barque EAGLE (WIX).
 - **Survey and Design** – Builds upon previous years to continue multi-year engineering and design work for multiple cutter classes in support of future sustainment and acquisition projects.

- **Air Assets..... \$28.0M (0 FTE)**
The budget provides \$28.0 million for the following air asset recapitalization or enhancement initiatives:
 - **HH-65** – Continues modernization and sustainment of the Coast Guard’s fleet of HH-65 helicopters, converting them to MH-65 Short Range Recovery (SRR) helicopters. The modernization effort includes reliability & sustainability improvements, where obsolete components are replaced with modernized sub-systems, including an integrated cockpit and sensor suite.
 - **C-130H/J** – Funds sustainment of avionics systems on existing C-130H aircraft. The Avionics 1 Upgrade (A1U) installations on C-130H aircraft enhances the capability of the C-130H fleet by replacing aging/obsolete equipment, and updating avionics to comply with Communications Navigation Surveillance/Air Traffic Management (CNS/ATM) requirements.

- **Other (Asset Recapitalization)..... \$59.9M (0 FTE)**
The budget provides \$59.9 million for asset recapitalization, including the following equipment and services:

- **Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR)** – Provides design, development, upgrades and assistance on C4ISR hardware and software of new and in service assets.
- **CG-Logistics Information Management System** – Continues development and deployment to Coast Guard operational assets and support facilities.
- **Nationwide Automatic Identification System (NAIS)** – Completes deployment of the permanent transceive system to recapitalize the existing interim NAIS capability in 58 ports and 11 coastal areas.

- **Shore Units and Aids to Navigation (ATON) \$5.0M (0 FTE)**
The budget provides \$5.0 million to recapitalize shore infrastructure for safe, functional, and modern facilities that support Coast Guard assets and personnel:
 - **Specific Project** – Completes Phase One of Base Miami Beach waterfront facilities.
 - **ATON Infrastructure** – Maintains transportation safety on Federal waterways through construction and improvements to short-range aids and infrastructure to improve the safety of maritime transportation.

- **Personnel and Management \$115.8M (818FTE)**
The budget provides \$115.8 million to provide pay and benefits for the Coast Guard’s acquisition workforce.

Strengthen Resource and Operational Stewardship

FY 2014 Major Decreases:

- **Asset Decommissionings**
In FY 2014 the Coast Guard will make targeted operational reductions to prioritize front-line operational capacity and invest in critical recapitalization initiatives.
 - **High Endurance Cutter (WHEC) Decommissionings-\$14.2M (-184 FTE)**
The FY 2014 budget decommissions the fifth and sixth High Endurance Cutters (WHECs). National Security Cutters, including the seventh NSC which is fully funded in this budget request, replace the aging HEC fleet.
 - **Cutter Shoreside Support Personnel Reduction-\$0.8 M (-10 FTE)**
Reduces WHEC Maintenance Augmentation Team (MAT) and Surface Forces Logistics Center (SFLC) billets associated with the decommissioning of two WHECs.
 - **HU-25 Aircraft Retirements -\$9.4M (-36 FTE)**
Retires the eight remaining HU-25 aircraft assigned to Coast Guard Air Station Corpus Christi, TX; Aviation Logistics Center, Elizabeth City, NC; and, Aviation Training Center, Mobile, AL. This will allow for the transition to HC-144A aircraft.
 - **HC-130 Aircraft Retirements-\$7.7M (-29 FTE)**
This initiative eliminates funding and personnel associated with two HC-130H aircraft. The newly acquired HC-130J aircraft will provide increased operational reliability.

- **Close Air Facilities-\$5.1M (-28 FTE)**
The Coast Guard will close AIRFACs at Charleston, SC and Newport, OR. The Search and Rescue response times within the AIRFAC areas of responsibility will remain within national standards.

- **Programmatic Reductions**
The budget proposes targeted reductions in several base program areas. These base adjustments recognize changes in requirements need for selected activities and prioritizes sustainable investment in recapitalization programs.
 - **CG Headquarters Staffing-\$6.7M (-53 FTE)**
Reflects the anticipated reduction in Coast Guard Headquarters personnel as a result of the existing hiring freeze and normal workforce attrition.

 - **Targeted Intelligence Program.....-\$1.5M (-14 FTE)**
Scales intelligence activities across the Service by consolidating analysts at centers, Areas, and Districts; consolidating IT support positions at headquarters; and, eliminating the 24/7 call-in maritime watch at the El Paso Intelligence Center (EPIC) that provides services that will remain available through a different watch floor.

 - **Port State Control Examinations-\$1.7M (-20 FTE)**
Reduces Port State Control personnel by limiting examination activities aboard some foreign flagged vessels assessed as lower risk.

 - **Coast Guard Training-\$43.2M (-153FTE)**
Leverages web-based distance learning and reduces schoolhouse throughput. Specialty and technical training schools will group into centers of expertise to leverage available resources. Educational benefits will be focused on enlisted personnel who are pursuing an initial undergraduate degree. Reduces accessions and support staffs as well as operational and maintenance funds at the Coast Guard Academy, Leadership Development Center, and Officer Candidate School commensurate with anticipated reduction in out-year accession projections based on reduced workforce levels.

 - **Other Targeted Program Reductions-\$1.2M (-26 FTE)**
The Coast Guard will make targeted reductions to Auxiliary Program Management, the International Port Security Program, and District Drug and Alcohol Program Inspectors (DAPI). Routine DAPI functions will shift to Coast Guard Marine Inspectors and Investigators.

Sustain the Most Critical Front Line Operations

- **Pay & Allowances \$43.9M (0 FTE)**
The budget provides \$43.9 million to fund the civilian pay raise and maintain parity of with DoD for military pay, allowances, and health care. As a branch of the Armed Forces of the United States, the Coast Guard is subject to the provisions of the National Defense Authorization Act, which include pay and personnel benefits for the military workforce.

- **Operating and Maintenance Funds for New Assets \$64.7M (213 FTE)**
The budget provides a total of \$64.7 million to fund operations and maintenance of shore facilities and cutters, boats, aircraft, and associated C4ISR subsystems delivered through acquisition efforts. Funding is requested for the following assets and systems:
 - **Shore Facilities** – Funding for the operation and maintenance of shore facility projects scheduled for completion prior to FY 2014.
 - **Response Boat-Medium** – Funding for operation, maintenance and support of 30 RB-Ms as well as personnel for maintenance support requirements and instructors to support fleet training requirements.
 - **Rescue 21 (R21)** – Funding for the support of the R21 System as well as maintenance of Coast Guard leased and owned towers, Western Rivers communications sites, and encrypted communications for over-the-air-re-key (OTAR).
 - **FRC** – Operating and maintenance funding for FRCs #10-12 and funding for personnel to operate and maintain hulls #11-12, homeported in Key West, FL as well as the first two San Juan, PR hulls.
 - **NSC** -- Operating and maintenance funding for NSC #4 to be homeported in Charleston, SC. The initiative also provides personnel to operate NSCs # 4-5.
 - **HC-144A MPA** – Operating and maintenance and personnel funding to operate and support aircraft #16-17 that will be assigned to Air Station Corpus Christi, TX. Also funds maintenance of the first 17 Mission System Pallets (MSPs)—the sensor package for each operational HC-144A.
 - **Manned Covert Surveillance Aircraft (MCSA)** – Operating, maintenance and personnel funding to operate and support the first aircraft which is planned to operate out of Miami, FL and provide an additional 1,000 hours of maritime surveillance capacity.
 - **Air Station Corpus Christi Transition** – Provides funding for the transition from operating HU-25 aircraft to operation of HC-144A aircraft.

- **Financial Systems Modernization \$29.5M (0 FTE)**
Provides funding to support the Financial Management Service Improvement Initiative (FMSII) for Coast Guard and Transportation Security Administration (TSA). This initiative will plan, prepare, configure, test, and migrate the Coast Guard’s and TSA’s financial management system (FMS) including the financial, contract, and asset accountability management systems to a shared service provider (SSP).

UNITED STATES SECRET SERVICE

Description:

The United States Secret Service carries out a unique dual mission of protection and investigation. The Secret Service protects the President, Vice President, other visiting heads of state and government, and National Special Security Events (NSSEs); safeguards the nation's financial infrastructure and payment systems to preserve the integrity of the economy; investigates cyber / electronic crimes; and protects the White House and other designated buildings within the Washington, D.C. area.

The vision of the Secret Service is to uphold the tradition of excellence in its protective and investigative mission through a dedicated, highly-trained, diverse, partner-oriented workforce that employs progressive technology and promotes professionalism.

At a Glance

Senior Leadership: Julia Pierson, Director
Established: 1865

Major Divisions: Office of Protective Operations, Office of Investigations, Office of Technical Development and Mission Support, Office of Strategic Intelligence and Information, Office of Professional Responsibility, Office of Human Resources and Training, Office of Administration, Office of Government and Public Affairs, Office of the Chief Counsel, and Office of the Director

Budget Request: \$1,801,389,000

Discretionary: \$1,546,389,000

Mandatory Fund: \$ 255,000,000

Employees (FTE):6,705



Secret Service Special Agents walk with President Barack Obama and the First Lady Down Pennsylvania Avenue in the traditional Inaugural Parade.

The Secret Service continues its tradition of excellence by using leading-edge techniques to accomplish its dual protective and investigative missions. As we look to the future, the Secret Service's protective and investigative expertise continues to be in high demand. The Secret Service has some of the best-trained men and women in the world that protect our Nation's leaders and investigate increasingly sophisticated financial crimes including, but not exclusive to, counterfeiting, cyber crimes, identity theft, mortgage fraud, and bank fraud. These responsibilities were executed with the utmost proficiency and dedication throughout the 2012 Presidential Campaign, culminating with the 2013 Presidential Inauguration.

Responsibilities:

The Secret Service is responsible for the protection of the President, Vice President, President-elect, Vice President-elect, their immediate families, former presidents and their spouses; visiting heads of state or government; major presidential and vice presidential candidates; former vice presidents for a limited period of time; and other individuals as designated by the President. The Secret Service also protects the White House Complex; the Vice President's residence; foreign and diplomatic missions located in the Washington, D.C. metropolitan area; and implements operational security plans for designated NSSEs.

Using state-of-the-art countermeasures, the Secret Service executes security operations that eliminate, deter, minimize and decisively respond to threats. The protective environment is enhanced by specialized resources within the Secret Service including the Airspace Security Branch, Counter Sniper Team, Emergency Response Team, Counter Assault Team, Counter Surveillance Unit, Hazardous Agent Mitigation and Medical Emergency Response Team and the Magnetometer Operations Unit. Other specialized resources serve to provide protection from threats including chemical, biological, radiological, nuclear, and explosives.

As part of the Secret Service's core objective of preventing an incident before it occurs, the Protective Intelligence and Assessment Division (PID) utilizes a multifaceted approach to support protective operations through information analysis, threat investigation, risk assessment and protective intelligence sharing. On a daily basis, PID receives information from concerned citizens, the U.S. military, the intelligence community, and State, local and Federal law enforcement agencies.

The partnerships the Secret Service relies on to successfully perform its protective responsibilities are cultivated through our offices in the United States and around the world. In addition to providing permanent protective details for the protection of our Nation's leaders, the backbone of the Secret Service is its network of 141 domestic and 24 international investigative offices. These offices carry out protective intelligence, in addition to financial crimes investigations, while providing the surge capacity needed to successfully carry out the Secret Service's protection responsibilities.

Investigations continue as a primary mission of the Secret Service to safeguard the financial systems of the United States. The agency has evolved from enforcing counterfeiting laws that preserve the integrity of U.S. currency and financial obligations to include a wide range of financial, electronic, and cyber crimes. The Secret Service has adopted a proactive approach in combating these crimes, one that uses advanced technologies and capitalizes on the power of task force partnerships. Computer experts, forensic specialists, investigative experts and intelligence analysts provide rapid responses and critical information in support of financial analysis, infrastructure protection and criminal investigations.

Service to the Public:

In addition to providing protection for the President, Vice President and other national leaders, the Secret Service is responsible for planning, coordinating, and implementing comprehensive operational security measures for NSSEs. At these events, the Secret Service's protective responsibilities extend to all attendees, including the general public.

Through a network of domestic and international field offices, the Secret Service fosters robust partnerships with State, local and other Federal law enforcement agencies, which are key to the success of the agency's dual mission. Investigations of financial crimes benefit from an established international network of 31 Electronic Crimes Task Forces and 41 Financial Crimes Task Forces. These task forces combine the resources of the law enforcement community with the private sector, resulting in an organized effort to combat threats to the Nation's financial payment systems and critical infrastructures. The Secret Service's financial crimes investigations have prevented approximately \$16.5 billion in potential losses to the American taxpayer over the past five years alone.

FY 2012 Accomplishments:

- Provided protection during nearly 4,000 travel stops for permanent domestic protectees, more than 600 travel stops for presidential and vice presidential candidates/nominees, and more than 2,000 travel stops for visiting foreign dignitaries.
- Provided protection for former presidents and spouses for a combined total of 1,304 travel stops.
- Successfully designed and implemented comprehensive security plans for five National Special Security Events (Asian Pacific Economic Cooperative Summit, State of the Union, NATO Summit, Republican National Convention, Democratic National Convention), utilizing its highly successful NSSE planning model.
- Prepared security plans for the 67th Session of the United Nations General Assembly, including protective detail staffing for 106 heads of state/heads of government and 50 spouses.
- Completed security screening for nearly 3.1 million members of the public at protective venues, including the White House Complex, resulting in the seizure of more than 3,300 weapons.
- Screened more than 1.2 million pieces of mail and special gift items at the White House Mail Screening Facility.
- Through the Secret Service's Electronic Crimes Task Forces, cyber crime investigations prevented \$1.2 billion in potential losses and resulted in 1,383 arrests, an increase of 12.44% over the previous fiscal year.
- Special agents trained through the Secret Service's Electronic Crimes Special Agent Program processed 1,106.4 terabytes (equivalent to over 200,000 DVDs) of digital evidence.
- Counterfeit investigations conducted by personnel assigned to Secret Service domestic offices yielded over 2,260 arrests and the suppression of over 250 counterfeit manufacturing plants.

- Investigations associated with the newly-opened Lima, Peru Resident Office resulted in 19 arrests, the seizure of approximately \$4.8 million in counterfeit U.S. currency, and the suppression of one significant counterfeit plant operation.
- Through the National Computer Forensic Institute, the Secret Service has trained 668 local and state law enforcement officers, prosecutors, and judges.
- Through the Information Integration and Technology Transformation program, the Secret Service:
 - Purchased and installed hardware to improve the security and reliability of its information technology infrastructure in time for the increased operational demands associated with the 2012 Presidential Campaign and designated National Special Security Events
 - Deployed a system to allow special agents to conduct faster searches for protective intelligence information across disparate databases; and upgraded all Secure Voice encryption to National Security Agency-approved standard.
- Through the Operational Mission Support program, the Secret Service began operations of the Temporary Visitor Entrance Building at the White House Complex. This program provides the agency with enhanced explosive detection screening capabilities for the nearly 500,000 people who visit the White House for public tours and other events each year.



Secret Service Special Agents in the Counter Sniper Team secure a rooftop prior to the arrival of protectees.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|-------------------------------|----------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Operating Expenses | 6,834 | 1,664,065 | 6,834 | 1,670,293 | 6,705 | 1,494,614 | (129) | (169,451) |
| Construction | - | 5,380 | | 5,413 | | 51,775 | | 46,365 |
| Gross Discretionary | 6,834 | \$1,669,445 | 6,834 | \$1,675,706 | 6,705 | \$1,546,389 | (129) | (\$123,056) |
| Mandatory Fees | | 245,000 | | 245,000 | | 255,000 | | 10,000 |
| Total Budget Authority | 6,834 | \$1,914,445 | 6,834 | \$1,920,706 | 6,705 | \$1,801,389 | (129) | (\$113,056) |
| Less prior year Rescissions | - | [1,104] | | [1,104] | | - | | 1,104 |



A Secret Service Special Agent analyzes the contents of a suspect's computer.

FY 2014 Highlights:

- **Operational Mission Support (OMS).....\$59.9M (67 FTE)**
The Secret Service’s OMS program funds advanced protective countermeasure projects and support for associated personnel critical to addressing known and evolving threats directed at the President and the White House Complex. FY 2014 requested funding will continue this critical multi-year initiative.
- **Information Integration Technology Transformation (IITT).....\$47.4M (10 FTE)**
The Information Integration and Technology Transformation program encompasses a complex re-architecting of Secret Service information technology (IT) infrastructure and communications systems as well as software upgrades that are critical to improving IT security, reliability and functionality in support of the agency’s dual mission requirements.
- **White House Complex and First Family Security Enhancements.....\$14.2M (0 FTE)**
This request provides funding for increased Uniformed Division, Special Agent, and Emergency Response Tactical Team coverage as well as additional security enhancements at the White House Complex.
- **Cyber Security Presidential Protection Measures (CSPPM).....\$7.6M (0 FTE)**
This request provides funding for Cyber Security Presidential Protection Measures to enable the Secret Service to audit, assess, and monitor critical infrastructure and/or key resources at protective sites which directly or indirectly support a Presidential visit. These measures also support broader Administration cybersecurity goals by leveraging USSS assets in partnership with other Federal agencies, including NPPD within DHS. CSPPM enhances the assessment and mitigation of cybersecurity threats and the protection of critical systems governing energy delivery, information technology, and other process control systems.

FY 2014 Major Decreases:

- **Attrition of FTE.....(\$12.9M) (76 FTE)**
The Secret Service will reduce its personnel by 76 FTE through attrition and reduced hiring of special agents, uniformed officers and administrative, professional and technical positions. This reduction reflects Secret Service efforts to focus its resources on operational and investment priorities while maintaining support for core protective and investigative mission responsibilities.

NATIONAL PROTECTION AND PROGRAMS DIRECTORATE

Description:

The National Protection and Programs Directorate (NPPD) leads the national effort to protect and enhance the resilience of the Nation's physical and cyber infrastructure.

Responsibilities:

NPPD leads protection of the Nation's physical and cyber critical infrastructure and key resources from terrorist attacks, natural disasters, and other catastrophic incidents. This requires ongoing collaboration and information sharing with its Federal, State, local, tribal, international, and private sector partners.

At a Glance

Senior Leadership:

Rand Beers, Under Secretary

Established: 2007

*Major Divisions: Cybersecurity and
Communications, Infrastructure
Protection, Federal Protective Service*

Budget Request: \$2,568,543

Net Discretionary: \$1,266,719

Collections: \$1,301,824

Employees (FTE): 3,066

In FY 2014, the United States Visitor and Immigrant Status Indicator Technology (US-VISIT) program will be consolidated into U.S. Customs and Border Protection and U.S. Immigration and Customs Enforcement. The consolidation of US-VISIT will allow NPPD to further tighten its mission focus around risk reduction to physical and cyber infrastructure.

NPPD's responsibilities include:

- Promoting an integrated national approach to homeland security infrastructure protection and resilience activities and verifying the approach, strategy, and outcome against mission goals
- Ensuring the security and continuity of the Nation's cyber and communications infrastructure through collaboration with public, private, and international partners
- Promoting cybersecurity, information security, and information assurance
- Ensuring emergency communications through a full spectrum of conditions
- Strengthening the protection and enhancing the all-hazard resilience of the Nation's physical and cyber infrastructure by leading the national effort to mitigate risks to critical infrastructure
- Protecting and securing more than 9,000 Federal facilities nationwide, and the people who do business inside them

Service to the Public:

NPPD serves the public through these major program activities:

Cybersecurity and Communications (CS&C) – Collaborates with public, private, and international partners to ensure the security and continuity of the Nation’s cyber and communications infrastructures in the event of terrorist attacks, natural disasters, and catastrophic incidents. Additionally, CS&C protects and strengthens the reliability, survivability and interoperability of the Nation’s communications capabilities, including those utilized during emergencies, at the Federal, State, local, and tribal levels.

Infrastructure Protection (IP) – Leads coordinated efforts for reducing risk to the Nation’s physical critical infrastructure and key resources from terrorist attacks, natural disasters, and other catastrophic incidents by integrating and disseminating critical infrastructure and key resources threat, consequence, and vulnerability information; developing risk mitigation strategies; and overseeing the National Infrastructure Protection Plan. These efforts help to ensure that essential government missions, public services, and economic functions are maintained. IP also ensures that critical infrastructure and key resources elements are not exploited for use as weapons of mass destruction against people or institutions through regulatory initiatives such as its Ammonium Nitrate and Chemical Facility Anti-Terrorism Standards (CFATS) programs.

Federal Protective Service (FPS) – Provides comprehensive security and law enforcement services for mitigating risk to more than 9,600 Federal facilities and their 1.1 million occupants nationwide. Operational activities include law enforcement response; risk assessments of Federal facilities to determine, recommend, and install appropriate risk mitigation measures; and oversight of approximately 13,000 armed contract protective security officers.

FY 2012 Accomplishments:

Cybersecurity and Communications

- Responded and issued warnings to an average of nearly 70 incidents per month arising from more than 10,000 daily alerts.
- Processed more than 160,000 incident reports from Federal departments and agencies as well as critical infrastructure and international partners.
- Received and prioritized approximately 9,500 files for malware analysis, resulting in the release of more than 7,455 actionable cybersecurity alerts and information products.
- Assisted in the development of the framework classifying the specialties of the cyber



NPPD employees participate in the Cyberstorm exercise. Cyberstorm provides an opportunity to assess cybersecurity preparedness, information sharing, and incident response in the protection of the Nation’s critical infrastructure.

professional workforce as part of the National Initiative for Cybersecurity Education initiative.

- Developed a daily cyber common operational picture in order to inform the following six Federal cybersecurity centers of cyber incidents:
 - US-CERT
 - Defense Cyber Crimes Center (DC3) United States Cyber Command (USCYBERCOM)
 - National Cyber Investigative–Joint Task Force (NCI-JTF) Intelligence Community— Incident Response Center (IC-IRC)
 - NSA Threat Operations Center (NTOC)
- Designed, developed and deployed automated threat and mitigation information exchange mechanisms, permitting secure automated incident reporting.
- Conducted 18 Cybersecurity Compliance Validation Assessments of selected departments and agencies and initiated 10 Risk and Vulnerability Assessments.
- Expanded the deployment of EINSTEIN 2 intrusion detection capabilities, bringing the total Trusted Internet Connection Access Providers deployments to 16 departments and agencies.
- Provided 22 additional Federal department and agency customers with EINSTEIN 2 operational services through the Managed Trusted Internet Protocol Service (MTIPS), bringing the total number of departments and agencies receiving EINSTEIN 2 through MTIPS to 45.
- Initiated new efforts to secure Federal agency network traffic through active network defense capabilities as well as the ability to prevent and limit the most prevalent malicious network activities for up to two million Federal users.
- Provided 75 Cyber Resilience Reviews to critical infrastructure partners to identify appropriate mitigation strategies for cybersecurity vulnerabilities.
- Completed over 99 percent of Government Emergency Telecommunications Service (GETS) calls for 10 days during and after the 2012 Midwest - Mid-Atlantic Derecho Storm and nine days during and after Hurricane Sandy. GETS ensures that national security and emergency preparedness users supporting incident response are able to overcome telephone network congestion.
- Developed the Infrastructure Health Awareness, Notification, and Detection tool to integrate geo-coded communications asset data with public alert feeds to identify and alert users of high priority threats and potential impacts to communications in near real-time.
- Provided approximately 150 requested technical assistance engagements to States, territories, and localities to support the implementation of Statewide Communication Interoperability Plans, which enhance statewide emergency communications including implementing public safety wireless broadband systems.

- Expanded the number of participating entities in the *Stop.Think.Connect.* Cyber Awareness Coalition to 10 government members and five nonprofit organizations while expanding the *Stop.Think.Connect.* “Friends” program to more than 11,100 individuals across the Nation.

Infrastructure Protection

- Assessed and surveyed more than 1,000 critical infrastructure sites; over 70 percent of sites that NPPD followed up with reported improvements. This includes:
 - 680 Enhanced Critical Infrastructure Protection Security Surveys
 - 185 Site Assistance Visits
 - 139 Computer-based Assessment Tool Captures
- Conducted 10 Regional Resilience Assessment Program projects that identify interdependencies and potential gaps in critical infrastructure security, resilience, and capabilities in clusters of high-consequence critical infrastructure to coordinate protection efforts in major metropolitan areas.
- Developed a webinar to emphasize the importance of crafting emergency response plans as well as the need to train employees on active shooter scenarios. The program focuses on those who have a role in hiring, training, emergency planning, and emergency response.
- Conducted events for more than 2,560 law enforcement and first responders to educate explosives precursor point-of-sale awareness and reporting guidelines for suspicious purchasing activities among local businesses within their jurisdiction through the Bomb-making Materials Awareness Program.
- Provided training courses for more than 6,365 bomb technicians, law enforcement, first responders, and private sector security partners to enhance awareness of improvised explosive devices and strategies for detecting and mitigating vulnerabilities to explosive attacks.
- Released 30 all-hazards products to regional critical infrastructure analysts, state UA fusion centers, and Critical Infrastructure Protection Program Directors to inform their risk management decision-making and strengthen partnerships.
- Issued a *Compendium of Standards* and published three 1st Edition standards and best practices documents through the Interagency Security Committee, which focused on establishing a guideline process for detailing control of prohibited items into Federal facilities as well setting minimum standards to be applied to all contract armed security officers working at Federal civilian facilities.



The Office of Infrastructure Protection works with partners across the 18 critical infrastructure sectors to reduce risk to the Nation’s critical infrastructure and to strengthen the Nation’s preparedness, response, and recovery in the event of an attack, natural disaster, or other emergency.

- Significantly increased the rate of Chemical Facility Site Security Plan authorizations and inspections. Since the implementation of the CFATS program, nearly 3,000 facilities have removed, reduced, or otherwise modified their chemical holdings so that they are no longer considered high-risk.



The Federal Protective Service works to secure more than 9,000 buildings and safeguard their occupants.

Federal Protective Service

- Responded to 47,000 incidents, made 1,902 arrests, and interdicted more than 886,000 weapons/prohibited items during routine checks at Federal facilities.
 - Investigated and acted upon more than 1,000 threats and assaults directed toward Federal facilities, Federal officials, and visitors in FY 2012.
- Conducted more than 55,000 post inspections to verify that contracted protective security officers and technical countermeasures provided the necessary security and met all contractual requirements including training, qualifications, and certifications.
 - Developed baseline profiles of existing security measures at 1,949 Federal facilities to prepare for facility security assessments.
 - Completed initial development and rollout of the Modified Infrastructure Survey Tool (MIST), which standardizes the completion of facility security assessments and measures the existing level of protection against Interagency Steering Committee standards. FPS began utilizing MIST to complete facility security assessments, completing 19 full facility security assessments and presenting 3 of these to the facility security committees.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|--|----------------------------|-------------------------|--------------------------|--------------------|--------------------|--------------------|------------------------|-----------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Management and Administration | 219 | 49,444 | 242 | 50,907 | 322 | 64,725 | 103 | 15,281 |
| Infrastructure Protection and Information Security | 1,044 | 888,243 | 1,188 | 1,170,243 | 1,373 | 1,201,994 | 329 | 313,751 |
| US-VISIT ¹³ | 308 | 302,402 | 416 | 281,112 | - | - | (308) | (302,402) |
| Federal Protective Service | 1,197 | 1,285,599 | 1,371 | 1,301,824 | 1,371 | 1,301,824 | 174 | 16,225 |
| Gross Discretionary | 2,768 | \$2,525,688 | 3,217 | \$2,804,086 | 3,066 | \$2,568,543 | 298 | \$42,855 |
| Offsetting Collections | (1,197) | (1,285,599) | (1,371) | (1,301,824) | (1,371) | (1,301,824) | (174) | (16,225) |
| Total Budget Authority (Net Discretionary) | 1,571 | \$1,240,089 | 1,846 | \$1,502,263 | 1,695 | \$1,266,719 | 124 | \$26,630 |
| Less prior year Rescissions | - | [-27,576] ¹⁴ | | | | | | |

FY 2014 Highlights:

- Strengthen core management functions and oversight capabilities\$15.4M (58 FTE)**
This funding will strengthen NPPD's core management functions and oversight capabilities, and provides NPPD with mission support capacity to keep pace with the growth of mission operations.
- Intrusion Prevention\$134.8M (25 FTE)**
This funding will support active network defense capabilities preventing or limiting malicious activities from penetrating Federal networks and systems. The increase allows Network Security Deployment to reach E³A intrusion prevention full operational capability in FY 2015.
- Information Sharing.....\$43.9M (6 FTE)**
This funding will be used to plan and develop advanced information sharing capabilities and to procure additional commercial information sources on cyber threats to support the National Cybersecurity Protection System (NCPS). The resources allow DHS to plan and design a foundational set of information and collaboration tools that focus on the most pressing cybersecurity operational needs and improve the Department's interaction and collaboration with key constituencies.

¹³ US-VISIT will be transferred to CBP and ICE pursuant to the FY 2014 President's Budget.

¹⁴ Pursuant to terms and conditions of P.L. 112-74, the following amounts were rescinded from DHS unobligated balances: \$97,046 from Management and Administration, and \$78,764 from IPIS. The amount of \$27.5 million is rescinded from US-VISIT prior year unobligated balances.

- **Continuous Monitoring & Diagnostics.....\$165.9M (0 FTE)**
This funding will provide hardware, software, and services that enable continuous diagnostics in support of mitigation activities designed to strengthen the operational security posture of Federal civilian networks. This includes directly supporting Federal Executive Branch civilian departments and agencies in implementing capabilities that will improve their cybersecurity posture in accordance with FISMA, enabling improved continuous monitoring at departments and agencies, and supporting other critical and high priority cybersecurity capabilities to thwart advanced persistent threats in a dynamic threat environment. The program will reach full operational capability in FY 2015.
- **Cybersecurity Operational and Strategic Analysis.....\$12.6M (10 FTE)**
This program change enables the National Cybersecurity and Communications Integration Center (NCCIC) to provide enhanced operational and threat analysis, through operational and analytic support, to respond to high-priority threats. The program change will also support enhancing CS&C’s strategic cyber-threat analysis capabilities in the information and analyses realms to contribute to reducing malicious actors exploiting vulnerabilities.
- **US-CERT Operations\$16.9M (23 FTE)**
These funds will increase the analytic capability of US-CERT operations to allow it to continue to address the evolving cybersecurity threat environment and the implementation of E³A. Additionally, US-CERT will deploy staff to DHS’s site at Corry Station in Pensacola, Florida, in order to meet critical continuity of operations objectives, facilitate continued monitoring of the Federal networks, provide expanded capability to conduct malware analysis, and support cross-sector information sharing in the event of a major disaster impacting US-CERT’s operations based in the Washington, D.C. area.
- **Multi-State Information Sharing and Analysis Center\$12.9M (0 FTE)**
This increase supports the Multi-State Information Sharing and Analysis Center (MS-ISAC). MS-ISAC provides the opportunity to analyze information and correlation across its State, local, tribal, and territorial members, which then can be aggregated and shared with US-CERT, NCCIC, and their public and private sector partners. MS-ISAC will use a consolidation of services for 25 States, to include hosting a 24×7×365 cybersecurity operations center, developing and rapidly distributing cybersecurity advisories and bulletins, and directly responding to and assisting MS-ISAC members with response to cyber incidents.

FY 2014 Major Decreases:

- **Cybersecurity Facilities\$5.5M (0 FTE)**
This reduction postpones facility plans in order to provide additional funding for higher priority cybersecurity programs.

- **Next Generation Networks\$5.3M (0 FTE)**
This reduction decreases funding for the Next Generation Networks Priority Services program to provide additional funding for higher priority cybersecurity and communications programs.
- **Incident Planning and Exercises (IPE)\$7.8M (0 FTE)**
This reduction eliminates the Infrastructure Protection Exercise program as a discrete project to provide additional funding for priority efforts, and transfers the Federal staff to other Infrastructure Protection projects where the activities performed under IPE will continue to operate. The reduction will also eliminate contract support for this effort.

OFFICE OF HEALTH AFFAIRS

Description:

The Office of Health Affairs (OHA) serves as DHS's principal authority for all medical and health issues. OHA provides medical, public health, and scientific expertise in support of the DHS mission to prepare for, respond to, and recover from all hazards impacting the Nation's health security.

Responsibilities:

OHA serves as the principal advisor to the Secretary on medical and public health issues. OHA leads the Department's workforce health protection and medical support activities. The Office also manages and coordinates the Department's biological and chemical defense programs and provides medical and scientific expertise to support DHS preparedness and response efforts.

At a Glance

Senior Leadership:
Alexander G. Garza, M.D., MPH
Assistant Secretary for Health Affairs and
Chief Medical Officer

Established: 2007

Major Divisions: Health Threats Resilience;
Workforce Health & Medical Support;
Management & Administration

Budget Request: ***\$131,797,000***

Employees (FTE): ***99***

Service to the Public:

OHA supports the Department's mission to secure the Homeland in the following ways:

Serves as Principal Medical Advisor to DHS Leadership

OHA ensures that the Department's leaders have relevant and evidence-based public health and medical information to guide policy decisions and response actions. Furthermore, OHA provides DHS leaders with health and medical expertise to support routine and catastrophic incident management requirements and decisions.

Coordinates Health Security Activities

OHA represents the intersection of homeland security and public health, better known as health security. OHA is the Department's lead on interagency efforts involving health and medical issues. OHA works to build resilience by providing appropriate information, resources, and guidance to help state and local communities prepare for and respond to catastrophic health threats.

Manages DHS Biodefense Activities and a Comprehensive Chemical Defense Program

OHA operates, manages, and supports the Department's biological defense and surveillance programs. In particular, OHA helps to build national resilience through informing biodefense planning; providing guidance to responders and other stakeholders on protective actions; leading Federal, State, and local biodefense exercises; continuing its early detection program for

biological agents; and assisting other efforts to enhance national preparedness. OHA's Chemical Defense Program (CDP) is focused on a comprehensive approach to chemical defense. OHA integrates chemical defense expertise into national planning and helps State and local jurisdictions to build capabilities and develop resilience for high-consequence chemical events.

Improves Health and Safety of the DHS Workforce

DHS has one of the largest operational workforces in the Federal Government. The health and safety of this workforce continues to be a priority of DHS leadership. To this effect, OHA develops strategy, policy, standards, and metrics for the medical aspects of a Department-wide occupational health and safety program. OHA works to unify the medical and health efforts throughout DHS in order to standardize medical practices and improve the quality of care for the workforce and those in DHS care. In addition, OHA works with human capital and component programs to ensure that occupational medicine principles are incorporated into traditional occupational safety, health, and wellness programs throughout DHS.

Supports Medical First Responders

OHA serves as the primary DHS point of contact to the external and internal medical first responder communities. OHA facilitates the integration of the EMS community into Federal, State, local, territorial, and tribal disaster preparedness and policy activities and leverages established collaborative working relationships with EMS national associations to enhance efficiency. DHS has thousands of medical personnel deployed throughout the country who provide care for wide-ranging and often remotely deployed personnel. OHA supports these internal personnel through developing health guidance and policy; providing health protection in dangerous work environments; facilitating health screening programs; and providing other mechanisms designed to support a culture that helps to ensure that responders are able to support the Department's missions while minimizing health threats and work-related disability. OHA also provides medical oversight of the health care and emergency medical services (EMS) provided by DHS operating components, including oversight and verification of credentials for the Department's medical providers.



Attendees of the DHS Office of Health Affairs Austere Emergency Medical Services Training Course pose for a photo on Mt. Rainer in Ashford, Washington. OHA, in partnership with the U.S. Army's Austere and Wilderness group, developed the austere training course to provide advanced medical education and training to DHS paramedics, ensuring the Department's ability to deliver emergency medical care under conditions of limited personnel, equipment, and resources, and in hostile environments.

FY 2012 Accomplishments:

- As part of the BioWatch program, collected over 200,000 samples and ran more than one million laboratory tests on those samples to provide early warning to high-risk cities in the event of a biological attack.
- Provided biological detection capabilities at the Republican and Democratic National Conventions and Super Bowl XLVI.
- Implemented a robust laboratory Quality Assurance (QA) program. The QA program allows for more rapid identification of issues impacting laboratory analysis at both the jurisdictional and program levels, allowing for effective and efficacious root cause analysis and corrective actions to mitigate impact. This results in increased confidence in analytical results. The QA program audited BioWatch operations in 15 laboratories in FY 2012.
- Provided situational awareness of health incidents and biological events through the National Biosurveillance Integration Center (NBIC), and responded to requests for information on these incidents and events from the National Biosurveillance Integration System partners.
- Released the first NBIC Strategic Plan. The plan outlines the goals and objectives required to achieve NBIC's mission over the next five years.
- Supported a chemical incident response demonstration project in Baltimore, MD, by supporting the development of a localized risk assessment and methodology report.

- Developed a reachback network of medical toxicologists providing 24/7 access and support to DHS, interagency partners, fusion centers, and national poison centers related to chemical hazards and health.
- Published a “K-9 First Aid Manual” for DHS working dog handlers.
- Sponsored 100 security clearances for state and local public health officials. These clearances are critical for biodefense prevention and preparedness, because they allow state and local health officials to share classified chemical, biological, radiological, nuclear, and health threat information.
- Stood up a Southwest Border Health Task Force in conjunction with U.S. Customs and Border Protection (CBP) and U.S. Immigration and Customs Enforcement (ICE) to develop and standardize medical and infectious disease protocols and address the medical staffing needs of CBP and ICE.
- Maintained stockpile of more than 125,000 courses of anthrax medical countermeasures (MCM) and more than 255,000 courses of pandemic influenza MCM, providing DHS personnel with immediate access to life-saving medications to ensure frontline operations can continue during a biological attack or pandemic.
- Initiated a comprehensive Medical Liaison Officer program to provide standardized medical guidance and expertise to DHS Components.
- Initiated the development of a Model Interstate Compact, which would allow qualified DHS EMS personnel to cross state boundaries in day-to-day emergency response.
- Achieved recognition of the Department’s EMS system as a designated authorizing agency by the National Registry of Emergency Medical Technicians. This “state-equivalent” recognition permits DHS to oversee and approve continuing education offered to DHS EMS personnel, resulting in cost savings, better standardization of DHS EMS training, and improved patient care outcomes.
- Developed and delivered a specialized austere medical course for 25 DHS paramedics to meet international medical coverage, including employee support for deployment, medical threat assessments, MCM, and operational support while functioning outside of the U.S.
- Initiated a working group to develop requirements for an electronic health information system that would support the Department’s occupational health programs by tracking information related to fitness for duty, limited duty, immunizations, and MCM.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|---|----------------------------|------------------|--------------------------|------------------|-------------------------|------------------|------------------------|-------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses | 83 | 29171 | 101 | 29,735 | 99 | 27,369 | 16 | (1,802) |
| BioWatch | - | 111,764 | - | 114,863 | - | 90,609 | - | (21,155) |
| National Biosurveillance Integration Center | - | 12,823 | - | 12,087 | - | 8,000 | - | (4,823) |
| Planning and Coordination | - | 5,852 | - | 6,199 | - | 4,995 | - | (857) |
| Chemical Defense Program | - | 5,439 | - | 5,472 | - | 824 | - | (4,615) |
| Total Budget Authority | 83 | \$165,049 | 101 | \$168,356 | 99 | \$131,797 | 16 | (\$33,252) |
| Less prior year Rescissions | - | [-117] | - | [-117] | - | | - | |

FY 2014 Highlights:

- BioWatch\$90.6M (0 FTE)**
 The budget request funds continued operations of the Generation 2 BioWatch Program, the only federally managed, locally operated nationwide biosurveillance system designed to detect select aerosolized biological agents. Currently deployed in more than 30 metropolitan areas across the country, BioWatch provides public health officials with a warning of a biological agent release, before potentially exposed individuals develop symptoms of illness.
- Medical Countermeasures Program.....\$1.9M (0 FTE)**
 OHA's MCM Program ensures that the mission-essential functions of the Department continue following an anthrax attack or pandemic influenza outbreak to ensure continuity of operations and national resilience. In addition to training, program support, and planning activities, this increase in funding supports purchase and storage of antivirals and antibiotics to cover the DHS workforce, those in DHS care and custody, and critical contractors.
- DHSTogether.....\$1.1M (0 FTE)**
 Funding for the DHSTogether employee resilience program, including an increase of \$0.37 million, will support efforts to improve communication between DHS employees and supervisors; improve methods of identifying and mitigating operational stressors for at-risk component personnel; evaluate and implement best practices regarding the oversight and management of DHS behavioral health care providers; and share or expand earlier successful projects, such as relationship training, crisis communication toolkit development, or peer support initiatives.

- **National Biosurveillance Integration Center.....\$8.0M (0 FTE)**
NBIC has the key responsibility to integrate, analyze, and share the Nation’s biosurveillance information from across Federal, State, and local governments and the private sector. NBIC enables early warning and shared situational awareness of biological events so that critical decisions directing response and recovery efforts are well-informed and ultimately save lives. The funding will support operationalization of outcomes from innovation projects conducted in FY 2012-2013 that enhance technical support services, information technology operations and improvements, and biosurveillance data acquisitions, and will support coordination efforts with Federal, State, local, and tribal governments.



The DHS Office of Health Affairs (Emergency Medical Services Training and Education Advisory Committee (EMSTEAC) meets at the U.S. Coast Guard Station in Petaluma, California, to discuss the maturation of the DHS Emergency Medical Services System. OHA works collaboratively with DHS Components through the EMSTEAC to ensure that there are sufficient and appropriate human and physical resources in place to deliver safe and effective EMS care and to provide advice and recommendations to the Assistant Secretary for Health Affairs and Chief Medical Officer.

FEDERAL EMERGENCY MANAGEMENT AGENCY

Description:

The mission of the Federal Emergency Management Agency (FEMA) is to support our citizens and first responders to ensure that, as a Nation, we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

In addition to its headquarters in Washington, D.C., FEMA has 10 permanent regional offices, three permanent area offices, and various temporary disaster-related sites that carry out the Agency's operations throughout the United States and its territories.

The Fiscal Year (FY) 2014 President's Budget reflects FEMA's priority to manage resources more effectively across the Federal Government while ensuring the Nation's resilience from disasters. The Agency has re-examined its current allocation of resources among existing programs to consider the relative return on investment among these activities, and to focus on those programs that have the most significant impact on the Agency's ability to fulfill its emergency management mission. Moreover, FEMA will streamline current business processes and harness the use of innovative technologies. The FY 2014 President's Budget provides the level of resources required to support the Agency's ability to fulfill its emergency management mission.

Key Responsibilities:

FEMA manages and coordinates the Federal response to and recovery from major domestic disasters and emergencies of all types, in accordance with the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (P.L. 93-288), as amended. The Agency coordinates programs to improve the effectiveness of emergency response providers at all levels of government to respond to terrorist attacks, major disasters, and other emergencies.

At a Glance

Senior Leadership:

*W. Craig Fugate, Administrator
Richard Serino, Deputy Administrator
Timothy Manning, Deputy Administrator for National Preparedness*

Established: 1979; transferred to DHS in 2003

Major Components: Protection and National Preparedness, Response and Recovery, Federal Insurance and Mitigation, Mission Support, United States Fire Administration, 10 Operational Regions

Budget Request: *\$13,450,885,000*

Net Discretionary: *\$9,586,885,000*

Mandatory, Fees, & Trust Fund: *\$3,864,000,000*

Employees (FTE): *12,170*

Disaster Relief Fund *7,134*

Other Appropriations *5,036*



A sign near the Joint Field Office at a nursery thanks FEMA employees for their hard work following Hurricane Sandy

Service to the Public:

Through the Disaster Relief Fund (DRF), FEMA provides individual and public assistance to help families and communities affected by declared disasters to rebuild and recover. Through its State and local grants program and technical assistance, FEMA helps prepare State and local governments to prevent or respond to threats or incidents of terrorism and other events. FEMA also administers hazard mitigation programs and the National Flood Insurance Program that reduce the risk to life and property from floods and other hazards. FEMA stands ready to provide rapid assistance and resources in emergency situations whenever State and local capabilities are overwhelmed or seriously threatened. At disaster locations, FEMA leads Federal response and recovery efforts by providing emergency management expertise and coordinating critical support resources from across the country.

FY 2012 Accomplishments:

Response and Recovery

FEMA's Office of Response and Recovery (ORR) provides the overall leadership necessary to build, sustain, and improve the actual coordination and delivery of disaster response and recovery support to citizens and state, local, tribal and territorial governments. ORR oversees all aspects of planning and executing support to, and execution of, field operations in compliance with the Robert T. Stafford Disaster Relief, the Emergency Assistance Act, and the Post Katrina Emergency Reform Act. This is done through ORR's components listed below.

Recovery

In FY 2012, FEMA obligated \$5.3 billion in assistance, primarily for Individual Assistance (including housing, crisis counseling, legal services, disaster case management, and unemployment assistance, among other services) and Public Assistance (including reimbursement to clear debris and rebuild roads, schools, libraries, and other public facilities).

Key accomplishments in FY 2012 included:

- Implemented the National Disaster Recovery Framework (NDRF) nationwide. Successful activation of all six Recovery Support Function (RSF) Federal agency leads for Hurricane Isaac recovery.
- Provided Individual Assistance (IA) services to more than 154,000 applicants.
- Provided over \$3 billion in Public Assistance (PA) funds for 69,000 eligible projects.
- Completed the National Mass Care Strategy by conducting quarterly Mass Care Council meetings to build unity of effort, identify and address resource gaps, and streamline coordination to expedite delivery of assistance to disaster survivors.



Washington, D.C., Oct. 31, 2012 -- President Barack Obama holds a cabinet meeting at FEMA headquarters to discuss ongoing operations in response to Hurricane Isaac.

- Completed the Public Assistance (PA) Bottom-Up Review and Courses of Action which will redesign the PA program to provide applicants improved funding flexibility, and reduced administrative burden and costs without diminishing fiscal controls and accountability.
- Launched the mobile optimized versions of the DisasterAssistance.gov questionnaire and application status inquiry and enhanced website usability. Approximately 1.45 million visitors use DisasterAssistance.gov each year, resulting in over 150,000 registrations for assistance. This gave disaster survivors real-time eligibility information and streamlined delivery of assistance.
- Migrated the FEMA Disaster Assistance Center to the DHS Enterprise Data Center Solution, resulting in increased capacity for high volume surge situations while providing system redundancy for DisasterAssistance.gov.

Response

In FY 2012, the Response Directorate provided the Federal operational capabilities needed to save lives and support survivors in numerous communities overwhelmed by natural disasters. Major actions strengthened the capabilities, readiness, and accountability of response teams and staff, built effective disaster emergency communications, and improved the workforce through training, professional development, exercises, and doctrine development to ensure that FEMA teams and staff were ready to respond to all-hazards incidents as a whole community. In FY 2012 FEMA supported 40 major disaster declarations, seven emergency declarations, and led the activation of the National Response Coordination Center for 10 major incidents for a total of 29 days of operations, including response to Hurricane Isaac, severe weather in the Ohio-Tennessee Valley, the mid-Atlantic, and the Central Plains, and Western Wildfires.



Vicksburg, Miss., Sep. 13, 2012 -- Deputy Administrator Rich Serino gives the keynote address at the Induction Ceremony for the inaugural class of FEMA Corps members.

Key accomplishments in 2012 included:

- Successfully coordinated improvements in disaster emergency communications capabilities and ensured the readiness of Mobile Emergency Response Support (MERS) capabilities. This included acquisition and deployment of next generation MERS fleet vehicles in order to meet the diverse demand for command, control, and communications during catastrophic incidents.
- Developed critical response doctrine, which tested FEMA's regional and national capabilities through no-notice "Thunderbolt" exercises. Applied Thunderbolt lessons learned to improve the training and readiness of FEMA's response teams.
- Implemented the FEMA Qualification System (FQS) – the first performance-based qualifications system for our disaster workforce. Under FQS FEMA disaster workforce personnel are evaluated based on consistent standards of behavior and competency, and are able to perform the critical actions required to save lives and property and help families recover from disasters.
- Established the FEMA Corps program by inducting the first class of nearly 500 personnel. FEMA Corps is designed to enhance the federal government's disaster capabilities by creating a pool of trained disaster personnel, increasing the reliability and diversity of the

disaster workforce, promoting an ethic of service, and expanding education and economic opportunity for young people.

- Transitioned the Disaster Assistance Employee program to the new Reservist Program and expanded the DHS Surge Capacity Program to enhance readiness for catastrophic event response.

Logistics

The Logistics Management Directorate (LMD) serves as the Whole Community Logistics Coordinator and single integrator for strategic logistics planning support and coordinates all domestic emergency logistics management and sustainment capabilities. LMD is responsible for policy guidance, standards, execution, and governance of logistics support, services, and operations. LMD co-leads the Emergency Support Function #7 (Logistics Management and Resource Support) with the General Services Administration and has fostered strong Whole Community partnerships, including U.S. Northern Command, Defense Logistics Agency, National Guard Bureau, U.S. Army Corps of Engineers, and other public and private sector partners. Key accomplishments in 2012 included:

- Opened the new Caribbean Distribution Center, an 80,000 square-foot workplace facility near San Juan, Puerto Rico, which will strengthen and expedite the agency's supply chain and logistics management system throughout the Caribbean.
- Facilitated the completion of four annual Interagency Logistics Courses, which trained students from federal, state, local, tribal, and territorial governments, private-sector, non-governmental and faith-based organizations. The course introduces interagency Whole Community partners to logistics planning and strengthens the coordination and execution of response operations during all hazard events.
- Developed four levels of Initial Response Resources (IRR) packages currently positioned at Distribution Centers in Atlanta, GA, Fort Worth, TX, and Frederick, MD. These IRR packages deliver life-saving commodities in support of the all hazards mission and are ready to be deployed to support disaster survivors.
- Completed 93 percent of orders for required life-sustaining commodities and key operational resources in support of disasters within the agreed-upon delivery date.
- Conducted and oversaw 100-percent inventories of all distribution centers and temporary housing staging areas with 100-percent inventory reconciliation accuracy.



Atlanta, Ga., Oct. 31, 2012 -- Through distribution centers in Atlanta, GA, Fort Worth, TX, and Frederick, MD, FEMA maintains commodities, including millions of liters of water, millions of meals and hundreds of thousands of blankets.

Protection and National Preparedness

The Protection and National Preparedness portfolio was created to coordinate federal, state and local preparedness programs managed by the National Preparedness Directorate, the Grants Preparedness Directorate, the Office of National Capital Region Coordination (NCRC), and the

National Continuity Programs Directorate (NCP). In FY 2012, FEMA made significant progress in implementing the National Preparedness System, ensuring that doctrine, training, exercises, grants, community preparedness efforts, continuity programs, are integrated and contribute to the Nation's overall level of preparedness.

Key accomplishments in FY 2012 included:

- Published the *Comprehensive Preparedness Guide 201: Threat and Hazard Identification and Risk Assessment (THIRA)*. The THIRA process provides federal, state and local entities with a consistent methodology for assessing and understanding risk and a consistent baseline against which to identify capability requirements.
- Launched the *National Preparedness Campaign* for individuals and families, reaching nearly 10,000 individuals through weekly newsletters, with more than 9,000 social media followers and 750 individuals in more than 20 on-line preparedness webinars.
- Trained more than 27,000 state and local officials and first responders in classroom-based courses and an additional two million through the on-line Independent Study Program.
- Held first-ever National Level Exercise (NLE) focused on cybersecurity. The NLE featured four integrated exercises that collectively revealed strengths and weaknesses in the Nation's cyber defenses and resulted in a comprehensive corrective action program.
- Conducted 12 Joint Counter-Terrorism Awareness Workshops to improve the ability of local jurisdictions to detect, prevent, protect against and respond to complex terrorist attacks. Managed in partnership with other federal partners, they involved more than 2,400 state and local law enforcement, fire and emergency medical services, and private sector personnel.

In FY 2012, FEMA awarded more than \$2 billion in homeland security grants to assist States, UAs, tribal and territorial governments, nonprofit agencies, and the private sector in strengthening our Nation's ability to prevent, protect, respond to, recover from, and mitigate terrorist attacks, major disasters, and other emergencies. Grant awards were based on a national homeland security planning process that aligns resources with the national priorities and target capabilities established by the National Preparedness Guidelines.

In FY 2012, FEMA awarded:

- 56 State Homeland Security grants, totaling \$294 million
- 22 Urban Areas Security Initiative grants, totaling \$490.4 million
- 20 Operation Stonegarden grants, totaling \$46.6 million
- 20 Urban Areas Security Initiative Nonprofit Security grants to states, totaling \$10 million and benefitting 144 non-profit organizations.
- 58 Emergency Management Performance grants, totaling \$339 million
- 205 Port Security grants, totaling \$97.5 million
- 26 Transportation Security grants totaling \$87.5 million
- 2,332 grants to fire departments throughout the United States, totaling nearly \$800 million
- 23 Tribal Homeland Security grants, totaling \$6 million

The agency also put in place a series of reforms designed to improve the efficiency and effectiveness of grant programs. These included:

- Reducing the backlog of unexpended grant funds by more than \$3 billion by working with grantees to ensure projects remain on schedule and to limit the need for extensions.

- Requiring grantees receiving State Homeland Security or Urban Area Security Initiative grants to conduct THIRAs to link awards to the sustainment and development of National Preparedness Goal capabilities.
- Requiring that all capabilities funded with FEMA grants be deployable through inter- or intra-state mutual aid agreements to be used as national assets.



Richmond, VA., Oct. 27, 2012 -- To help spread the message about the importance of preparing for Hurricane Sandy, we partnered with Lamar Advertising to utilize unused billboards.

National Continuity

FEMA's National Continuity Programs Directorate (NCP) ensures the preservation of the government across a range of potential threats and emergencies. NCP coordinates continuity programs and activities across all levels of government and is responsible for implementing a comprehensive system of alerts to warn and inform the American people of potential threats. In FY 2012, NCP:

- Completed the Commercial Mobile Alert System operational deployment four months ahead of schedule, enabling public safety officials to send geographically targeted text-based emergency alerts directly to mobile phone customers;
- Connected 73 state/local Emergency Management Agencies and 53 cellular carriers to the Integrated Public Alert and Warning System;
- Processed nearly 200,000 alert and warning messages and disseminated more than 2,000 WEA messages to the public via their cell phones; and
- Increased the coverage of FEMA-connected radio transmission stations from 64 to 86 percent of the American population.

National Capital Region Coordination (NCRC)

The NCRC enhances preparedness and promotes resiliency by enabling better communication and planning between and among Federal, State, local, regional, nonprofit and private sector entities in the NCR. Significant accomplishments by NCRC in 2012 included:

- Released the *Guide on Emergency Preparedness for Federal Employees in the National Capital Region*, with an accompanying on-line independent study course. The guide and the course provide National Capitol Region-specific emergency preparedness information.
- Co-chaired the National Special Security Events (NSSEs) Consequence Management Subcommittee (CMSC), bringing together approximately 49 federal, state, local and non-governmental entities to address response operations and plan.



Los Angeles, Calif., Oct. 18, 2012 -- FEMA Region IX Regional Administrator Nancy Ward speaks to participants in Great California Shakeout event at Union Station.

Federal Insurance and Mitigation

FEMA's Federal Insurance and Mitigation Administration (FIMA) has a lead role in strengthening communities' resilience to disasters through risk analysis, risk reduction, and risk

insurance. For floods alone -- America's most costly natural hazard -- mitigating actions such as effective floodplain management save our Nation \$1.7 billion annually. By encouraging and supporting disaster mitigation efforts, FEMA leads the Nation in reducing the impact of disasters and helping to break the damage-rebuild-damage cycle in America's most vulnerable communities.

Through its risk analysis programs, FEMA combines flood hazard mapping, risk assessment tools, and mitigation planning to provide the most accurate picture of risk possible. These activities enable communities to be better informed about risk and therefore able to make informed decisions and take actions to protect themselves and their futures. Through its risk reduction programs, FEMA provides vital financial and technical assistance for the implementation of plans and projects informed by risk analysis including comprehensive floodplain management, disaster-resistant building practices and land-use planning.

Where flood risk cannot be eliminated, flood insurance is offered in communities that agree to adopt and enforce comprehensive floodplain management practices and flood-resistant building standards. The National Flood Insurance Program (NFIP) provides a vehicle through which homeowners can take an active role in protecting their property against flood losses. FY 2012 accomplishments included:

- Increased the percent of available flood hazard data that meet new, valid, or updated engineering standards from 50 to 56 percent.
- Trained more than 1,500 local officials on earthquake mitigation, educated more than 5,000 families about the economic benefits of mitigation and insurance at the USA Science and Engineering Festival, and more than 10 million individuals participated, as measured by online registrations, during the West Coast and Central U.S. ShakeOut earthquake drills.
- Supported 46 presidentially declared disasters in 31 States providing approximately \$171 million in mitigation grants.
- Worked with the Congress and FEMA's partners to facilitate the passage of The Biggert-Waters Flood Insurance Reform and Modernization Act of 2012. One of the law's key requirements is the elimination of a variety of existing flood insurance subsidies. Implemented the first phase of the reduced premium subsidies to strengthen the National Flood Insurance Fund and improved equity in policy ratings, ensuring that people living in high-risk areas bear their share of the insurance burden.
- Implemented a comprehensive national marketing program to increase the number of NFIP policies by five percent through the active assistance of new and existing program partners and by focusing on retaining existing customers while acquiring new policyholders.

United States Fire Administration (USFA)

With the help and guidance of USFA and its stakeholders, fire-related deaths in the general population have declined by 19 percent in the last 10 years (2002-2011). In addition, the number of on-duty firefighter fatalities, excluding the Hometown Heroes' fatalities, has decreased by 35 percent.

During FY 2012, the National Fire Academy (NFA)

- Enabled 61 colleges and universities to apply for National Fire and Emergency Services Higher Education (FESHE) recognition which facilitates professional development, articulation between schools, nationally standardized competency based courses and allows for cross-walk education/certification transfer credits. Twenty-five have achieved the national FESHE recognition in 2012.

- Completed the development of 10 new courses and 10 major revisions of existing courses in a variety of curriculum and delivery methods. These projects enhanced the Nation's first responder's abilities to prevent, prepare for and respond to all-hazards incidents.
- Developed the foundational plan for the National Emergency Training Center residential classroom environment for the replacement of educational technology.
- Completed National Fire Incident Reporting System (NFIRS) data warehouse development, which provides State and Local NFIRS participants new analysis features share data, extend the types of analyses the users are able to conduct, and allows them to compare their fire experience to other similar jurisdictions. This increased functionality will result in improved NFIRS data quality, and more complete data to make local, state, and national decisions about fire problems and fire service management issues.
- Researched the safety of Emergency Medical Services (EMS) responders, emergency vehicle, and roadway safety for the fire service and law enforcement, culminating in a comprehensive plan to reduce firefighter and EMS responder on-duty fatalities and injuries through the development of effective technologies and best practices.
- Introduced "Fire is Everyone's Fight," a continuing program focusing on providing educational information on cooking fires, which is the number one cause of fire injuries in the home, and the importance of working smoke alarms in homes. The campaign's target audience is at-risk groups, including older adults and children.



Colorado Springs, Colo., July 9, 2012 -- The American flag flies high over burned homes in the Waldo Canyon Fire.

Mission Support

The Mission Support Bureau (MSB) supports all facets of the Agency mission by providing strategic leadership and assuring the timely, efficient, and effective delivery of administrative, property management, health and safety, human capital, information technology, procurement, security services, and business function capabilities. In FY 2012, Mission Support Bureau (MSB):

- Initiated a workplace transformation program to optimize space utilization by increasing the seating capacity, and improving employee collaboration and mission effectiveness.
- Improved responsiveness to the public while minimizing potential litigation by reducing pending Freedom of Information Act (FOIA) cases by 35 percent.
- Promoted mission readiness and effectiveness through safety and health programs.
- Implemented a virtualized infrastructure, which will allow the FEMA workforce to have a virtual desktop work environment allowing quicker access to information at reduced cost.
- Recouped and/or prevented \$2.9 million in fraudulent and improper payments while preventing/protecting over \$650,000 in fraudulent claim disbursements.
- Decreased adjudicative backlog of security clearances from 8,700 to 1,740 by reconfiguring the process.

- Achieved fingerprint accreditation for current and new systems, improving local hire processing time at field sites from 72 hours to 24 hours.

Hurricane Sandy

Shortly after the end of FY 2012, in October 2012, Hurricane Sandy ravaged communities along the east coast from Maine to West Virginia leading to 13 major presidential disaster declarations. Given the scope of the damage wrought by the storm, the Disaster Relief Appropriations Act of 2013 provided an additional \$11.49 billion for the DRF along with critical funding for FEMA's interagency partners who are leading efforts to help rebuild infrastructure, modernize flood control systems and revitalize damaged housing. The appropriation will allow the recovery from Sandy to move forward while ensuring that ongoing operations from previous disasters continue.

Hurricane Sandy also represented one of the largest personnel deployments in FEMA's history. On the day prior to landfall in the New York/New Jersey metro area there were more than 1,000 FEMA personnel deployed in anticipation of Sandy's impacts. Approximately one week after the storm made landfall, there were more than 5,000 FEMA personnel in impacted areas. At the peak of the response, more than 17,000 federal personnel, and over 11,000 National Guardsmen were on the ground assisting with response efforts. This included the historic activation of the DHS Surge Capacity Force totaling 1,100 volunteers from across the Department.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Pres. Budget | | FY 2014 +/- FY 2012 | |
|--|----------------------------|---------------------|--------------------------|----------------------|-------------------------|---------------------|------------------------|----------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses ¹⁵ | 3,770 | \$992,128 | 4,280 | \$992,952 | 4,332 | \$1,042,382 | 562 | \$50,254 |
| State and Local Programs | 85 | 1,252,903 | 181 | 1,262,461 | 0 | 2,123,200 | (85) | 870,297 |
| Emergency Management Performance Grants ¹⁶ | 15 | 350,000 | 0 | 352,142 | 0 | 0 | (15) | (350,000) |
| Firefighter Assistance Grants | 72 | 675,000 | 0 | 679,131 | 0 | 0 | (72) | (675,000) |
| National Special Security Event | 0 | 7,500 | 0 | 7,546 | 0 | 0 | 0 | (7,500) |
| United States Fire Administration | 124 | 44,038 | 133 | 44,308 | 133 | 41,306 | 9 | (2,732) |
| Collections – Radiological Emergency Preparedness | 157 | (896) | 170 | (896) | 170 | (1,272) | 13 | (376) |
| Disaster Relief Fund ^{17 18} | 4,852 | 7,076,000 | 5,569 | 7,080,137 | 7,134 | 6,196,908 | 2,282 | (879,092) |
| Flood Hazard Mapping and Risk Analysis Program | 37 | 97,712 | 57 | 98,310 | 57 | 84,361 | 20 | (13,351) |
| Disaster Assistance Direct Loan Program | 0 | 295 | 0 | 297 | 0 | 0 | 0 | (295) |
| National Pre-Disaster Mitigation Fund | 12 | 35,500 | 7 | 35,717 | 3 | 0 | (9) | (35,500) |
| Emergency Food and Shelter | 0 | 120,000 | 0 | 120,734 | 0 | 100,000 | 0 | (20,000) |
| Net Discretionary | 9,124 | \$10,650,180 | 10,397 | \$10,672,839 | 11,829 | \$9,586,885 | 2,705 | (\$1,063,295) |
| National Flood Insurance Fund (Discretionary offsetting collections) | 280 | 171,000 | 298 | 172,047 | 312 | 176,300 | 32 | 5,300 |
| Hurricane Sandy Supplemental (P.L. 113-2) | - | - | 2,348 | 11,787,735 | - | - | - | 0 |
| Gross Discretionary | 9,404 | \$10,821,180 | 13,043 | \$22,632,621 | 12,141 | \$9,763,185 | 2,737 | (\$1,057,995) |
| National Flood Insurance Fund Mandatory | 27 | 3,277,242 | 29 | 3,325,333 | 29 | 3,687,700 | 2 | 410,458 |
| Total Budget Authority | 9,431 | \$14,098,422 | 13,072 | \$ 25,957,954 | 12,170 | \$13,450,885 | 2,739 | (\$647,537) |
| Prior year Rescissions ¹⁹ | 0 | (\$4,016) | 0 | 0 | 0 | 0 | 0 | (\$4,016) |

¹⁵ Pursuant to P.L. 112-74, the amount for Salaries and Expenses in FY2012 includes \$96.778 million from SALP.

¹⁶ Amounts for EMPG and AFG are included in SALP for FY2014.

¹⁷ Fiscal Year 2012, the DRF was funded under Public Laws: 112-74 and 112-77 in the amounts \$700 million and \$6.4 billion respectively; and pursuant to P.L. 112-74 transferred \$24 million to Office of Inspector General.

¹⁸ Pursuant to P.L. 113-2, \$11.488 billion appropriated to the DRF and \$300 million appropriated to DADLP.

¹⁹ Pursuant to P.L. 112-74, \$4,016 million was rescinded (M&A FY 2011 balances - \$216,744K; National Pre-disaster Mitigation - \$678,213K; Office of Domestic Preparedness - \$3,121M.)

FY 2014 Highlights:

The Department’s FY 2014 budget for FEMA focuses on achieving success in one of DHS’ core missions - ensuring resilience to disasters. The FY 2014 Budget funds programs that help to ensure that, as a Nation, we are prepared at the Federal, State, and local levels to effectively and rapidly respond to and recover from a variety of disasters.

- **Salaries and Expenses \$50.3M (-119 FTE)**
The FY 2014 President’s Budget provides \$1.042 billion for Salaries and Expenses (S&E). The Department is committed to improving efficiency by streamlining current business processes and harnessing the use of innovative technologies while ensuring the Nation’s resilience to disasters. In this vein, and as part of a Department-wide initiative, 103 mission support positions have been eliminated due to consolidation of business functions and similar efficiencies. Further, the reduction includes annualized savings from the elimination of one-time funding initiatives and other program decreases in the FY 2013 President’s request. To more appropriately align funding, FEMA will fund management and administration for grants and preparedness operations in the S&E appropriation.
- **Salaries and Expenses –“Now is the Time”\$2.5M (0 FTE)**
The FY 2014 Budget funds the Emergency Management Institute (EMI) with an additional \$2.5M in support of “NOW IS THE TIME,” which is the President’s plan to protect our children and our communities by reducing gun violence. FY 2014 funding will be utilized to implement 100 courses, 20 of which will be for Train the Trainers (TTT) for instructors that can teach classes across the nation. Approximately 4,300 officials from school, houses of worship, and Whole Community will participate in the training. The TTT courses will train 600 instructors to implement the training in the field.

FY 2014 Major Decreases:

- **Disaster Relief Fund (DRF) -\$879M (2,282 FTE)**
The FY 2014 President’s Budget provides nearly \$6.2 billion for the DRF. Through the DRF, FEMA provides a significant portion of the total Federal response to Presidentially-declared major disasters and emergencies. The Budget funds the projected needs of the DRF in 2014 and utilizes a new funding vehicle as established in the Budget Control Act of 2011. Of the total \$6.2 billion, \$595 million is funded from FEMA’s base budget and is for non-major disaster costs. The remaining \$5.6 billion is for major disasters and is designated as being for disaster relief pursuant to the BCA.
- **State and Local Programs-\$154.7M (-181 FTE)**
The FY 2014 Budget funds State and Local Programs at \$2.1 billion. The Budget re-proposes the National Preparedness Grant Program (NPGP), originally presented in the FY 2013 Budget, to develop, sustain, and leverage core capabilities across the country in support of national preparedness, prevention and response, with appropriate adjustments to respond to stakeholder feedback in 2012. While providing a structure that will give grantees more certainty about how funding will flow, the proposal continues to utilize a comprehensive process for assessing regional and national gaps; support the development of a robust cross-jurisdictional and readily deployable state and local assets; and require grantees to regularly report progress in the acquisition and development of these capabilities.

To more appropriately align funding, FEMA will fund management and administration for grants and preparedness operations to the Salaries and Expenses appropriation.

- **Pre-disaster Mitigation-\$35.5M (-9 FTE)**
The FY 2014 Budget proposes to eliminate funding for the Pre-disaster Mitigation (PDM) program. There is no impact from this reduction because of the duplication with other FEMA grant programs. Further, the program will utilize large unobligated balances to finance both grant-making and administrative expenses in FY 2014.
- **Emergency Food and Shelter-\$20M (0 FTE)**
The FY 2014 President’s Budget provides \$100 million for Emergency Food and Shelter, consistent with previous requests. This funding level reflects an Agency-wide focus on FEMA’s primary mission of preparing for and coordinating disaster response and recovery efforts while providing substantial support for the non-disaster Emergency Food and Shelter program.
- **Flood Hazard Mapping and Risk Analysis-\$13.4M (-23 FTE)**
The FY 2014 amount of \$89.4 million reflects a refocus of Agency-wide resources on FEMA’s primary mission of preparing for and coordinating disaster response and recovery efforts while providing support for this program, which also is supplemented by fees derived from the NFIP. With FY 2014 funding, FEMA will focus on reviewing and updating flood hazard data and maps to accurately reflect flood hazards for the areas with the highest flood risk and greatest update need.

U.S. CITIZENSHIP AND IMMIGRATION SERVICES

Description:

United States Citizenship and Immigration Services (USCIS) processes millions of immigration benefit applications every year through a network of approximately 240 domestic and foreign offices. During Fiscal Year (FY) 2012, USCIS naturalized 763,690 new citizens, of whom more than 9,000 were military service members along with their qualified family members; processed nearly 21 million queries through the E-Verify program, up from 17.4 million in FY 2011; interviewed more than 76,750 refugee applicants from around the world; and completed more than 36,000 asylum applications.

Responsibilities:

USCIS ensures that information and decisions on citizenship and immigration benefits are provided to customers in a timely, accurate, consistent, courteous, and professional manner, while also helping to safeguard our national security. Over 50 different types of citizenship and immigration benefit applications are processed by USCIS. Every case is unique and requires specialized attention from experienced USCIS immigration officers. USCIS is also responsible for enhancing the integrity of our country's legal immigration system by deterring, detecting, and pursuing immigration related fraud, combating the unauthorized practice of immigration law, and helping to combat unauthorized employment in the workplace.

In addition, USCIS provides protection to refugees, both inside and outside of the United States, in accordance with U.S. law and international obligations.

At a Glance

Senior Leadership:
Alejandro N. Mayorkas, Director

Established: 2003

Major Divisions: Field Operations; Service Center Operations; Refugee, Asylum, and International Operations; Fraud Detection and National Security; Customer Service and Public Engagement; Enterprise Services; and Management.

Budget Request: **\$3,219,466,000**

Gross Discretionary: \$ 124,213,000
Mandatory, Fees
& Trust Fund: \$3,095,253,000

Employees (FTE): 13,151



President Obama, USCIS Director Alejandro Mayorkas, and Secretary of Homeland Security Janet Napolitano during a July 4, 2012, military naturalization ceremony at the White House.

Service to the Public:

USCIS secures America’s promise as a nation of immigrants by granting citizenship and immigration benefits, promoting awareness and understanding of citizenship, ensuring the integrity of the immigration system, and providing accurate and useful information to its customers. USCIS ensures that immigration benefits are granted only to eligible applicants and petitioners. USCIS also develops and promotes educational tools and resources to support citizenship and immigrant integration.

USCIS’ anti-fraud efforts make it easier for employers to comply with labor and immigration law and harder for those seeking to exploit our systems.

Through security checks on persons seeking citizenship and immigration benefits, USCIS has facilitated the apprehension of criminals across the country



New citizen celebrates at a naturalization ceremony in New York City on January 12, 2012.

FY 2012 Accomplishments:

- Launched the first phase and foundational release of the USCIS Electronic Immigration System (ELIS) on May 22, 2012. ELIS provides USCIS Officers with the ability to review and adjudicate online filings from agency locations across the country. ELIS also gives individuals the ability to establish an ELIS account and apply online to extend or change their nonimmigrant status (Form I-539) for certain visa types.
- Launched the second ELIS release on September 16, 2012, augmenting the fraud and risk assessment capabilities that were delivered in May, and launched monthly maintenance releases to update the system as needed.
- Maintained an average processing time for customers filing the N-400 (Application for Naturalization) of five months or less.
- Awarded nearly \$5 million to 31 organizations from 21 states and the District of Columbia through the Citizenship and Integration Grant Program.
- Implemented the Entrepreneurs in Residence initiative, which harnesses public-and private-sector expertise to strengthen policies and practices relating to immigrant entrepreneurship.
- Refugee, Asylum and International Operations (RAIO) staff interviewed and processed security checks for over 76,000 new refugee applicants in more than 60 countries to support the admission of more than 58,000 refugees; interviewed and performed security checks for 38,000 affirmative asylum applicants; performed 18,000 screenings for reasonable and

credible fear; and completed 61,000 other immigration benefit adjudications and related security checks, including more than 986 military naturalizations overseas.

- Enhanced the integrity of RAIO adjudications through strategic partnerships with law enforcement, intelligence agencies, and international partners, including the use of biometric technology to mitigate immigration fraud and national security risks.
- Fraud Detection and National Security (FDNS) conducted 21,500 site visits under the Administrative Site Visit and Verification Program and strengthened awareness and acceptance of the program with community, employer, and advocacy organizations. FDNS also completed over 27,000 administrative fraud investigations.
- The Customer Service and Public Engagement Directorate (CSPED) received 12 million calls during FY 2012. The National Customer Service Center provided live assistance to more than 5 million callers while approximately 7 million callers selected the Interactive Voice Response.
- CSPED hosted more than 100 national engagements reaching over 27,000 participants, and more than 3,500 local engagements across the country reaching more than 135,000 participants to share information, increase transparency and engage our stakeholders in the development and implementation of policies and procedures.
- Participation in the E-Verify program grew from 292,624 employer participants at the end of FY 2011 to 404,295 at the end of FY 2012, with an average of more than 1,500 new employers joining each week. The number of queries processed through the program grew from 17.4 million in FY 2011 to more than 21 million in FY 2012. E-Verify significantly bolstered tools to combat fraud by developing a process that allows E-Verify to confirm whether driver's license data submitted by an employee match the information on record with a participating state. This program was developed in partnership with the American Association of Motor Vehicle Administrators.
- Expanded E-Verify Self Check to all 50 states and U.S. territories. E-Verify Self Check allows individuals to check their employment eligibility status before formally seeking employment. USCIS also began the development of additional Self Check capabilities, including enhancements that will give Self Check users the ability to protect their identity within E-Verify from fraud or misuse.
- The Systematic Alien Verification for Entitlements (SAVE) program increased its customer base by 38 new agencies, growing by 3.8 percent compared to FY 2011. In FY 2012, the SAVE program processed more than 12 million queries related to immigration status. More than 1,000 government agencies currently participate in the SAVE program, including the Social Security Administration, the U.S. Department of Housing and Urban Development, Health and Human Services agencies and 48 Department of Motor Vehicle agencies.
- Developed and implemented the Deferred Action for Childhood Arrivals (DACA) process in a timely and effective fashion. As of March 14, 2013, USCIS has accepted over 450,000 DACA cases, scheduled biometrics capture appointments for more than 440,000 of those, and approved more than 245,000—all while meeting the agency's 6 month average

processing time target. USCIS's successful implementation of DACA has included biometrics capture and storage, a rigorous set of background checks, and detailed examination of evidentiary documents to determine whether individuals merit an exercise of prosecutorial discretion.

- Produced nearly 3.8 million secure identity documents, including:
 - More than 2 million Permanent Resident Cards;
 - Nearly 1.3 million Employment Authorization Documents;
 - 90,000 refugee travel documents and re-entry permits; and
 - 335,000 transportation worker identification credentials for the Transportation Security Administration.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|--|----------------------------|--------------------|--------------------------|--------------------|--------------------|--------------------|------------------------|------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses | 315 | 102,424 | 359 | 103,043 | 388 | 124,213 | 73 | 21,789 |
| Gross Discretionary | 315 | \$102,424 | 359 | \$103,043 | 388 | \$124,213 | 73 | \$21,789 |
| Immigration Examinations Fee Account | 10,276 | 2,923,845 | 10,276 | 2,923,845 | 12,578 | 3,041,253 | 2,302 | 117,408 |
| Fraud Prevention and Detection Account | 178 | 39,196 | 185 | 39,196 | 185 | 41,000 | 7 | 1,804 |
| H-1B Nonimmigrant Petitioner Account | --- | 13,000 | --- | 13,000 | --- | 13,000 | --- | --- |
| Subtotal, Mandatory | 10,454 | \$2,976,041 | 10,461 | \$2,976,041 | 12,763 | \$3,095,253 | 2,309 | \$119,212 |
| Emergency / Supplemental | --- | --- | --- | --- | --- | --- | --- | --- |
| Total Budget Authority | 10,769 | \$3,078,465 | 10,820 | \$3,079,084 | 13,151 | \$3,219,466 | 2,382 | \$141,001 |
| Less prior-year Rescissions | --- | [1,302] | --- | (1,302) | --- | --- | --- | --- |

FY 2014 Highlights:

- **Verification Information System (VIS) Modernization\$11.5M**
The VIS Modernization initiative represents a major redesign of the system that supports E-Verify. This initiative will transform the current E-Verify system and improve usability and overall ease of operations and maintenance. This will include both a modular Memorandum of Understanding agreement for employers and a tutorial for employers supporting a customer-centric E-Verify experience.
- **Citizenship and Integration Grants\$10.0M**
The Citizenship and Integration Grant program supports immigrant civic integration through the naturalization preparation process. The program funds competitive grants with the goal of expanding the availability of high-quality citizenship preparation programs for permanent residents in communities nationwide.
- **Transformation and USCIS ELIS (funded from premium processing fee collections).....\$183.5M**
Business Transformation is a multi-year investment that transitions USCIS from a fragmented, paper-based operational environment to a paperless, centralized and consolidated environment, utilizing electronic processing for benefits filing and adjudication. In FY 2013, USCIS will increase the number of customers in its electronic immigration system to include new immigrants and individuals who need to replace their permanent resident cards (green cards). In FY 2014, USCIS will continue enhancing USCIS ELIS by deploying additional functionality and benefit request types that support temporary protective status and adjustment of status filers.

FEDERAL LAW ENFORCEMENT TRAINING CENTER

Description:

Over the past 43 years, the Federal Law Enforcement Training Center (FLETC) has grown into the nation's largest provider of law enforcement training. FLETC trains approximately 90 Federal law enforcement agencies, and countless State, local, and tribal departments in such critical subjects as the use of force, defensive tactics, and constitutional law. In addition, FLETC's impact increasingly extends outside our Nation's borders through its participation and leadership in the International Law Enforcement Academies, through training overseas on topics such as principles of policing in a democracy, and through joint research with America's allies on the most effective training technologies and methodologies. In furtherance of its mission to train those who protect our homeland, FLETC has embraced the philosophy that homeland security starts with hometown security, which takes place in counties, towns, and municipalities around the country. FLETC has also recognized that to fulfill its mission it must extend its reach through the use of non-traditional training delivery techniques, including the use of online training distribution and the use of technology-based simulations.

At a Glance

Senior Leadership:
Connie L. Patrick, Director

Established: 1970

*Major Divisions: Basic Training;
Advanced Training; Agency-Specific
Training; State, Local, Rural, Tribal
and Territorial Training.*

Budget Request: \$271,429,000

Employees (FTE): 1,099

Responsibilities:

FLETC operates with the philosophy that training law enforcement officers in a collaborative, multi-agency environment offers both fiscal and qualitative advantages. FLETC teams with its training partners to jointly prepare Federal law enforcement professionals to perform their duties in the safest possible manner, at the highest possible level of proficiency. FLETC strives to accomplish this critical mission by delivering consistent, accredited instruction using a proven consolidated training model.

By training with their colleagues from other agencies, new officers and agents build a bond of trust and develop a common sense of purpose that serves them well as they work across organizational boundaries in their careers. Joint training also promotes interoperability, which leads to increased cooperation and intelligence sharing in the field. At the same time, joint training offers economic advantages through shared resources and economies of scale. FLETC's operation is based on the long-held premise that taxpayers are far better served through a consolidated approach to law enforcement training, which provides us with the opportunity to deliver higher quality training through state-of-the-art facilities, a permanent core faculty of training instructors, consistency of training content and quality, and delivery of the most contemporary law enforcement philosophies.

Most of the 90 Federal Partner Organizations that train with FLETC attend one of its multi-agency basic programs, and then continue with their unique agency-specific follow-on programs at their own academies, most of which are co-located at one of FLETC's four domestic training sites. These include:

- The FLETC headquarters and training site at Glynco, Georgia, which has classrooms, dining and residence halls, and state-of-the-art facilities for firearms, physical techniques, driver, marine, and computer-based training activities. Two field locations that provide both basic and advanced training are located in Artesia, New Mexico, and Charleston, South Carolina. The fourth training site, Cheltenham, Maryland, provides in-service and requalification training for officers and agents in the Washington, D.C. area.
- In cooperation with the Department of State, FLETC manages an International Law Enforcement Academy (ILEA) in Gaborone, Botswana; assists in the management of the ILEA in Bangkok, Thailand; and supports training at the other ILEA's in Budapest, Hungary and San Salvador, El Salvador. Also, FLETC provides training and technical assistance at locations worldwide in collaboration with and support of the respective U.S. embassies.

After completing FLETC basic training in subjects common to officers and agents with similar missions, FLETC graduates develop agency-specific skills and strengthen their organizational identity during their follow-on training with their parent agencies. In addition to basic training, by taking advantage of the specialized expertise of its training partners, FLETC can also offer an extensive array of advanced training programs.

To increase training opportunities not otherwise available to State, local and tribal law enforcement agencies and other emergency response providers located in rural areas, FLETC operates the Office of State, Local, Rural, Tribal and Territorial Training (SLRTT). The SLRTT provides tuition-free training to State, local, rural, tribal and territorial law enforcement officers. Programs are conducted at FLETC and host sites throughout the country. The SLRTT also provides tuition-free distance learning opportunities for law enforcement officers to help ensure they are well-prepared to meet current and emerging challenges associated with protecting the homeland.



Students train in high risk vessel boarding tactics.



A class is utilizing the obstacle/confidence course during a session of Officer Response Tactics Training.

Service to the Public:

FLETC trains those who protect our homeland. The federally accredited law enforcement training programs provided at FLETC constitute a source of career-long training for the law enforcement community that helps officers and agents fulfill their responsibilities proficiently. Well-prepared law enforcement professionals lead to safer and more effective law enforcement operations and ultimately to a safer American public.

2012 Accomplishments:

- Effectively Trained 69,587 law enforcement agents.
- The Office of State, Local, Rural, Tribal and Territorial Training trained 23,692 law enforcement officers in locations across the United States and via distance learning.
- The FLETC Academy, which includes all four domestic training delivery points, had reaccreditation assessments conducted by the Federal Law Enforcement Training Accreditation (FLETA).
- Five programs had FLETA reaccreditation assessments conducted. The programs are the Law Enforcement Instructor Training Program, Boat Operators Anti-Terrorism program, Law Enforcement Driver Instructor Training Program, Marine Law Enforcement Training Program, and Law Enforcement Control Tactics Instructor Training Program.
- Fully implemented the new Centralized Training Management Directorate (CTMD), an effort to consolidate processes and procedures associated with law enforcement training management into one enterprise-focused directorate.
- Negotiated and awarded a 20 year, \$54 million dollar Energy Savings Performance Contract, which finances infrastructure energy savings improvements at all four FLETC training sites. This contract will ensure Executive Order 13423 (Strengthening Federal Environmental, Energy, and Transportation Management) goals for gas reductions are exceeded, energy reductions are met, and renewable requirements are exceeded.
- Recipient of the 2012 DHS Sustainable Practices Award under the “Lean, Clean and Green” category due mostly to tightened environmental requirements for fleet procurements and improved infrastructure for alternative fuels and electric vehicles.
- Recipient of the White House Council on Environmental Quality 2012 GreenGov Presidential Award, which honors innovative approaches to curbing waste, reducing energy use and saving taxpayer money in Federal agency operations.
- Recipient of the GSA 2012 Gold Star Award for Excellence in Implementing Federal Computers for Learning Programs.

BUDGET REQUEST*Dollars in Thousands*

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|--|----------------------------|------------------|--------------------------|------------------|--------------------|------------------|------------------------|-------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Salaries and Expenses, FLETC | 1,055 | 237,653 | 1,096 | 238,736 | 1,092 | 239,238 | (4) | 1,585 |
| Salaries and Expenses, FLETA | 7 | 1,304 | 7 | 1,312 | 7 | 1,306 | | 2 |
| Acquisition, Construction, Improvements & Related Expenses | - | 32,456 | - | 32,655 | - | 30,885 | - | (1,571) |
| Total Budget Authority | 1,062 | \$271,413 | 1,103 | \$272,703 | 1,099 | \$271,429 | (4) | \$16 |

FY 2014 Highlights:

- **Train Additional CBPOs.....\$15.5M (31 FTE)**
FLETC will provide basic training for up to 1,600 new U.S. Customs and Border Protection (CBP) officers in support of the President's initiative on promoting travel and trade.
- **Expand Active Shooter Threat Training.....\$4.5M (0 FTE)**
The additional \$4.5 million will enable FLETC to expand delivery of existing active shooter threat training programs such as those resulting in multiple casualty shooting incidents to state, local, rural, tribal and territorial law enforcement agencies.
- **USSS/FBI Cyber Investigative Training.....\$4.0M (0 FTE)**
FLETC will coordinate with the United States Secret Service (USSS) and the Federal Bureau of Investigation (FBI) to develop a consolidated cyber investigative training curriculum.
- **Energy Savings Performance Contract.....\$1.5M (0 FTE)**
The Energy Savings Performance Contract is a new initiative that will contribute to significant progress towards the energy and water reduction goals found in the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007, as well as provide for significant reductions in the amount of greenhouse gases generated as required by Executive Order 13514. The additional \$1.5 million will be used to permit all debt service payments to be made in advance rather than in arrears, resulting in a shortened payback period and reduced cumulative debt service payments.

SCIENCE AND TECHNOLOGY DIRECTORATE

Description:

The Science and Technology (S&T) Directorate's mission is to improve homeland security by working with partners to provide state-of-the-art technology and solutions that help them to achieve their missions. S&T partners and customers include the operating Components of the Department, as well as State, local, tribal, and territorial emergency responders and officials.

Responsibilities:

S&T accomplishes its mission through partner-focused and outcome-oriented research, development, testing, and evaluation (RDT&E) programs that balance risk, cost, impact, and time to delivery. These RDT&E programs support the needs of the operational components of the Department and the first responder community. S&T develops state-of-the-art solutions to protect the Nation's people and critical infrastructure from chemical, biological, explosive, and cyber attacks, as well as provides new solutions to protect the borders and address crosscutting areas such as standards and interoperability.

S&T ensures that DHS and the homeland security community have the science, technical information, and capabilities they need to effectively and efficiently prevent, protect against, respond to, and recover from all-hazards and homeland security threats.

At a Glance

Senior Leadership:
Under Secretary Tara O'Toole, M.D., M.P.H.

Established: 2003

Major Divisions: First Responders Group, Homeland Security Advanced Research Projects Agency (HSARPA), Acquisition Support and Operations Analysis, and Research & Development Partnerships

Budget Request: \$1,527,096

Employees (FTE): 467



Multilayered HybridSil™ Structural Fire Protective Glove



Left: Improved Dexterity For Firefighter Structure Gloves

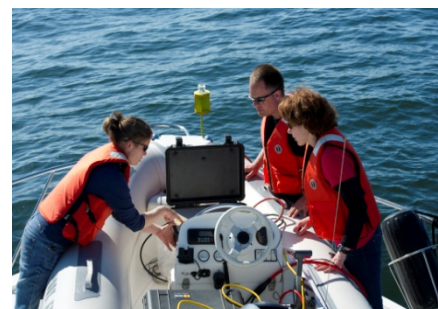
Prevents burns and other injuries to firefighters while improving dexterity and wearability.

Middle: Rapid DNA

Improves the security and integrity of the immigration system by providing U.S. Citizenship and Immigration Services (USCIS) with a rapid and low-cost method to verify family relationships in asylum, refugee, and overseas adoption cases.

Right: Small Dark Vessel

Develops capabilities to detect, identify, track, and interdict small dark vessels (primarily submersibles) by identifying, integrating, and tailoring sensors across the electromagnetic and acoustic spectrum.



The Directorate has four RDT&E programs, projects, and activities (PPAs), each of which has an important role in implementing RDT&E activities. These four PPAs are: Acquisition and Operations Support; Research, Development and Innovation; Laboratory Facilities; and University Programs.

Acquisition and Operations Support (AOS)

AOS provides expert assistance to entities across the homeland security enterprise (HSE) to ensure that the transition, acquisition, and deployment of technologies, information, and procedures improve the efficiency and effectiveness of the operational capabilities across the HSE mission. The five areas within AOS are: Operations Research and Analysis; SAFETY (Support Anti-terrorism by Fostering Effective Technologies) Act; Standards; Technology Transition Support; and Testing and Evaluation.

Laboratory Facilities

The Office of National Laboratories (ONL) manages the Laboratory Facilities programs. ONL provides the Nation with coordinated, productive science, technology, and engineering laboratories, organizations, and institutions, which can provide the knowledge and technology required to secure our Homeland. ONL executes three programs: Construction, Laboratory Infrastructure Upgrades, and Laboratory Operations.

Research, Development, and Innovation (RD&I)

RD&I provides state-of-the-art technology and/or solutions to meet the needs of the operational components of the Department and the first responder community. RD&I includes customer-focused and outcome-oriented RDT&E programs that balance risk, cost, impact, and time to delivery. The six areas of RD&I are: APEX Research and Development; Border Security; Chemical, Biological, and Explosive Defense; Counter Terrorist; Cyber Security; and Disaster Resilience.

University Programs

University Programs supports critical homeland security-related research and education at U.S. colleges and universities to address high-priority, DHS-related issues and to enhance homeland security capabilities over the long term. The two program areas of University Programs are Centers of Excellence and Minority Serving Institutions.

Service to the Public:

S&T is central to securing the homeland and providing leadership to harness science and technology while encouraging public and private-sector innovation – in coordination and partnership with universities, research institutes and laboratories, other government agencies, and private-sector companies – to counter high-consequence threats. Science and technology improvements have helped to ensure our Nation’s safety, and continue to be deployed to protect our Homeland.

FY 2012 Accomplishments:

- **Improved Firefighting Structure Gloves** – In December 2012, S&T delivered a prototype of an improved structure glove to prevent burns and other injuries to firefighters while improving dexterity and wearability. S&T is working with partners to develop a new type of fabric that meets all current National Fire Protection Administration standards for safety and heat resistance, while ensuring that firefighters can still easily perform routine activities.

- **Mobile Surveillance System Sensor/User Tools Upgrade** – S&T successfully completed development and demonstration of the retrofitted MSS Sensor/User Tools Upgrade on the southern border and delivered a retrofitted MSS unit to Customs and Border Protection (CBP) for operations assessment. MSS is a joint, co-funded project with CBP, focused on developing advanced surveillance capabilities as a retrofit kit to upgrade existing MSS units in use by CBP. S&T replaced the current MSS radar with more capable and less expensive radar to significantly reduce false alarms while enabling operations in inclement weather.
- **Foot-and-Mouth Disease (FMD) Vaccines & Diagnostics** – S&T received a conditional license from the United States Department of Agriculture Animal and Plant Health Inspection Service Center for Veterinary Biologics for a single-serotype live adenovirus-vectored foot-and-mouth disease vaccine, developed by S&T scientists in collaboration with industry partners. This is the first successful FMD vaccine technology developed in 50 years and the first FMD vaccine licensed for use in the United States.
- **Autonomous Rapid Facility Chemical Agent Monitor** - The Autonomous Rapid Facility Chemical Agent Monitor “detect-to-warn” chemical vapor detector was commercialized as the Rapid Alarm and Identification Device-Automated Facility Monitor for chemical detection. S&T installed detectors in several New York City locations as well as in the Ronald Reagan Building in Washington, D.C. These detectors provide increased protection for critical infrastructure and their occupants against a chemical attack.
- **BioAssays** - S&T successfully developed and transitioned a rapid and robust Public Health Actionable Assay and Ricin Detection Assay to the Centers for Disease Control and Prevention Laboratory Response Network for deployment and employment to support the National BioPreparedness and Defense Mission. S&T’s BioAssays program develops highly robust, dual-use assays (clinical and nonclinical sample analysis) with high specificity, high sensitivity, and high reproducibility.
- **Identity Management** – S&T transitioned an open-source middleware to industry that will allow physical-access control systems developed by different commercial vendors to be interoperable and provide an access management capability that is more secure, more cost-efficient, and more effective. Having established the S&T Identity Management Testbed, S&T is able to mitigate operational risks and transition interoperable communications to end users. This capability is sought by multiple private companies and Federal facilities.
- **Checked Baggage** – S&T transitioned next-generation explosive detection systems (EDS) performance requirements to the Transportation Security Administration (TSA) and, in collaboration with the National Emergency Managers Association and industry partners, delivered Version 2 of the Digital Imaging and Communication in Security (DICOS) industry standard for checked-baggage and carry-on luggage screening. DICOS enables security screening components and systems to have standard interfaces for images and data. The program will develop improved EDS for TSA’s acquisition and develop performance requirements, standards, and enabling technology for next-generation EDS and spiral upgrades.
- **Secure Transit Corridors** – S&T installed the Secure Transit Corridors Technology Demonstration project at participant locations in Canada, Mexico, and the United States and

began conducting cargo runs to test and validate the technologies. The project will provide CBP with the security standards needed to create secure transit corridors for Customs–Trade Partnership Against Terrorism Tier III members, expediting the movement of their intermodal cargo shipments at border crossings and ensuring that such cargo shipments are not used for illegal activity.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|---------------------------------------|----------------------------|-----------------------|--------------------------|------------------|--------------------|--------------------|------------------------|------------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Management and Administration | 333 | 135,000 | 361 | 135,545 | 337 | 129,608 | 4 | (5,392) |
| Acquisition and Operations Support | - | 54,154 | - | 54,485 | - | 41,703 | | (12,451) |
| Laboratory Facilities | 126 | 181,500 ²⁰ | 130 | 177,580 | 130 | 857,785 | 4 | 676,285 |
| Research, Development, and Innovation | - | 265,783 | - | 267,410 | - | 467,000 | | 201,217 |
| University Programs | - | 36,563 | - | 36,787 | - | 31,000 | | (5,563) |
| Gross Discretionary | 459 | \$673,000 | 491 | \$671,807 | 467 | \$1,527,096 | 8 | \$854,096 |
| Emergency/Supplemental | - | - | - | 3,249 | - | - | | |
| Total Budget Authority | 459 | \$673,000 | 491 | \$675,056 | 467 | \$1,527,096 | 8 | \$854,096 |

FY 2014 Highlights:

- **Portable BioDetector.....\$7.5M (0 FTE)**
 This project provides multiple Federal agencies the ability to rapidly identify a biothreat agent in the field where sample processing and detection are all integrated into a simple-to-use platform for field application. The efforts will leverage recent advances in high specificity assays as well as continued miniaturization of key instrument components. This project is built on the requirements generated in the Rapid BioDetection project, before that project’s focus shifted to Rapid Diagnostic Capabilities.
- **Biothreat Characterization (BTC).....\$15.1M (0 FTE)**
 This project improves the HSE’s estimation of the impacts of a bioterrorism attack on the U.S. through experimental research and analysis to understand the critical physical, chemical, and physiological parameters associated with potential bioterrorism agents. The BTC project includes laboratory experiments performed to reduce the uncertainty in areas such as agent production and dissemination, environmental stability, and pathogenesis. The information

²⁰ This amount includes a reprogramming of \$5 million.

gained from these experiments directly feeds into knowledge products such as the DHS biological terrorism risk assessments.

- **Eye Safe Trace Detection.....\$7.2M (0 FTE)**
This project improves the screening for the Federal Protective Service (FPS) and other screening partners for the presence of chemical signatures from explosives in a rapid, noncontact process. Together with standoff anomaly detection, this security system will provide the foundation for high throughput screening of personnel for aviation, mass transit, and facilities security.
- **Comprehensive Nat. Cybersecurity Initiative Transition to Practice.....\$10.1 (0 FTE)**
This project accelerates the transition of federally funded cybersecurity research that will have a notable impact on the security and resiliency of the Nation’s networks and systems into widespread deployment and use via commercialization and open-source licensing. This project is a result of recommendations made in the 2011 Federal Cybersecurity R&D Strategic Plan, as well as the White House’s Comprehensive National Cybersecurity Initiative. The project’s mission is achieved by: (1) identifying mature federally funded technologies that address an existing or imminent cybersecurity gap in public or private systems that impacts national security, (2) identifying and funding necessary improvements identified during pilot programs and test and evaluation activities, and (3) introducing cybersecurity technology throughout the entire HSE through partnerships, commercialization, and open-source licensing.
- **National Bio and Agro-Defense Facility (NBAF).....\$714.0M (0 FTE)**
The FY 2014 Budget includes full funding for the construction of the main laboratory at NBAF when coupled with Kansas’ proposed increased cost share. This innovative Federal-State partnership will support the first Biosafety Level 4 lab of its kind -- a state-of-the-art biocontainment facility for the study of foreign animal and emerging zoonotic diseases that is central to the protection of the Nation’s food supply as well as our national and economic security.

In partnership with Kansas, DHS is committed to building a facility that is safe and secure. The main laboratory facility includes enhanced safety and security features to ensure that research conducted within the facility will be contained, ultimately protecting the people of Kansas and the Nation’s food supply. These features, which are incorporated into the current NBAF design and address safety recommendations of the National Academies of Sciences, include specialized air and water decontamination systems, new technologies to handle solid waste onsite, and structural components to strengthen the laboratory against hazardous weather conditions.

- **Plum Island Animal Disease Center.....\$29.3M (0 FTE)**
Funding is also requested for life and safety infrastructure repairs at Plum Island Animal Disease Center while NBAF is being built in order to ensure an appropriate transition of research from Plum Island to Manhattan, Kansas.

FY 2014 Major Decreases:

- **Scholars and Fellows Program.....-\$3.0M (0 FTE)**

In order to improve Science, Technology, Engineering, and Mathematics (STEM) education outcomes, the President’s Budget includes a reorganization of STEM programs that uses existing resources more effectively and creates a higher visibility for STEM efforts. To support this reorganization effort, funding for the Scholars and Fellows program will be transferred to the National Science Foundation.

DOMESTIC NUCLEAR DETECTION OFFICE

Description:

The Domestic Nuclear Detection Office (DNDO) leads the development of the global nuclear detection architecture (GNDA), implements its domestic component, and leads the integration of United States Government (USG) technical nuclear forensics capabilities.

Responsibilities:

Countering nuclear terrorism is a whole-of-government challenge, and DNDO must work closely with Federal, State, local, tribal, international, and private sector partners in this mission. DNDO is the lead agency within the USG charged with development of the GNDA and the implementation of the domestic component of the GNDA, as well as coordination and stewardship of USG technical nuclear forensics efforts. Functions include integrating interagency efforts to develop and acquire radiological and nuclear (rad/nuc) detection technologies, evaluating detector performance, ensuring effective response to detection alarms, integrating and ensuring readiness of US nuclear forensics capabilities, and conducting transformational research and development for rad/nuc detection and forensics technologies. To maximize the ability to detect and interdict nuclear threats, application of detection technologies in operations that are driven by intelligence indicators and placed in the hands of well-trained law enforcement and public safety personnel is imperative.

Service to the Public:

DNDO works to protect the United States from rad/nuc terrorism by developing, acquiring, and deploying detection technologies, supporting operational law enforcement and homeland security partners, and by continuing to integrate technical nuclear forensic programs and advancing the state-of-the-art in nuclear forensics technologies. In addition to technical solutions, DNDO seeks to improve effectiveness of existing technology through improved operational concepts. DNDO works with Federal, State, local and tribal partners to ensure that these capabilities provide the greatest level of protection possible through multiple layers of defense.

At a Glance

Senior Leadership:
Dr. Huban A. Gowadia, Director, Acting

Established: 2005

Major Divisions: Architecture and Plans Directorate, Transformational and Applied Research Directorate, Product Acquisition and Deployment Directorate, Systems Engineering and Evaluation Directorate, Operations Support Directorate, National Technical Nuclear Forensics Center, Red Team and Net Assessments

Budget Request: *\$291,320,000*

Employees (FTE): *127*

FY 2012 Accomplishments:

- **Systems Engineering and Architecture:**
 - Led the development of the first DHS GNDA Implementation Plan, which provided performance measures for DHS-led performance goals and a set of activities that DHS should accomplish in order to implement the GNDA. The DHS GNDA Implementation Plan was submitted to Congress in April 2012.
 - Led the development of the GNDA Joint Annual Interagency Review 2012, which included information about multiple USG programs that collectively seek to prevent rad/nuc terrorism against the United States.
 - Conducted a GNDA Symposium covering nuclear detection-related topics through panels and breakout sessions, discussions on coordinating USG efforts, and international and domestic accomplishments and challenges.
 - In collaboration with National Institute of Standards and Technology and other Federal agencies, published a Technical Capability Standard for handheld rad/nuc detection equipment.

- **Systems Development:**
 - Completed a test campaign for alternative neutron detectors used in backpack, handheld, vehicle-mounted, and portal monitor nuclear detection systems.
 - Hosted an Industry Day for the Human Portable Tripwire (HPT) program and completed an Analysis of Alternatives with approval of a recommended alternative for HPT.
 - Completed the Maritime Small Vessel Standoff Detection (SVSD) Alternatives Analysis.

- **Transformational Research and Development:**
 - Provided more than 100 large-sized, high performance, high energy resolution, detector crystals of strontium iodide and cesium lithium yttrium chloride in support of the Advanced Radiation Monitoring Device project demonstrating the ability to scale up the manufacturing capability of these new detector materials. These crystals are now commercially available and are being integrated into detection devices that are commercially available through Thermo Fisher Scientific RadEye Personal Radiation Detector (PRD) and their RIIDEye Handheld Isotope Identification Device. The PRDs are available for purchase and use by DHS and state and local agencies.
 - Initiated the Airborne Radiological Enhanced-sensor System project for enhanced detection of radiation sources from helicopter platforms for nuclear and radiological search operations and large area screening. Possible users include state and local law enforcement, the Coast Guard, U.S. Customs and Border Protection (CBP), and the Department of Energy (DOE) Radiological Assistance Program.
 - Completed technical characterization of a Shielded Nuclear Alarm Resolution system that could detect shielded special nuclear material (SNM) and clear benign cargo in a secondary scan mode and initiated the Nuclear and Radiologic Imaging Platform project to detect shielded SNM and clear benign cargo in primary scan mode.

- **Assessments:**
 - Tested two commercial systems through the Graduated Rad/Nuc Detector Evaluation and Reporting Program, which facilitates independent testing against American National Standards Institute N42 performance standards. These test results assist Federal, State, and local law enforcement procurement decisions.

- Participated in the Illicit Trafficking Radiation Assessment Program+10, a three-year international collaboration to test commercially available systems against American National Standards Institute and International Electrotechnical Commission standards. This fiscal year, DNDO tested 23 instruments in three different categories of systems.
- Supported 14 test and evaluation campaigns of nuclear detection equipment to support Federal, State, and local responders in determining which systems would best suit their operational needs.

- **Operations Support:**

- Facilitated training, for 3,666 State and local first responders in 30 states, including Federal, State and local agencies, to detect rad/nuc materials.
- Deployed Mobile Detection Deployment Units for rad/nuc detection surge operations in support of Federal, State, and local law enforcement and first responders during 39 special security events and exercises.
- Transitioned the DHS Secondary Reachback Program to the DOE Triage program, consolidating activities into one alarm adjudication system that handles all requests for alarm adjudication at the national level, thereby increasing efficiency for resolving alarms.



Tailgate training for rad/nuc detection operations prior to the U.S. Air Force Academy Graduation in Colorado Springs, CO

- **National Technical Nuclear Forensics Center:**

- Led the development of the Joint Interagency Annual Review of the National Strategic Five-Year Plan and successfully led the planning for a major interagency forensics exercise.
- Supported 58 undergraduate, graduate, and post-doctorate fellowships and internships, university and junior faculty awards, and academic research awards in nuclear forensics-related specialties. Additionally, DNDO successfully conducted the “Overview of Nuclear Forensics for the Federal Workforce” course, to engage and educate the national security and intelligence communities in the concepts and operations of the technical nuclear forensics process.
- Continued production of a well-characterized reference material for forensic analysis of trace actinides in uranium materials.



National Technical Nuclear Collection Exercise

- **Radiation Portal Monitor Program (RPMP):**

- Facilitated scanning by CBP of 99.8 percent of cargo conveyances coming into the United States at sea POEs and 99.9 percent of cargo conveyances coming into the United States via truck at northern and southern land border POEs by deploying 86 RPM systems.

- **Securing the Cities:**

- Trained more than 2,100 personnel and conducted approximately 60 exercises and drills in the New York City/Newark, NJ, metropolitan areas.

- Awarded a cooperative agreement through a competitive selection process to the Los Angeles/Long Beach areas to provide additional rad/nuc detection capability to the Nation.
- **Human Portable Radiation Detection Systems (HPRDS):**
 - Procured 636 personal radiation detectors, 338 handheld radioisotope identification devices, 33 backpack radiation detection systems, and two advanced handheld systems to equip CBP and U.S. Coast Guard front-line operators.

BUDGET REQUEST

Dollars in Thousands

| | FY 2012 Revised Enacted | | FY 2013 Annualized CR | | FY 2014 Request | | FY 2014 +/- FY 2012 | |
|---------------------------------------|----------------------------|----------------------|--------------------------|----------------------|--------------------|------------------|------------------------|----------------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | FTE | \$000 |
| Management and Administration | 101 | 38,000 | 130 | 37,153 ²¹ | 127 | 37,510 | 26 | (490) |
| Research, Development, and Operations | - | 215,000 | | 216,316 | | 211,210 | | (3,790) |
| Systems Acquisition | - | 37,000 ²² | | 37,226 | | 42,600 | | 5,600 |
| Gross Discretionary | 101 | \$290,000 | 130 | \$290,695 | 127 | \$291,320 | 26 | \$1,320 |
| Emergency/ Supplemental | | - | | 3,869 | | - | | - |
| Total Budget Authority | 101 | \$290,000 | 130 | \$294,564 | 127 | \$291,320 | 26 | \$1,320 |

²¹ Includes FY 2012 rescission of \$1.1 million in Management and Administration appropriation

²² FY 2012 reprogramming of \$5.5 million from RPMP to HPRDS account within Systems Acquisition appropriation

FY 2014 Highlights:

- **Transformational Research and Development.....\$35.3M (0 FTE)**
DNDO’s Transformational Research and Development (R&D) program seeks to identify, explore, develop, and demonstrate scientific and technological approaches that address gaps in the GNDA, dramatically improve the performance of rad/nuc detection and technical nuclear forensic methods, components, and systems, and/or significantly reduce the operational burden of these technologies. Although significant progress has been made, several challenges remain that require additional investment. These challenges include:
 - Producing cost-effective equipment with sufficient technical performance to ensure widespread deployment
 - Developing enhanced wide area search capabilities for a variety of scenarios to include urban and highly cluttered environments
 - Monitoring along challenging GNDA pathways, to include scanning of general aviation and small maritime vessels, and searching for nuclear threats between POEs

- **Securing the Cities.....\$22.0M (0 FTE)**
DNDO requests \$22 million for the STC program to continue developing the domestic portion of the GNDA to enhance the Nation’s ability to detect and prevent a radiological or nuclear attack in our highest risk cities. The Department remains committed to expanding this program to additional major UAs.

FY 2014 Major Decreases:

- **Systems Development.....(\$29.8M) (0 FTE)**
This reduction reflects DNDO’s transition from large, government-sponsored development initiatives to “Commercial First” approaches in order to more efficiently and effectively acquire and deploy technology. The DNDO Acquisition and Commercial Engagement Strategy (DACES) seeks to:
 - Leverage the commercial marketplace to maximize the use of commercially available products
 - Engage commercial vendors to focus their internal product development efforts to meet the validated need of DNDO and its stakeholders
 - Invest in solutions to meet these needs

The “Commercial First” approach is based on the principal that DNDO will engage and leverage private sector solutions to address the gaps identified in the GNDA prior to moving into a government-sponsored and -managed development. The DACES approach has impacted several critical DNDO acquisition programs. These projects include HPRDS, HPT, and SVSD.

RESOURCE TABLES

**Department of Homeland Security
Total Budget Authority**

| Note: Figures may be off by 1 due to rounding. | FY 2012 Revised Enacted | | | FY 2014 Total Adjustment to Base | | | FY 2014 Total Program Changes | | | FY 2014 President's Budget | | |
|--|----------------------------|---------------|-------------------|-------------------------------------|--------------|------------------|----------------------------------|----------------|------------------|-------------------------------|---------------|-------------------|
| | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ |
| Departmental Management and Operations | 1,971 | 1,976 | 804,136 | 10 | 5.5 | (168,666) | 1 | 0.5 | 175,303 | 1,982 | 1,982 | 810,773 |
| Office of the Secretary and Executive Management (OSEM): | 690 | 688 | 134,410 | (63) | (60.5) | (12,317) | 1 | 0.5 | 4,462 | 628 | 628 | 126,554 |
| Office of the Under Secretary for Management (USM): | 827 | 835 | 235,587 | 45 | 37 | (19,375) | - | - | (13,526) | 872 | 872 | 202,686 |
| DHS HQ Consolidation: | - | - | 55,979 | - | - | (53,179) | - | - | 102,700 | - | - | 105,500 |
| Office of the Chief Financial Officer (CFO): | 193 | 192 | 50,860 | 15 | 16 | (3,317) | - | - | 1,236 | 208 | 208 | 48,779 |
| Office of the Chief Information Officer (CIO): | 261 | 261 | 327,300 | 13 | 13 | (80,477) | - | - | 80,431 | 274 | 274 | 327,254 |
| Rescission of Prior Year Unobligated Balances | - | - | (5,000) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 1,971 | 1,976 | 804,136 | 10 | 6 | (168,666) | 1 | 1 | 175,303 | 1,982 | 1,982 | 810,773 |
| Adjusted Net Discretionary | 1,971 | 1,976 | 799,136 | 10 | 6 | (168,666) | 1 | 1 | 175,303 | 1,982 | 1,982 | 810,773 |
| Analysis and Operations: | 908 | 851 | 338,068 | (29) | 6 | (18,351) | (5) | (5) | (10,489) | 874 | 852 | 309,228 |
| Rescission of Prior Year Unobligated Balances | - | - | (1,729) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 908 | 851 | 338,068 | (29) | 6 | (18,351) | (5) | (5) | (10,489) | 874 | 852 | 309,228 |
| Adjusted Net Discretionary | 908 | 851 | 337,889 | (29) | 6 | (18,351) | (5) | (5) | (10,489) | 874 | 852 | 309,228 |
| Office of the Inspector General | 683 | 676 | 141,000 | (2) | 5 | (256) | - | - | 2,565 | 681 | 681 | 143,309 |
| Customs and Border Protection | 61,036 | 60,456 | 11,781,438 | 1,793 | 2,921 | 1,067,966 | 1,059 | 187 | 50,699 | 63,888 | 63,564 | 12,900,103 |
| Salaries and expenses: | 51,313 | 50,752 | 8,699,881 | 620 | 774 | 668,854 | 1,088 | 216 | (131,647) | 53,021 | 51,742 | 9,237,088 |
| Automation modernization: | 69 | 69 | 334,275 | 13 | 13 | 830 | - | - | 5,000 | 82 | 82 | 340,105 |
| Border Security Fencing, Infrastructure, and Technology: | 205 | 205 | 385,100 | (205) | (205) | (149,777) | - | - | 116,131 | - | - | 351,454 |
| Air and Marine Interdiction: | - | - | 503,966 | - | - | (139,167) | - | - | 62,902 | - | - | 427,701 |
| Facilities Management: | 219 | 200 | 236,596 | 462 | 462 | 236,590 | (29) | (29) | (1,687) | 652 | 633 | 471,499 |
| Fee accounts: | 9,230 | 9,230 | 1,615,723 | 903 | 1,877 | 450,541 | - | - | - | 10,133 | 11,107 | 2,066,264 |
| Trust Fund Accounts: | - | - | 5,897 | - | - | 95 | - | - | - | - | - | 5,992 |
| Rescission of Prior Year Unobligated Balances | - | - | (16,994) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 51,875 | 51,295 | 10,167,199 | 890 | 1,044 | 618,482 | 1,059 | 187 | 50,699 | 53,824 | 52,526 | 10,836,380 |
| Adjusted Net Discretionary | 51,875 | 51,295 | 10,150,205 | 890 | 1,044 | 618,482 | 1,059 | 187 | 50,699 | 53,824 | 52,526 | 10,836,380 |
| Mandatory, Fees, Trust Funds | 9,161 | 9,161 | 1,614,239 | 903 | 1,877 | 449,484 | - | - | - | 10,064 | 11,038 | 2,063,723 |
| Immigration and Customs Enforcement | 22,021 | 20,171 | 5,982,977 | (1,028) | (769) | (526,814) | (33) | (70) | (114,441) | 20,960 | 19,332 | 5,341,722 |
| Salaries and expenses: | 21,634 | 19,882 | 5,649,398 | (1,028) | (835) | (538,235) | (33) | (70) | (154,341) | 20,573 | 18,977 | 4,956,822 |
| Automation modernization: | - | - | 21,710 | - | - | (21,710) | - | - | 34,900 | - | - | 34,900 |
| Construction: | - | - | - | - | - | - | - | - | 5,000 | - | - | 5,000 |
| Fee accounts: | 387 | 289 | 311,869 | - | 66 | 33,131 | - | - | - | 387 | 355 | 345,000 |
| Rescission of Prior Year Unobligated Balances | - | - | (25,607) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 21,634 | 19,882 | 5,671,108 | (1,028) | (835) | (559,945) | (33) | (70) | (114,441) | 20,573 | 18,977 | 4,996,722 |
| Adjusted Net Discretionary | 21,634 | 19,882 | 5,645,501 | (1,028) | (835) | (559,945) | (33) | (70) | (114,441) | 20,573 | 18,977 | 4,996,722 |
| Mandatory, Fees, Trust Funds | 387 | 289 | 311,869 | - | 66 | 33,131 | - | - | - | 387 | 355 | 345,000 |
| Transportation Security Administration | 62,051 | 54,497 | 7,855,938 | 253 | 2,817 | (97,827) | (2,358) | (1,710) | (359,816) | 59,946 | 55,608 | 7,398,295 |
| Aviation Security: | 58,749 | 51,767 | 5,253,528 | 100 | 2,322 | 39,568 | (2,249) | (1,605) | (325,060) | 56,600 | 52,484 | 4,968,036 |
| Surface Transportation Security: | 807 | 690 | 134,748 | (2) | 78 | (11,695) | (104) | (100) | (13,722) | 701 | 668 | 109,331 |
| Transportation Threat Assessment & Credentialing: | 512 | 399 | 219,621 | (24) | 52 | (6,721) | - | - | 33,717 | 488 | 455 | 246,617 |
| Transportation Security Support: | 1,983 | 1,641 | 1,031,926 | 179 | 365 | (30,824) | (5) | (5) | (3,313) | 2,157 | 2,001 | 997,789 |
| Aviation Security Capital Fund: | - | - | 250,000 | - | - | - | - | - | - | - | - | 250,000 |
| Federal Air Marshals: | - | - | 966,115 | - | - | (88,155) | - | - | (51,438) | - | - | 826,522 |
| Rescission of Prior Year Unobligated Balances | - | - | (71,596) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 61,998 | 54,450 | 5,542,481 | 251 | 2,816 | (346,267) | (2,358) | (1,710) | (359,816) | 59,891 | 55,556 | 4,836,398 |
| Adjusted Net Discretionary | 61,998 | 54,450 | 5,470,885 | 251 | 2,816 | (346,267) | (2,358) | (1,710) | (359,816) | 59,891 | 55,556 | 4,836,398 |
| Discretionary Fee Funded | 47 | 42 | 2,058,567 | 2 | 4 | 248,330 | - | - | - | 49 | 46 | 2,306,897 |
| Mandatory, Fees, Trust Funds | 6 | 5 | 254,890 | - | 1 | 110 | - | - | - | 6 | 6 | 255,000 |

**Department of Homeland Security
Total Budget Authority**

| Note: Figures may be off by 1 due to rounding. | FY 2012 Revised Enacted | | | FY 2014 Total Adjustment to Base | | | FY 2014 Total Program Changes | | | FY 2014 President's Budget | | |
|---|----------------------------|---------------|-------------------|-------------------------------------|--------------|------------------|----------------------------------|-------------|------------------|-------------------------------|---------------|------------------|
| | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ |
| U.S. Coast Guard | 51,204 | 50,299 | 10,422,410 | (1,671) | (454) | (77,724) | (174) | (62) | (550,705) | 49,359 | 49,783 | 9,793,981 |
| Operating expenses: | 49,644 | 48,890 | 6,755,254 | (1,672) | (476) | (29,419) | - | - | 29,548 | 47,972 | 48,414 | 6,755,383 |
| Environmental compliance and restoration: | 25 | 23 | 13,500 | - | 1 | (313) | - | - | - | 25 | 24 | 13,187 |
| Reserve training: | 533 | 520 | 134,278 | 1 | 14 | 1,765 | (118) | (118) | (26,500) | 416 | 416 | 109,543 |
| Acquisition, construction, and improvements: | 891 | 762 | 1,462,869 | - | - | - | (56) | 56 | (553,753) | 835 | 818 | 909,116 |
| Research, development, test, and evaluation: | 101 | 94 | 27,779 | - | 7 | (7,923) | - | - | - | 101 | 101 | 19,856 |
| Medicare - Eligible Retiree Health Care Fund Contribution: | - | - | 261,871 | - | - | (75,269) | - | - | - | - | - | 186,602 |
| Retired pay: | - | - | 1,440,157 | - | - | 11,993 | - | - | - | - | - | 1,452,150 |
| Trust Fund: | 10 | 10 | 326,702 | - | - | 21,442 | - | - | - | 10 | 10 | 348,144 |
| Rescission of Prior Year Unobligated Balances | - | - | (-11,257) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 51,194 | 50,289 | 8,655,551 | (1,671) | (454) | (111,159) | (174) | (62) | (550,705) | 49,349 | 49,773 | 7,993,687 |
| Adjusted Net Discretionary | 51,194 | 50,289 | 8,614,294 | (1,671) | (454) | (111,159) | (174) | (62) | (550,705) | 49,349 | 49,773 | 7,993,687 |
| Mandatory, Fees, Trust Funds | 10 | 10 | 1,766,859 | - | - | 33,435 | - | - | - | 10 | 10 | 1,800,294 |
| U.S. Secret Service | 6,834 | 6,834 | 1,914,445 | (69) | (50) | (116,663) | (79) | (79) | 3,607 | 6,686 | 6,705 | 1,801,389 |
| Salaries & Expenses [Protection, Administration and Training]: | 6,834 | 6,834 | 1,664,065 | (69) | (50) | (169,487) | (79) | (79) | 36 | 6,686 | 6,705 | 1,494,614 |
| Acquisition, construction, improvements & expenses (Rowley Training Ctr): | - | - | 5,380 | - | - | 42,824 | - | - | 3,571 | - | - | 51,775 |
| Retired pay (mandatory - trust fund): | - | - | 245,000 | - | - | 10,000 | - | - | - | - | - | 255,000 |
| Rescission of Prior Year Unobligated Balances | - | - | (-11,104) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 6,834 | 6,834 | 1,669,445 | (69) | (50) | (126,663) | (79) | (79) | 3,607 | 6,686 | 6,705 | 1,546,389 |
| Adjusted Net Discretionary | 6,834 | 6,834 | 1,668,341 | (69) | (50) | (126,663) | (79) | (79) | 3,607 | 6,686 | 6,705 | 1,546,389 |
| Mandatory, Fees, Trust Funds | - | - | 245,000 | - | - | 10,000 | - | - | - | - | - | 255,000 |
| National Protection & Programs Directorate | 3,271 | 2,876 | 2,525,688 | (272) | 68 | (321,841) | 195 | 122 | 364,696 | 3,194 | 3,066 | 2,568,543 |
| Management and Administration: | 220 | 219 | 49,444 | 44 | 45 | (139) | 115 | 58 | 15,420 | 379 | 322 | 64,725 |
| Federal Protective Service: | 1,371 | 1,197 | 1,285,599 | - | 174 | 16,225 | - | - | - | 1,371 | 1,371 | 1,301,824 |
| Infrastructure Protection and Information Security: | 1,251 | 1,044 | 888,243 | 113 | 265 | (35,525) | 80 | 64 | 349,276 | 1,444 | 1,373 | 1,201,994 |
| U.S. VISIT | 429 | 416 | 302,402 | (429) | (416) | (302,402) | - | - | - | - | - | - |
| Rescission of Prior Year Unobligated Balances | - | - | (-27,576) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 1,900 | 1,679 | 1,240,089 | (272) | (106) | (338,066) | 195 | 122 | 364,696 | 1,823 | 1,695 | 1,266,719 |
| Adjusted Net Discretionary | 1,900 | 1,679 | 1,212,513 | (272) | (106) | (338,066) | 195 | 122 | 364,696 | 1,823 | 1,695 | 1,266,719 |
| Discretionary Fee Funded | 1,371 | 1,197 | 1,285,599 | - | 174 | 16,225 | - | - | - | 1,371 | 1,371 | 1,301,824 |
| Office of Health Affairs | 83 | 83 | 165,049 | 23 | 16 | (35,152) | - | - | 1,900 | 106 | 99 | 131,797 |
| Rescission of Prior Year Unobligated Balances | - | - | (-11,171) | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 83 | 83 | 165,049 | 23 | 16 | (35,152) | - | - | 1,900 | 106 | 99 | 131,797 |
| Adjusted Net Discretionary | 83 | 83 | 164,932 | 23 | 16 | (35,152) | - | - | 1,900 | 106 | 99 | 131,797 |

**Department of Homeland Security
Total Budget Authority**

| Note: Figures may be off by 1 due to rounding. | FY 2012 Revised Enacted | | | FY 2014 Total Adjustment to Base | | | FY 2014 Total Program Changes | | | FY 2014 President's Budget | | |
|--|----------------------------|---------------|-------------------|-------------------------------------|--------------|-----------------|----------------------------------|--------------|--------------------|-------------------------------|---------------|-------------------|
| | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ | Pos. | FTE | \$\$\$ |
| Federal Emergency Management Agency | 5,427 | 10,154 | 13,923,928 | 803 | 2,705 | 796,088 | (800) | (773) | (1,269,131) | 5,430 | 12,170 | 13,450,885 |
| Salaries and Expenses (Operations, Planning, and Support): | 4,489 | 3,770 | 992,128 | 169 | 481 | 27,754 | - | - | 22,500 | 4,658 | 4,332 | 1,042,382 |
| State and Local Programs & Emergency Management Perf. Grants: | 85 | 83 | 1,252,903 | 706 | 691 | 1,090,057 | (791) | (764) | (219,760) | - | - | 2,123,200 |
| Emergency Management Performance Grants | 15 | 15 | 350,000 | (15) | (15) | (350,000) | - | - | - | - | - | - |
| Assistance to Firefighter Grants | 82 | 72 | 675,000 | (82) | (72) | (675,000) | - | - | - | - | - | - |
| U.S. Fire Administration: | 133 | 124 | 44,038 | 1 | 9 | (2,732) | - | - | - | 134 | 133 | 41,306 |
| Radiological Emergency Preparedness: | 170 | 157 | (896) | - | - | 2,606 | - | - | (2,982) | 170 | 170 | (1,272) |
| Disaster relief: | 45 | 5,569 | 7,076,000 | 10 | 1,565 | (879,092) | - | - | - | 55 | 7,134 | 6,196,908 |
| Disaster assistance direct loan program account: | - | - | 295 | - | - | (295) | - | - | - | - | - | - |
| Flood Hazard mapping and Risk Analysis Program | 57 | 37 | 97,712 | - | 20 | 32 | - | - | (13,383) | 57 | 57 | 84,361 |
| National flood insurance fund (offsetting): | 310 | 286 | 171,000 | 14 | 26 | 5,300 | - | - | - | 324 | 312 | 176,300 |
| National flood insurance fund (mandatory): | 29 | 29 | 3,102,748 | - | - | 1,422,952 | - | - | (1,000,000) | 29 | 29 | 3,525,700 |
| National Flood Insurance Reserve Fund (mandatory): | - | - | - | - | - | 162,000 | - | - | - | - | - | 162,000 |
| National pre-disaster mitigation fund: | 12 | 12 | 35,500 | - | - | 6 | (9) | (9) | (35,506) | 3 | 3 | - |
| Emergency food and shelter: | - | - | 120,000 | - | - | - | - | - | (20,000) | - | - | 100,000 |
| National Special Security Event State and Local Reimbursement Fund: | - | - | 7,500 | - | - | (7,500) | - | - | - | - | - | - |
| Rescission of Prior Year Unobligated Balances | - | - | -14,016 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 5,088 | 9,839 | 10,650,180 | 789 | 2,679 | (794,164) | (800) | (773) | (269,131) | 5,077 | 11,829 | 9,586,885 |
| Adjusted Net Discretionary | 5,088 | 9,839 | 10,646,164 | 789 | 2,679 | (794,164) | (800) | (773) | (269,131) | 5,077 | 11,829 | 9,586,885 |
| Discretionary Fee Funded | 310 | 286 | 171,000 | 14 | 26 | 5,300 | - | - | - | 324 | 312 | 176,300 |
| Mandatory, Fees, Trust Funds | 29 | 29 | 3,102,748 | - | - | 1,584,952 | - | - | (1,000,000) | 29 | 29 | 3,687,700 |
| Citizenship & Immigration Services | 12,278 | 10,769 | 3,078,465 | 1,535 | 2,382 | 129,542 | - | - | 11,459 | 13,813 | 13,151 | 3,219,466 |
| Salaries and Expenses: | 396 | 315 | 102,424 | (8) | 73 | 10,330 | - | - | 11,459 | 388 | 388 | 124,213 |
| Immigration Examinations Fee Account: | 11,697 | 10,276 | 2,923,845 | 1,543 | 2,302 | 117,408 | - | - | - | 13,240 | 12,578 | 3,041,253 |
| HI-B Visa Fee Account: | - | - | 13,000 | - | - | - | - | - | - | - | - | 13,000 |
| HI-B and L Fraud Prevention: | 185 | 178 | 39,196 | - | 7 | 1,804 | - | - | - | 185 | 185 | 41,000 |
| Adjudication Services..... | 185 | 178 | 39,196 | - | 7 | 1,804 | - | - | - | 185 | 185 | 41,000 |
| Rescission of Prior Year Unobligated Balances | - | - | -11,302 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 396 | 315 | 102,424 | (8) | 73 | 10,330 | - | - | 11,459 | 388 | 388 | 124,213 |
| Adjusted Net Discretionary | 396 | 315 | 101,122 | (8) | 73 | 10,330 | - | - | 11,459 | 388 | 388 | 124,213 |
| Mandatory, Fees, Trust Funds | 11,882 | 10,454 | 2,976,041 | 1,543 | 2,309 | 119,212 | - | - | - | 13,425 | 12,763 | 3,095,253 |
| Federal Law Enforcement Training Center | 1,130 | 1,062 | 271,413 | (35) | 6 | (25,518) | 31 | 31 | 25,534 | 1,126 | 1,099 | 271,429 |
| Salaries and Expenses: | 1,130 | 1,062 | 238,957 | (35) | 6 | (22,447) | 31 | 31 | 24,034 | 1,126 | 1,099 | 240,544 |
| Acquisition, Construction, Improvements & Related Expenses: | - | - | 32,456 | - | - | (3,071) | - | - | 1,500 | - | - | 30,885 |
| Rescission of Prior Year Unobligated Balances | - | - | -13,69 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 1,130 | 1,062 | 271,413 | (35) | 6 | (25,518) | 31 | 31 | 25,534 | 1,126 | 1,099 | 271,429 |
| Adjusted Net Discretionary | 1,130 | 1,062 | 271,044 | (35) | 6 | (25,518) | 31 | 31 | 25,534 | 1,126 | 1,099 | 271,429 |
| Science & Technology | 460 | 459 | 673,000 | 7 | 8 | (14,236) | - | - | 868,332 | 467 | 467 | 1,527,096 |
| Management and administration: | 334 | 333 | 135,000 | 3 | 4 | (5,392) | - | - | - | 337 | 337 | 129,608 |
| Research, development, acquisition, and operations: | 126 | 126 | 538,000 | 4 | 4 | (8,844) | - | - | 868,332 | 130 | 130 | 1,397,488 |
| Rescission of Prior Year Unobligated Balances | - | - | -12,79 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 460 | 459 | 673,000 | 7 | 8 | (14,236) | - | - | 868,332 | 467 | 467 | 1,527,096 |
| Adjusted Net Discretionary | 460 | 459 | 672,721 | 7 | 8 | (14,236) | - | - | 868,332 | 467 | 467 | 1,527,096 |

Fiscal Year 2012 – 2014 President’s Budget Build

| | | | | | | | | | | | | |
|---|----------------|----------------|-------------------|--------------|--------------|----------------|----------------|----------------|------------------|----------------|----------------|-------------------|
| " | | | | | | | | | | | | |
| Domestic Nuclear Detection Office | 130 | 101 | 290,000 | - | 29 | (1,490) | (3) | (3) | 2,810 | 127 | 127 | 291,320 |
| Management and Administration: | 130 | 101 | 38,000 | - | 29 | 8 | (3) | (3) | (498) | 127 | 127 | 37,510 |
| Research, Development, and Operations: | - | - | 215,000 | - | - | (1,546) | - | - | (2,244) | - | - | 211,210 |
| Systems Acquisition: | - | - | 37,000 | - | - | 48 | - | - | 5,552 | - | - | 42,600 |
| Rescission of Prior Year Unobligated Balances | - | - | -1,073 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 130 | 101 | 290,000 | - | 29 | (1,490) | (3) | (3) | 2,810 | 127 | 127 | 291,320 |
| Adjusted Net Discretionary | 130 | 101 | 288,927 | - | 29 | (1,490) | (3) | (3) | 2,810 | 127 | 127 | 291,320 |
| DEPARTMENT OF HOMELAND SECURITY | 229,487 | 221,264 | 60,167,956 | 1,318 | 9,696 | 589,059 | (2,166) | (2,362) | (797,677) | 228,639 | 228,686 | 59,959,337 |
| Rescission of Prior Year Unobligated Balances | - | - | -196,468 | - | - | - | - | - | - | - | - | - |
| Net Discretionary | 206,284 | 199,791 | 46,381,144 | (1,144) | 5,243 | (1,911,120) | (2,166) | (2,362) | 202,323 | 202,974 | 202,756 | 44,672,346 |
| Adjusted Net Discretionary | 206,284 | 199,791 | 46,184,675 | (1,144) | 5,243 | (1,911,120) | (2,166) | (2,362) | 202,323 | 202,974 | 202,756 | 44,672,346 |
| Discretionary Fee Funded | 1,728 | 1,525 | 3,515,166 | 16 | 204 | 269,855 | - | - | - | 1,744 | 1,729 | 3,785,021 |
| Gross Discretionary | 208,012 | 201,316 | 49,896,310 | (1,128) | 5,447 | (1,641,265) | (2,166) | (2,362) | 202,323 | 204,718 | 204,485 | 48,457,367 |
| Adjusted Gross Discretionary | 208,012 | 201,316 | 49,699,841 | (1,128) | 5,447 | (1,641,265) | (2,166) | (2,362) | 202,323 | 204,718 | 204,485 | 48,457,367 |
| Mandatory, Fees, Trust Funds | 21,475 | 19,948 | 10,271,646 | 2,446 | 4,253 | 2,230,324 | - | - | (1,000,000) | 23,921 | 24,201 | 11,501,970 |

FY 2012 Revised Enacted:

- Excludes USCG Overseas Contingency Operations funding of \$258.0 million P.L. 112-74.
- Includes FEMA Disaster Relief Fund \$700 million and \$6.4 billion for major disasters declared pursuant to the Stafford Act and designated by the Congress as being for disaster relief pursuant to section 251 (b)(2)(D) of the Balance Budget and Emergency Deficit Control Act of 1985 (BBEDCA), as amended by the Budget Control Act of 2011. "

"FY 2014 President's Budget:

- Reflects a proposed transfer of \$24 million from FEMA to OIG.
- Includes FEMA Disaster Relief base funds of \$570 million (\$570.522) and an additional \$5.6 billion (\$5,626.386) for major disasters declared pursuant to the Stafford Act and designated by the Congress as being for disaster relief pursuant to section 251 (b)(2)(D) of the Balance Budget and Emergency Deficit Control Act of 1985 (BBEDCA), as amended by the Budget Control Act of 2011.
- Total Budget Authority Request excluding DRF Major Disasters Cap Adjustment is: \$54,332,951
- Gross Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$42,830,981.
- Net Discretionary Request excluding DRF Major Disasters Cap Adjustment is: \$39,045,960.

Fiscal Year 2012 – 2014 Homeland and Non-Homeland Allocations

| Department of Homeland Security Fiscal Year 2012 - 2014 Homeland and Non-Homeland Allocations by Appropriation Account and Program/Project Activity (Amounts in this Table is in millions vs. thousands) | 2012 Actuals | | | 2013 Annualized CR | | | 2014 President's Budget | | |
|---|-----------------|--------------|------------|-----------------------|--------------|------------|----------------------------|--------------|------------|
| | Homeland | Non-Homeland | 2012 Total | Homeland | Non-Homeland | 2013 Total | Homeland | Non-Homeland | 2014 Total |
| | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount |
| DEPARTMENT MANAGEMENT AND OPERATIONS (DMO) | | | | | | | | | |
| DEPARTMENTAL OPERATIONS | 354 | 130 | 484 | 353 | 125 | 478 | 374 | 110 | 484 |
| OFFICE OF THE CHIEF INFORMATION OFFICER | 174 | 153 | 327 | 173 | 152 | 324 | 176 | 151 | 327 |
| DMO, Net Discretionary..... | 528 | 283 | 804 | 526 | 277 | 803 | 550 | 261 | 811 |
| ANALYSIS AND OPERATIONS | | | | | | | | | |
| A&O, Net Discretionary | 338 | - | 338 | 340 | - | 340 | 309 | - | 309 |
| OFFICE OF THE INSPECTOR GENERAL | | | | | | | | | |
| OIG, Net Discretionary | 141 | - | 141 | 142 | - | 142 | 143 | - | 143 |
| U.S. CUSTOMS AND BORDER PROTECTION | | | | | | | | | |
| Customs and Border Protection, Salaries and Expenses | 7,333 | 1,380 | 8,713 | 7,374 | 1,354 | 8,728 | 7,523 | 1,714 | 9,237 |
| Automation Modernization | 167 | 167 | 334 | 166 | 165 | 331 | 170 | 170 | 340 |
| Construction, Customs and Border Protection | 237 | - | 237 | 238 | - | 238 | 471 | - | 471 |
| Border Security Fencing, Infrastructure, and Technology | 385 | - | 385 | 399 | - | 399 | 351 | - | 351 |
| Air and Marine Interdiction, Operations, Maintenance, and Procurement | 338 | 166 | 504 | 340 | 168 | 508 | 287 | 141 | 428 |
| Refunds, Transfers, and Expenses of Operation, Puerto Rico | 107 | - | 107 | 103 | - | 103 | 99 | - | 99 |
| Small Airport User Fee -Discretionary (Not Offsetting)..... | 9 | - | 9 | 8 | - | 8 | 9 | - | 9 |
| US Visit and Immigrant Status Indicator Technology (non-add - included in S&E)..... | - | - | - | - | - | - | 254 | - | 254 |
| CBP, Net Discretionary..... | 8,459 | 1,713 | 10,172 | 8,517 | 1,687 | 10,212 | 9,057 | 2,025 | 10,836 |
| Mandatory, Fees, Trust Funds..... | 1,534 | 40 | 1,574 | 1,498 | 154 | 1,652 | 1,606 | 458 | 2,064 |
| Total Budget Authority..... | 9,993 | 1,753 | 11,746 | 10,015 | 1,841 | 11,864 | 10,663 | 2,483 | 12,900 |
| U.S. IMMIGRATION & CUSTOMS ENFORCEMENT | | | | | | | | | |
| Immigration and Customs Enforcement | 4,892 | 757 | 5,649 | 4,829 | 723 | 5,552 | 4,313 | 644 | 4,957 |
| Automation Modernization, Immigration and Customs Enforcement | 22 | - | 22 | 12 | - | 12 | 35 | - | 35 |
| Construction | - | - | - | - | - | - | 5 | - | 5 |
| ICE, Net Discretionary..... | 4,914 | 757 | 5,671 | 4,841 | 723 | 5,564 | 4,353 | 644 | 4,997 |
| Mandatory, Fees, Trust Funds..... | 308 | 4 | 312 | 312 | 2 | 314 | 345 | - | 345 |
| Total Budget Authority..... | 5,222 | 761 | 5,983 | 5,153 | 725 | 5,878 | 4,698 | 644 | 5,342 |
| TRANSPORTATION SECURITY ADMINISTRATION | | | | | | | | | |
| Federal Air Marshal Service..... | 966 | - | 966 | 972 | - | 972 | 827 | - | 827 |
| Aviation Security..... | 5,250 | - | 5,250 | 5,270 | - | 5,270 | 4,968 | - | 4,968 |
| Surface Transportation Security..... | 135 | - | 135 | 136 | - | 136 | 109 | - | 109 |
| Transportation Security Support..... | 1,032 | - | 1,032 | 1,038 | - | 1,038 | 998 | - | 998 |
| Transportation Threat Assessment and Credentialing..... | 164 | 40 | 204 | 170 | 75 | 245 | 186 | 61 | 247 |
| TSA, Gross Discretionary | 7,547 | 40 | 7,587 | 7,586 | 69 | 7,655 | 7,088 | 55 | 7,143 |
| Discretionary Fee Fund..... | - | 2,091 | 2,091 | - | 2,167 | 2,167 | - | 2,307 | 2,307 |
| TSA, Net Discretionary | 7,547 | (2,051) | 5,496 | 7,586 | (2,098) | 5,488 | 7,088 | (2,252) | 4,836 |
| Mandatory Fees..... | 250 | - | 250 | 255 | - | 255 | 250 | 5 | 255 |
| Total Budget Authority..... | 7,797 | 40 | 7,837 | 7,841 | 69 | 7,911 | 7,338 | 60 | 7,398 |

Fiscal Year 2012 – 2014 Homeland and Non-Homeland Allocations

| Department of Homeland Security Fiscal Year 2012 - 2014 Homeland and Non-Homeland Allocations by Appropriation Account and Program/Project Activity (Amounts in this Table is in millions vs. thousands) | 2012 | | | 2013 | | | 2014 | | |
|---|--------------|--------------|---------------|---------------|--------------|---------------|--------------------|--------------|--------------|
| | Actuals | | | Annualized CR | | | President's Budget | | |
| | Homeland | Non-Homeland | 2012 Total | Homeland | Non-Homeland | 2013 Total | Homeland | Non-Homeland | 2014 Total |
| | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount |
| U.S. COAST GUARD | | | | | | | | | |
| Operating Expenses..... | 2,653 | 4,139 | 6,792 | 2,694 | 4,103 | 6,797 | 2,435 | 4,320 | 6,755 |
| Environment Compliance and Restoration..... | - | 14 | 14 | - | 14 | 14 | - | 13 | 13 |
| Reserve Training..... | 45 | 89 | 135 | 48 | 87 | 135 | 40 | 70 | 110 |
| Acquisition, Construction and Improvements..... | 382 | 1,083 | 1,465 | 388 | 1,084 | 1,472 | 244 | 665 | 909 |
| Alteration of Bridges..... | - | - | - | - | - | - | - | - | - |
| Research, Development, Test and Evaluation..... | 6 | 22 | 28 | 6 | 22 | 28 | 4 | 16 | 20 |
| Health Care Fund Contribution..... | 88 | 174 | 262 | 72 | 129 | 201 | 73 | 114 | 187 |
| Retired Pay (Mandatory)..... | 516 | 924 | 1,440 | 516 | 924 | 1,440 | 528 | 924 | 1,452 |
| Boat Safety (Mandatory)..... | - | 113 | 113 | - | 121 | 121 | - | 109 | 109 |
| Oil Spill Recovery(Mandatory)..... | - | 101 | 101 | - | 289 | 289 | - | 239 | 239 |
| Gift Fund (Mandatory)..... | - | 1 | 1 | - | - | - | - | 1 | 1 |
| USCG, Net Discretionary..... | 3,174 | 5,521 | 8,695 | 3,209 | 5,438 | 8,647 | 2,795 | 5,198 | 7,993 |
| Mandatory, Fees, Trust Fund..... | 516 | 1,139 | 1,655 | 516 | 1,334 | 1,850 | 528 | 1,273 | 1,801 |
| Total Budget Authority..... | 3,690 | 6,660 | 10,350 | 3,725 | 6,772 | 10,497 | 3,323 | 6,471 | 9,794 |
| U.S. SECRET SERVICE | | | | | | | | | |
| Operating Expenses..... | 1,570 | 94 | 1,664 | 1,575 | 95 | 1,670 | 1,397 | 98 | 1,495 |
| Acquisition, Construction, Improvements, and Related Expenses..... | 5 | - | 5 | 5 | - | 5 | 48 | 4 | 52 |
| USSS, Net Discretionary..... | 1,575 | 109 | 1,669 | 1,580 | 96 | 1,676 | 1,445 | 102 | 1,546 |
| Mandatory, Fees, Trust Fund..... | - | 245 | 245 | - | 245 | 245 | - | 255 | 255 |
| Total Budget Authority..... | 1,575 | 354 | 1,914 | 1,580 | 341 | 1,921 | 1,445 | 357 | 1,801 |
| NATIONAL PROTECTION AND PROGRAMS DIRECTORATE | | | | | | | | | |
| US Visit and Immigrant Status Indicator Technology..... | 276 | - | 276 | 281 | - | 281 | - | - | - |
| Federal Protective Service (Offsetting) (Discretionary)..... | 1,151 | - | 1,151 | 1,302 | - | 1,302 | 1,302 | - | 1,302 |
| Infrastructure Protection and Information Security (IPIS)..... | 888 | - | 888 | 1,170 | - | 1,170 | 1,202 | - | 1,202 |
| National Protection and Programs Directorate..... | 49 | - | 49 | 51 | - | 51 | 65 | - | 65 |
| NPPD, Net Discretionary..... | 1,213 | - | 1,213 | 1,502 | - | 1,502 | 1,267 | - | 1,267 |
| Discretionary Fee Funded..... | 1,151 | - | 1,151 | 1,302 | - | 1,302 | 1,302 | - | 1,302 |
| Total Budget Authority..... | 2,364 | - | 2,364 | 2,804 | - | 2,804 | 2,569 | - | 2,569 |
| OFFICE OF HEALTH AFFAIRS | | | | | | | | | |
| Office of Health Affairs..... | 165 | - | 165 | 168 | - | 168 | 132 | - | 132 |
| OHA, Net Discretionary..... | 165 | - | 165 | 168 | - | 168 | 132 | - | 132 |

Fiscal Year 2012 – 2014 Homeland and Non-Homeland Allocations

| Department of Homeland Security Fiscal Year 2012 - 2014 Homeland and Non-Homeland Allocations by Appropriation Account and Program/Project Activity (Amounts in this Table is in millions vs. thousands) | 2012 | | | 2013 | | | 2014 | | |
|---|--------------------|------------------------|----------------------|--------------------|------------------------|----------------------|--------------------|------------------------|----------------------|
| | Actuals | | 2012 Total Amount | Annualized CR | | 2013 Total Amount | President's Budget | | 2014 Total Amount |
| | Homeland Amount | Non-Homeland Amount | | Homeland Amount | Non-Homeland Amount | | Homeland Amount | Non-Homeland Amount | |
| FEDERAL EMERGENCY MANAGEMENT AGENCY | | | | | | | | | |
| State and Local Program | 2,275 | - | 2,275 | 2,309 | - | 2,316 | 2,123 | - | 2,123 |
| Salaries and Expenses..... | 100 | 892 | 992 | 91 | 902 | 993 | 350 | 692 | 1,042 |
| United States Fire Administration (USFA)..... | - | 44 | 44 | - | 44 | 44 | - | 41 | 41 |
| Disaster Relief..... | - | 7,076 | 7,076 | - | 7,080 | 7,080 | - | 6,197 | 6,197 |
| Direct Assistance Disaster Loan Program Account..... | - | 295 | 295 | - | 297 | 297 | - | 295 | 295 |
| Flood Hazard Mapping and Risk Analysis Program..... | - | 98 | 98 | - | 98 | 98 | - | 84 | 84 |
| National Pre-Disaster Mitigation Fund..... | - | 36 | 36 | - | 36 | 36 | - | - | - |
| Emergency Food and Shelter..... | - | 120 | 120 | - | 121 | 121 | - | 100 | 100 |
| Radiological Emergency Preparedness Program..... | - | 37 | 37 | - | (1) | (1) | - | (1) | (1) |
| National Flood Insurance Fund (Discretionary)..... | - | 173 | 173 | - | 171 | 171 | - | 176 | 176 |
| National Flood Insurance Fund Reserve Fund (Mandatory)..... | - | - | - | - | - | - | - | 160 | 160 |
| FEMA, Gross Discretionary..... | 2,375 | 8,378 | 10,753 | 2,400 | 8,452 | 10,851 | 2,473 | 7,585 | 9,763 |
| Discretionary Fee Fund..... | - | 171 | 171 | - | 171 | 171 | - | 176 | 176 |
| FEMA, Net Discretionary..... | - | 8,207 | 10,582 | 2,400 | 8,281 | 10,680 | - | 7,409 | 9,587 |
| Mandatory, Fees, Trust Fund..... | - | 3,103 | 3,103 | - | 3,325 | 3,325 | - | 3,688 | 3,688 |
| Total Budget Authority..... | 2,375 | 11,310 | 13,856 | 2,400 | 11,606 | 14,176 | 2,473 | 11,097 | 13,451 |
| CITIZENSHIP & IMMIGRATION SERVICES | | | | | | | | | |
| Salaries and Expenses..... | - | 102 | 102 | - | 102 | 102 | - | 124 | 124 |
| Net Discretionary..... | - | 102 | 102 | - | 102 | 102 | - | 124 | 124 |
| CIS, Net Discretionary..... | - | 102 | 102 | - | 102 | 102 | - | 124 | 124 |
| Mandatory, Fees, Trust Fund..... | - | 2,976 | 2,976 | - | 2,976 | 2,976 | - | 3,095 | 3,095 |
| Total Budget Authority..... | - | 3,078 | 3,078 | - | 3,078 | 3,078 | - | 3,219 | 3,219 |
| FEDERAL LAW ENFORCEMENT TRAINING CENTER | | | | | | | | | |
| Salaries and Expenses..... | 145 | 93 | 239 | 146 | 94 | 240 | 146 | 94 | 240 |
| Acquisition, Construction, Improvements & Related Expenses..... | 20 | 13 | 32 | 20 | 13 | 33 | 19 | 12 | 31 |
| FLETC, Net Discretionary..... | 165 | 106 | 271 | 166 | 107 | 273 | 165 | 106 | 271 |
| SCIENCE & TECHNOLOGY DIRECTORATE | | | | | | | | | |
| Management and Administration..... | - | 135 | 135 | - | 136 | 136 | - | 130 | 130 |
| Research, Development, Acquisitions and Operations | 533 | - | 533 | 536 | - | 536 | 1,397 | - | 1,397 |
| S&T, Net Discretionary..... | 533 | 135 | 668 | 536 | 136 | 672 | 1,397 | 130 | 1,527 |

Fiscal Year 2012 – 2014 Homeland and Non-Homeland Allocations

| Department of Homeland Security Fiscal Year 2012 - 2014 Homeland and Non-Homeland Allocations by Appropriation Account and Program/Project Activity (Amounts in this Table is in millions vs. thousands) | 2012 Actuals | | | 2013 Annualized CR | | | 2014 President's Budget | | |
|---|-----------------|--------------|------------|-----------------------|--------------|------------|----------------------------|--------------|------------|
| | Homeland | Non-Homeland | 2012 Total | Homeland | Non-Homeland | 2013 Total | Homeland | Non-Homeland | 2014 Total |
| | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount | Amount |
| S&T, Net Discretionary..... | 533 | 135 | 668 | 536 | 136 | 672 | 1,397 | 130 | 1,527 |
| DOMESTIC NUCLEAR DETECTION OFFICE | | | | | | | | | |
| Management and Administration..... | 38 | - | 38 | 38 | - | 38 | 38 | - | 38 |
| Research, Development, and Operations..... | 215 | - | 215 | 216 | - | 216 | 211 | - | 211 |
| Systems Acquisition..... | 37 | - | 37 | 37 | - | 37 | 42 | - | 42 |
| Net Discretionary..... | 290 | - | 290 | 291 | - | 291 | 291 | - | 291 |
| Department of Homeland Security | 35,177 | 24,651 | 59,803 | 35,686 | 24,951 | 60,817 | 35,496 | 24,827 | 59,959 |
| Net Discretionary..... | 31,418 | 14,881 | 46,299 | 32,319 | 14,748 | 46,559 | 28,991 | 13,746 | 44,671 |
| Discretionary Fees..... | 1,151 | 2,262 | 3,413 | 1,302 | 2,338 | 3,640 | 1,302 | 2,483 | 3,785 |
| Gross Discretionary..... | 32,569 | 17,143 | 49,712 | 33,621 | 17,086 | 50,199 | 30,293 | 16,229 | 48,457 |
| Mandatory, Fees, Trust Funds | 2,608 | 7,507 | 10,115 | 2,581 | 8,036 | 10,617 | 2,479 | 8,769 | 11,503 |
| Total Budget Authority..... | 35,177 | 24,651 | 59,827 | 35,686 | 24,951 | 60,817 | 35,496 | 24,827 | 59,959 |

Office of Inspector General is reported as 100% Homeland vs. Non-Homeland.

This table includes rescissions of prior year unobligated balances in FY 2012 (\$94.3M) and (\$35M) in FY 2013 totaling \$129.3M