

Department of Homeland Security **Office of Inspector General**

Annual Review of the United States Coast Guard's
Mission Performance (FY 2011)






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Department of Homeland Security

Washington, DC 20528 / www.oig.dhs.gov

SEP 13 2012

MEMORANDUM FOR: Stephen P. Metruck
Assistant Commandant for Resources and
Chief Financial Officer
United States Coast Guard

FROM: Anne L. Richards 
Assistant Inspector General for Audits

SUBJECT: *Annual Review of the United States Coast Guard's Mission
Performance (FY 2011)*

Attached is our final report, *Annual Review of the United States Coast Guard's Mission Performance (FY 2011)*. We incorporated the formal comments from the United States Coast Guard in the final report. The report contains no recommendations.

Consistent with our responsibility under the *Inspector General Act*, we are providing copies of our report to appropriate congressional committees with oversight and appropriation responsibility over the Department of Homeland Security. We will post the report on our website for public dissemination.

Please call me with any questions, or your staff may contact John E. McCoy II, Deputy Assistant Inspector General for Audits, at (202) 254-4100.

Attachment



Table of Contents

Executive Summary	1
Background	2
Results of Review	3
Resource Hours for Non-Homeland Security and Homeland Security Missions....	3
The USCG’s Mission Performance	5
FY 2011 Budget Information	6
Management Comments and OIG Analysis	6

Appendixes

Appendix A: Objectives, Scope, and Methodology	7
Appendix B: Management Comments to the Draft Report	9
Appendix C: Non-Homeland Security Missions.....	10
Appendix D: Homeland Security Missions	20
Appendix E: FY 2011 Performance Measure Summary	30
Appendix F: Major Contributors to This Report.....	31
Appendix G: Report Distribution.....	32

Abbreviations

DHS	Department of Homeland Security
FY	fiscal year
GAO	Government Accountability Office
OIG	Office of Inspector General
USCG	United States Coast Guard



Executive Summary

This report presents our annual review of the United States Coast Guard's (USCG's) mission performance, as required by the *Homeland Security Act of 2002*. The Act defines the USCG's 11 statutory missions as either non-homeland security missions (marine safety, marine environmental protection, search and rescue, aids-to-navigation, living marine resources, and ice operations) or homeland security missions (ports, waterways, and coastal security; drug interdiction; migrant interdiction; defense readiness; and other law enforcement). The Act also prohibits the Secretary from substantially reducing any of the USCG's missions after its transfer to the Department of Homeland Security (DHS).

The objective of this review was to determine the extent to which the USCG is maintaining its historical level of effort on non-homeland security missions. To address our objective, we reviewed the resource hours the USCG used to perform its various missions. We also reviewed the USCG's performance measures and results for each non-homeland security and homeland security mission. We did not verify the accuracy of the USCG-provided data.

In fiscal year 2011, the USCG dedicated approximately 4 percent more resource hours to homeland security missions than non-homeland security missions. Fiscal year 2011 homeland security mission resource hours totaled 355,586, while non-homeland security mission resource hours totaled 328,008. Homeland security mission resource hours decreased by approximately 0.5 percent from fiscal year 2010, and remained approximately 91 percent above the baseline. Non-homeland security mission resource hours decreased by approximately 7 percent from fiscal year 2010 and were approximately 10 percent above the baseline.

The USCG reported that it met or exceeded 14 of 23 summary performance measures in FY 2011. This includes 9 of 12 non-homeland security performance measures and 5 of 11 homeland security performance measures. In FY 2011, the USCG budgeted approximately the same percentage of its funding for non-homeland security missions (49.6 percent) as homeland security missions (50.4 percent).

This report contains no recommendations.



Background

Section 888 of the *Homeland Security Act of 2002*, Public Law 107-296, dated November 25, 2002, directs the Inspector General to conduct an annual review that assesses the performance of all USCG missions, with a particular emphasis on non-homeland security missions. The Act defines the USCG’s 11 statutory missions as either non-homeland security missions or homeland security missions, and prohibits the Secretary of Homeland Security from substantially or significantly reducing any of the USCG’s missions or its capability to perform those missions. Table 1 depicts the USCG’s 11 statutory missions and the alignment of those missions with USCG programs.

Table 1. Alignment of USCG Programs with Statutory Non-Homeland Security and Homeland Security Missions

Non-Homeland Security Missions	Alignment with USCG Programs
1. Living Marine Resources	Maritime Law Enforcement
2. Marine Safety	Maritime Prevention
3. Marine Environmental Protection	Maritime Response
	Maritime Prevention
4. Search and Rescue	Maritime Response
5. Aids-to-Navigation	Marine Transportation System Management
6. Ice Operations	Marine Transportation System Management
Homeland Security Missions	Alignment with USCG Programs
1. Ports, Waterways, and Coastal Security	Maritime Security Operations
	Maritime Prevention
2. Drug Interdiction	Maritime Law Enforcement
3. Migrant Interdiction	Maritime Law Enforcement
4. Defense Readiness	Defense Operations
5. Other Law Enforcement	Maritime Law Enforcement

Source: DHS Office of Inspector General (OIG) based on USCG-provided data

The USCG uses resource hours—generally, the number of flight hours (for aircraft) and underway hours (for boats and cutters) used to carry out a specific mission—to determine the amount of time expended on each of its non-homeland security and homeland security missions. We compared the total number of resource hours reported by the USCG from a baseline of pre-September 11, 2001 data, through fiscal year (FY) 2011. The USCG-calculated baseline is an annual average of resource hours based on eight FY quarters preceding September 11, 2001. We did not verify the resource hour data reported by the USCG, nor did we validate whether the USCG accurately classified resource hours used for each mission. We assessed total resource hours for the 11 individual missions in order to identify the changes in each.



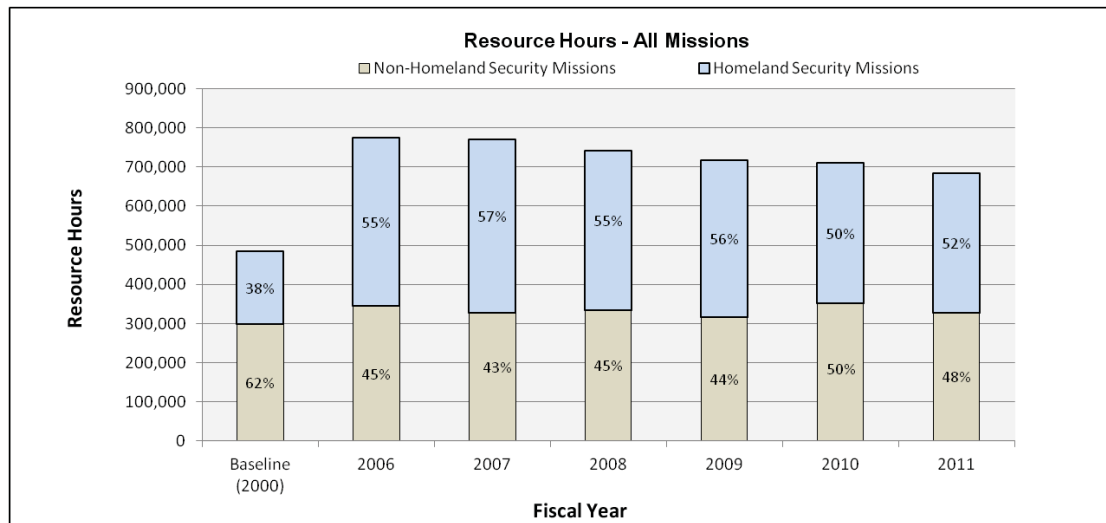
Results of Review

Our review of USCG-provided data indicated that in FY 2011, the USCG dedicated approximately 4 percent more resource hours to homeland security missions than non-homeland security missions. FY 2011 homeland security mission resource hours totaled 355,586, while non-homeland security mission resource hours totaled 328,008. FY 2011 homeland security mission resource hours decreased by approximately 0.5 percent from FY 2010, and remained approximately 91 percent above the baseline. Non-homeland security mission resource hours decreased by approximately 7 percent from FY 2010 and were approximately 10 percent above the baseline. The total number of resource hours for all missions has continued to decline since FY 2006. The USCG reported that it met or exceeded 14 of 23 summary performance measures in FY 2011. This includes 9 of 12 non-homeland security performance measures and 5 of 11 homeland security performance measures. In FY 2011, the USCG budgeted approximately the same percentage of its funding for non-homeland security missions (49.6 percent) as homeland security missions (50.4 percent).

Resource Hours for Non-Homeland Security and Homeland Security Missions

Since 2006, the USCG has dedicated the majority of resource hours to homeland security missions, except in FY 2010, as illustrated in the following chart.

Chart 1: Resource Hours – All Missions



Source: DHS-OIG based on USCG-provided data

Although there was virtually no gap between homeland security and non-homeland security missions in FY 2010, the increase in non-homeland security



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Department of Homeland Security

mission resource hours in FY 2010 was mainly attributable to the Deepwater Horizon oil spill and earthquake relief efforts in Haiti.

According to the USCG’s data, the gap between resource hours for homeland security versus non-homeland security missions has narrowed from an approximately 10 percent difference in FY 2006 (55 percent of resource hours for homeland security missions versus 45 percent for non-homeland security missions) to approximately 4 percent in FY 2011 (52 percent of resource hours for homeland security missions versus 48 percent for non-homeland security missions).

As illustrated in table 2, the total number of resource hours the USCG dedicates to its specific statutory missions continues to decline. In FY 2011, the total USCG–reported resource hours dropped to 683,594, which is a decline of approximately 8 percent compared to 742,386 hours in FY 2008.

Table 2. FY 2011 Coast Guard Resource Hours (Rounded)

Missions	FY 2008		FY 2009		FY 2010		FY 2011	
	Hours	% of Total Mission Hours	Hours	% of Total Mission Hours	Hours	% of Total Mission Hours	Hours	% of Total Mission Hours
Non Homeland Security								
Living Marine Resources	105,769	14.2%	94,178	13.1%	93,470	13.2%	93,616	13.7%
Marine Safety	45,794	6.2%	52,579	7.3%	58,828	8.3%	64,210	9.4%
Marine Environmental Protection	3,441	0.5%	2,949	0.4%	29,039	4.1%	4,682	0.7%
Search and Rescue	61,321	8.3%	58,607	8.2%	64,273	9.1%	55,934	8.2%
Aids-to-Navigation	106,638	14.4%	100,904	14.1%	95,268	13.4%	98,819	14.5%
Ice Operations	11,938	1.6%	8,033	1.1%	11,639	1.6%	10,747	1.6%
Sub-Total	334,901	45.2%	317,250	44.2%	352,517	49.7%	328,008	48.1%
Homeland Security								
Ports, Waterways, Coastal Security	205,715	27.7%	181,264	25.2%	157,427	22.2%	155,969	22.8%
Drug Interdiction	75,892	10.2%	80,564	11.2%	67,307	9.5%	73,401	10.7%
Migrant Interdiction	74,918	10.1%	76,100	10.6%	76,848	10.8%	72,213	10.6%
Defense Readiness	42,688	5.8%	56,128	7.8%	47,030	6.6%	41,424	6.1%
Other Law Enforcement	8,272	1.1%	6,686	0.9%	8,708	1.2%	12,579	1.8%
Sub-Total	407,485	54.9%	400,742	55.7%	357,320	50.3%	355,586	52.0%
Total	742,386	100.1%	717,992	99.9%	709,837	100%	683,594	100.1%

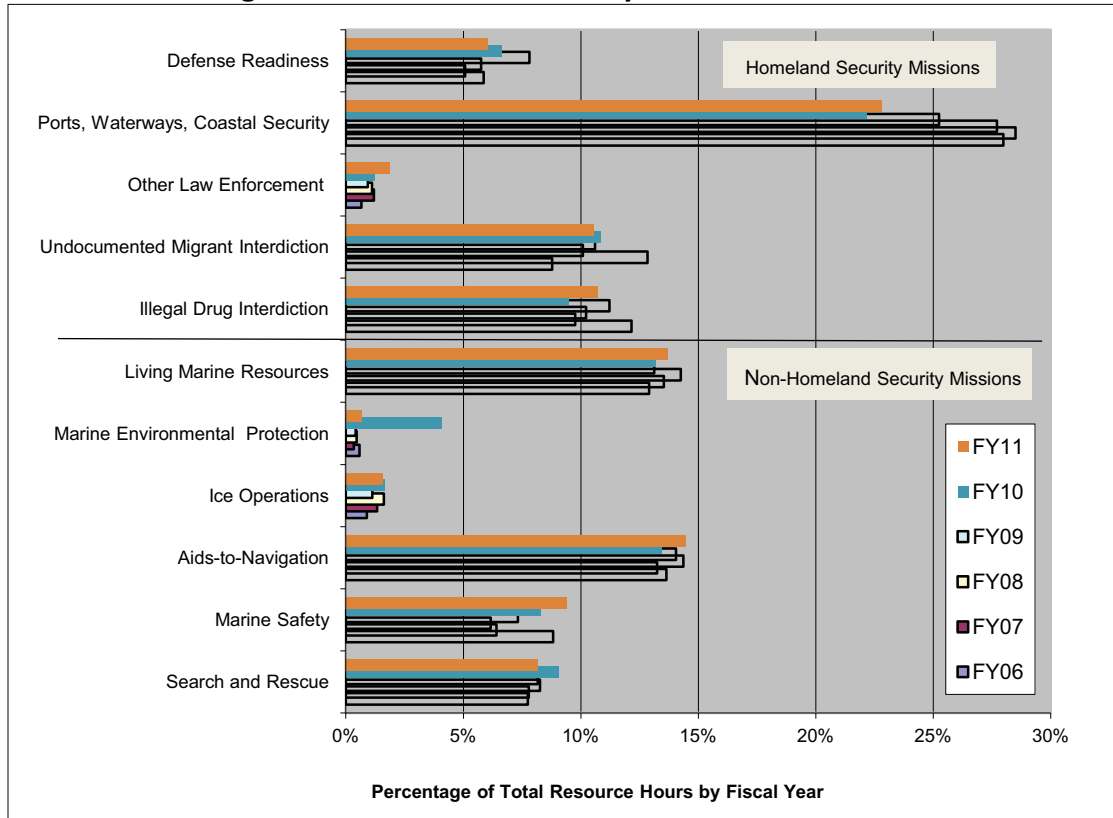
Source: DHS-OIG based on USCG-provided data (Percentage totals do not sum to 100% due to rounding)

The USCG attributes this decline in total resource hours, in part, to the decreased availability of assets such as cutters and aircraft due to their age or use in training activities. The percentages of total resource hours by statutory



mission areas from FY 2006 through FY 2011 are illustrated in the following chart.

Chart 2. Percentage of Total Resource Hours by Fiscal Year



Source: DHS-OIG based on USCG-provided data

Resource hours for non-homeland security missions are summarized in appendix C, and homeland security missions are summarized in appendix D.

The USCG’s Mission Performance

We based the performance portion of our review on the USCG’s December 2011 internal report titled *United States Coast Guard Fiscal Year 2011 Performance Report*, as well as previous USCG performance reports and OIG reports. Because USCG performance reports are internal documents, they contain additional management and break-out measures that we did not include in our report. In addition, the USCG may add, retire, or change the methodology of certain measures from year-to-year. This report includes those measures that the USCG considers summary measures. In FY 2011, the USCG used 23 summary performance measures, compared with 15 summary performance measures in FY 2010. Fourteen of the 15 measures reported in FY 2010 were continued in FY



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Department of Homeland Security

2011. The methodology for the remaining FY 2010 measure, "Percent Reduction in Maritime Terrorism Risk over which the USCG has Influence," was revised, resulting in four new ports, waterways, and coastal security measures as shown in appendix D.

The USCG reported that it met or exceeded 14 of 23 summary performance measures in FY 2011. This includes 9 of 12 non-homeland security performance measures and 5 of 11 homeland security performance measures. Non-homeland security performance measures and results are included in appendix C and homeland security measures and results are in appendix D. Appendix E contains a summary of the USCG's FY 2011 performance measures for its 11 missions.

FY 2011 Budget Information

In FY 2011, the USCG budgeted approximately the same percentage of its funding for non-homeland security missions (49.6 percent) as homeland security missions (50.4 percent). Based on the USCG's FY 2012 budget, the historical funding gap between non-homeland security and homeland security missions is expected to remain narrow. For FY 2012, the USCG budgeted approximately 51.8 percent of its mission resources for non-homeland security missions and 48.2 percent for homeland security missions. The largest percentage of the USCG's mission resources will continue to be dedicated to its ports, waterways, and coastal security mission, which garnered 22.2 percent of the budget in FY 2012 and is projected to receive 20.9 percent of the budget in FY 2013.

Management Comments and OIG Analysis

The formal reply from the Assistant Commandant for Resources and Chief Financial Officer for the Coast Guard is included in appendix B. USCG also provided technical comments on our draft report, and we addressed them, as appropriate, throughout the report.



Appendix A Objectives, Scope, and Methodology

The DHS OIG was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the Department.

Section 888(f)(1) of the *Homeland Security Act of 2002* directs the Inspector General to conduct an annual assessment of the USCG's performance of all its missions, with a particular emphasis on non-homeland security missions. The objective of this review was to determine the extent to which the USCG is maintaining its historical level of effort on non-homeland security missions.

We reviewed the following Government Accountability Office (GAO) reports and testimonies:

- GAO-12-14, *Coast Guard: Security Risk Model Meets DHS Criteria, but More Training Could Enhance Its Use for Managing Programs and Operations*, November 2011
- GAO-12-254T, *Coast Guard: Observations on Arctic Requirements, Icebreakers, and Coordination with Stakeholders*, December 2011
- GAO-12-518, *Border Security: Opportunities Exist to Ensure More Effective Use of DHS's Air and Marine Assets*, March 2012
- GAO-10-411T, *Coast Guard: Observations on the Requested Fiscal Year 2011 Budget, Past Performance, and Current Challenges*, February 2010
- GAO-10-268R, *Coast Guard Workforce Issues*, January 2010

We analyzed the total number of resource hours reported by the USCG prior to September 11, 2001, through FY 2011. We did not attempt to verify the resource hour data, nor did we attempt to validate whether the USCG had accurately categorized such data. We assessed total resource hours for the USCG's 11 individual missions to identify the changes in each.

We analyzed performance measures and targets to determine whether the measures for each of the USCG's missions had been accomplished. We obtained information on performance from the USCG's internal report, *United States Coast Guard Fiscal Year 2011 Performance Report*, dated December 2011. In addition, we reviewed our *Annual Review of the United States Coast Guard's Mission Performance (FY 2010)*, dated September 2011, for performance measure data prior to FY 2011. We obtained budget information from DHS's *Budget-in-Brief* for FYs 2011- FY 2013.





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We conducted this review between April and August 2012 under the authority of the *Inspector General Act of 1978*, as amended, and according to the Quality Standards for Inspections issued by the Council of the Inspectors General on Integrity and Efficiency.



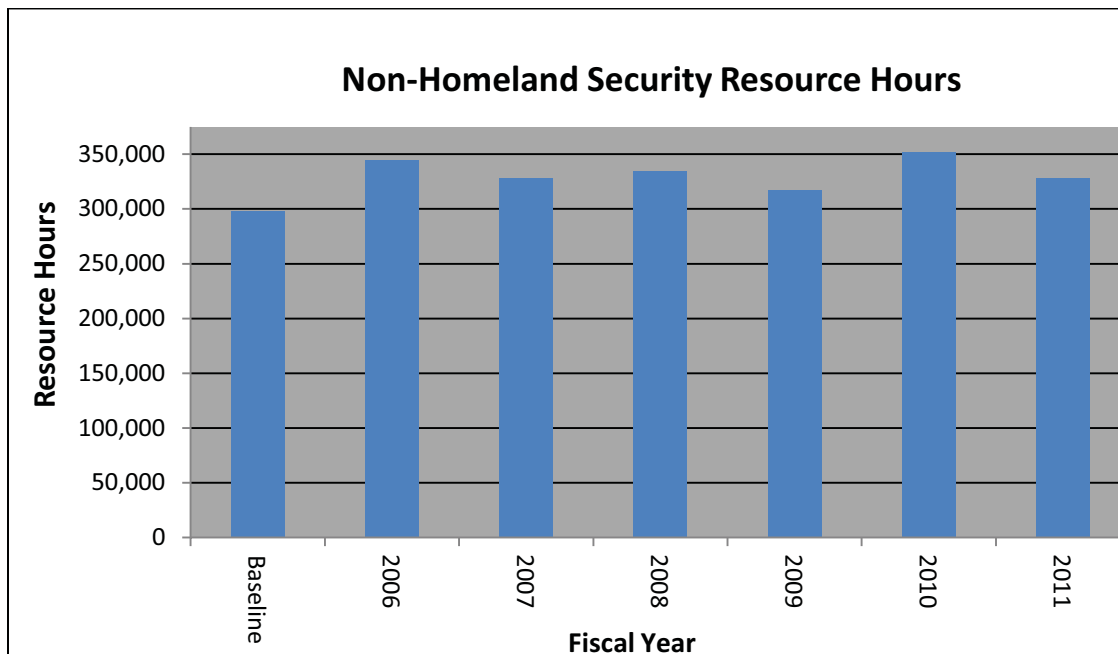
Appendix B Management Comments to the Draft Report

U.S. Department of Homeland Security United States Coast Guard		Commandant United States Coast Guard	2100 Second Street, S.W., Stop 7245 Washington, DC 20593 Staff Symbol: CG-823 Phone: (202) 372-3533 Fax: (202) 372-2311
			7501
			AUG 31 2012
MEMORANDUM			
From:	RDML S. P. Matruck COMDT (CG-8)		Reply to: Audit Manager, Attn of: Mark Kulwicki (202) 372-3533
To:	Anne L. Richards Assistant Inspector General for Audits		
Subj:	DHS OIG REPORT ON ANNUAL REVIEW OF THE UNITED STATES COAST GUARD'S MISSION PERFORMANCE (FY 2011)		
Ref:	(a) DHS OIG Draft Report dated August 16, 2012		
1. Thank you for the opportunity to review and comment on the Department of Homeland Security (DHS) Office of Inspector General's Draft Report 12-028-AUD-USCG entitled, "Annual Review of the United States Coast Guard's Mission Performance (FY 2011)."			
2. The United States Coast Guard (USCG) appreciates the efforts of the OIG to document measures that we can take to enhance the program's overall effectiveness.			
3. The USCG recommends the following technical comments contained in the enclosure.			
4. If you have any questions, my point of contact is Mr. Mark Kulwicki who can be reached at (202) 372-3533.			
#			
Enclosure: (1) USCG technical comments			
Copy: Brooke Bebow, Director, Lisa Vonder Haar, Audit Manager Stephen Doran, Auditor Richard Joyce, Program Analyst Marisa Coccaro, Referencer			



Appendix C Non-Homeland Security Missions

The FY 2011 non-homeland security mission resource hours totaled 328,008 and decreased by approximately 7 percent from FY 2010. However, the FY 2011 level remains at approximately 10 percent above baseline levels. The following graph illustrates the trend in non-homeland security mission resource hours since 2006 compared with the baseline period.



Source: DHS-OIG based on USCG-provided data

In FY 2011, the USCG reported that it met or exceeded 9 of 12 summary performance measures for its 6 non-homeland security missions, compared with meeting 7 of 10 summary performance measures in FY 2010. The resource hours and summary performance measures and results for each non-homeland security mission are discussed below.

Living Marine Resources

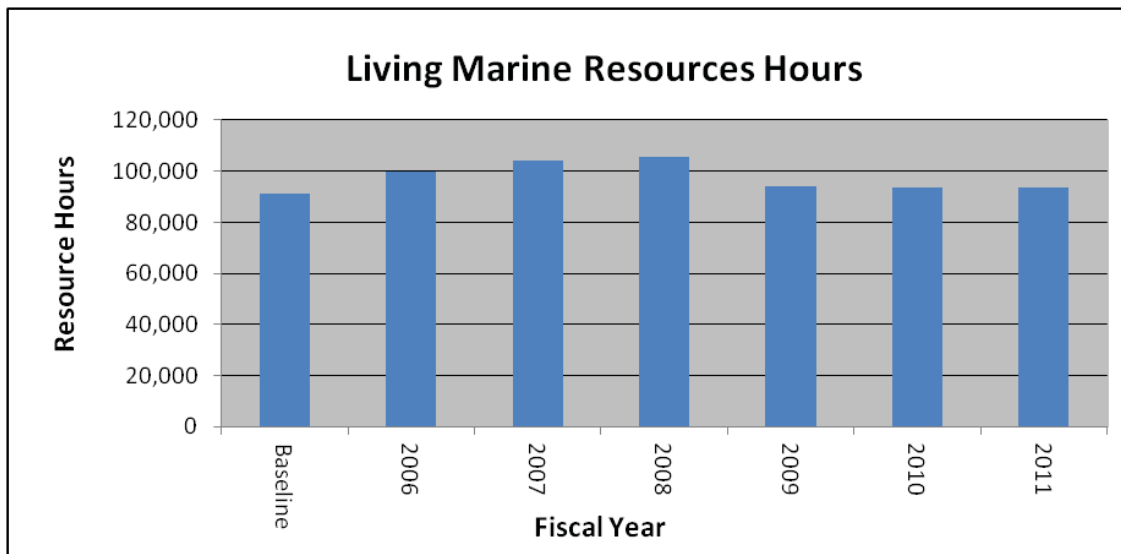
Living marine resources law enforcement is an obligation under the *Magnuson-Stevens Fishery Conservation and Management Act*, the *Endangered Species Act*, and several other laws for the protection of marine resources. Its core responsibility is to provide effective and professional enforcement to advance national goals for the conservation, management and recovery of living marine resources, marine protected species and



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Department of Homeland Security

national marine sanctuaries and monuments. This includes enforcement of living marine resource regulations and other activities that strengthen both domestic and international living marine resources regimes.

Resource Hours: FY 2011 resource hours for living marine resources totaled 93,616. This is an increase of 0.2 percent from FY 2010, and is higher than the baseline by 2.6 percent.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG uses the percentage of fishing vessels observed at-sea complying with domestic regulations as a measure of its effect on enforcement of U.S. fisheries and protected species regulations. The measure reflects the percentage of USCG boardings at-sea where no significant violations of domestic living marine resource regulations were detected. As shown in the chart below, the USCG reported that it met its single living marine resources performance measure in FY 2011.

Living Marine Resources Performance Measure – Fishing Regulation Compliance Rate						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
96.6%	96.2%	95.3%	96.8%	97.2%	96%	97.4%
X Not Met	X Not Met	X Not Met	X Not Met	√ Met		√ Met

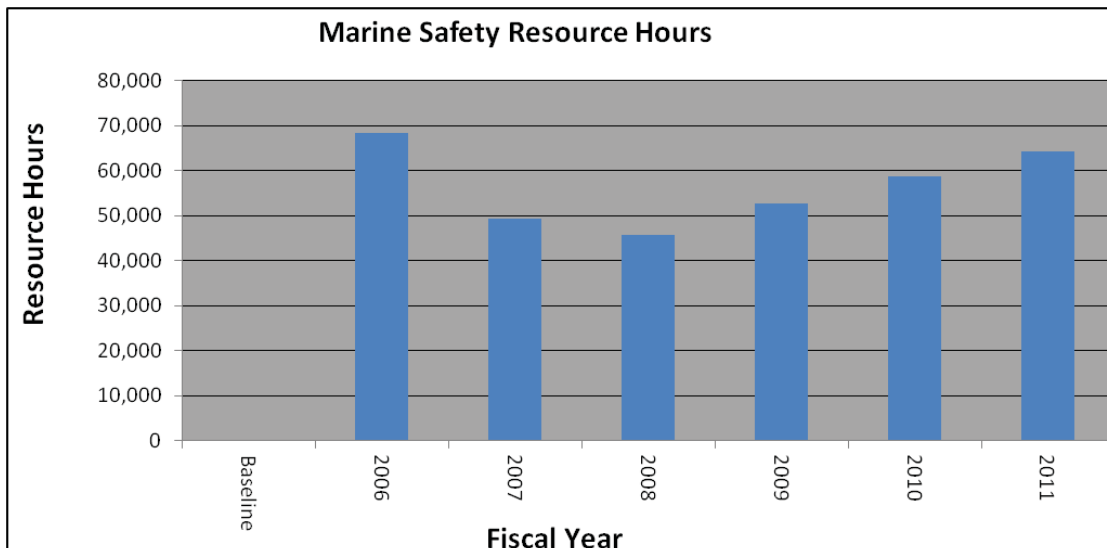
Source: DHS-OIG based on USCG-provided data



Marine Safety

The focus of the USCG's marine safety mission is the prevention of deaths, injuries, and property loss. Marine safety responsibilities include ensuring the safe and environmentally sound operation of millions of recreational vessels and thousands of U.S. flagged commercial vessels. The USCG develops and enforces Federal marine safety regulations, certifies and provides credentials to over 218,000 mariners, investigates commercial marine casualties and shares its findings, and conducts compulsory inspections, as well as voluntary safety exams.

Resource Hours: The USCG did not report hours for this mission prior to 2005. FY 2011 resource hours for marine safety totaled 64,210 and increased by approximately 9.1 percent from FY 2010.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG reported that it met three of four summary performance measures related to marine safety in FY 2011. Federal regulations require the person in charge of commercial U.S. flagged vessels to notify the USCG of any loss of life or injury requiring professional medical treatment beyond first aid. The USCG uses deaths and injuries as a measure of commercial mariner and passenger safety and the five-year average number of deaths and injuries as an indicator of long-term performance trends. In FY 2011, the USCG met its target for commercial mariner deaths and injuries but missed the target for passenger deaths and injuries as shown below.



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Marine Safety						
Performance Measure – Five-Year Average Number of Commercial Mariner Deaths and Injuries						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
502	526	496	498	474	<475	431
N/A	N/A	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

Marine Safety						
Performance Measure – Five-Year Average Number of Commercial Passenger Deaths and Injuries						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
216	238	252	238	250	<223	232
N/A	N/A	X Not Met	Met	X Not Met		X Not Met

Source: DHS-OIG based on USCG-provided data

Federal regulations also require operators or owners of recreational vessels to file a boating accident report when a person dies or disappears from the vessel under certain circumstances. The USCG uses deaths and injuries as a measure of marine safety for the recreational boating segment of the American maritime community, and a five-year average of these as an indicator of long-term performance trends. The USCG reported that it met its target for this measure in FY 2011.

Marine Safety						
Performance Measure – Five-Year Average Number of Recreational Boating Deaths and Injuries						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
4,366	4,249	4,147	4,150	4,091	<4,115	3,904
N/A	N/A	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

In FY 2011, the USCG added a new long-term performance measure for the five-year average number of commercial and recreational deaths and injuries. The target for this measure was met.



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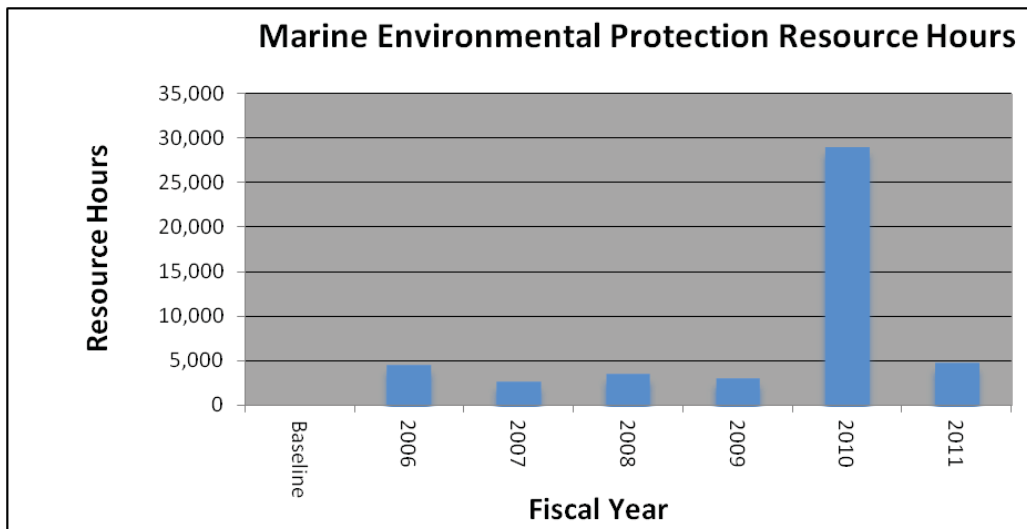
Marine Safety Performance Measure – Five-Year Average Number of Commercial and Recreational Deaths And Injuries						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	N/A	<4,813	4,567
N/A	N/A	N/A	N/A	N/A		Met

Source: DHS-OIG based on USCG-provided data

Marine Environmental Protection

The marine environmental protection mission focuses on minimizing oil and hazardous substance effect on human health, the environment, and the marine transportation system. The USCG regulates the handling of oil, hazardous substances, and other shipboard wastes to prevent their discharge into U.S. or international waterways, stop unauthorized ocean dumping, reduce ship-based air emissions, and avert the introduction of invasive species. The USCG is the lead Federal agency for directing the removal and mitigation of oil spills from the waters and adjoining shorelines of the coastal zone.

Resource Hours: Marine environmental protection resource hours totaled 4,682 in FY 2011. This represents a decrease of 83.9 percent from FY 2010 and is attributable to the reduction of resource hours necessary for the Deepwater Horizon oil spill in the Gulf of Mexico.



Source: DHS-OIG based on USCG-provided data



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Department of Homeland Security

Performance Measures and Results: Federal regulation requires vessel or facility operators to report the discharge of any hazardous substance that equals or exceeds reportable quantities and requires the reporting of any discharge of oil or oil products that cause a sheen, discoloration, sludge, or emulsion on or below the surface of any navigable waterway of the United States. The USCG uses the number of chemical discharge incidents and the number of oil spills greater than 100 gallons as proxy indicators of marine environmental protection, and normalizes five-year averages of these as indicators of long-term trends. In FY 2011, the USCG reported that it met the target for “Average Number of Chemical Discharge Incidents in the Maritime Environment,” which was previously reported as “5-Yr Average Chemical Discharge Incidents per 100 Million Short Tons Shipped.”

Marine Environmental Protection Performance Measure – Average Number of Chemical Discharge Incidents in the Maritime Environment						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
27.8	24.4	19.8	18.7	18.1	<22.0	15.0
N/A	N/A	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

USCG also reported that it met the target for “Average Number of Oil Spills in the Maritime Environment,” which was previously reported as “5-Yr Average Oil Spills > 100 Gallons per 100 Million Short Tons Shipped.”

Marine Environmental Protection Performance Measure Average Number of Oil Spills in the Maritime Environment						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
14.3	13.9	13.2	12.3	11.5	<11.6	10.2
N/A	N/A	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

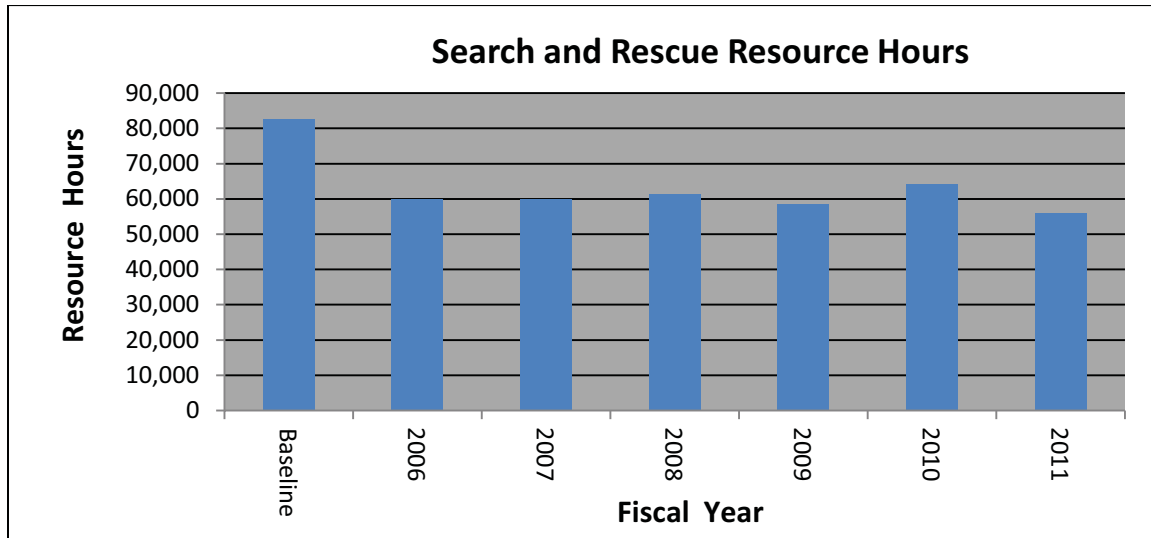
Search and Rescue

USCG strives to minimize lives lost, injury, and property loss or damage by rendering aid to those in distress in the maritime environment and elsewhere as called upon. The search and rescue mission is accomplished through resource readiness, distress monitoring and communication, search planning, on-scene operations, and domestic and international partnerships.



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Department of Homeland Security

Resource Hours: Search and rescue is a demand-driven mission. Requirements for search and rescue increase or decrease relative to the number of people requiring the USCG’s assistance. Resource hours in FY 2011 totaled 55,934 and decreased approximately 13 percent from FY 2010.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: USCG met the FY 2011 target for percent of people in imminent danger saved in the maritime environment was not met. Though this year’s performance is below the overall target, it is more than the 74.4 percent level posted in FY 2010. In FY 2011, the USCG saved 3,804 lives in 20,510 cases with 732 lives lost and 390 lives unaccounted for. This total excluded outlier cases with more than 10 lives at risk. Other than raw numbers of lives saved and lost, there is no clear indication of the drivers that led to this decrease. The USCG is conducting further analysis is in progress to identify any systemic issues. Additionally, uncontrollable variables such as weather, location, incident severity, and life saving devices on board continue to influence the number and outcome of search and rescue incidents.

Search and Rescue Performance Measure – Percent of People in Imminent Danger Saved in the Maritime Environment						
FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 Target	FY 2011 Actual
Actual	Actual	Actual	Actual	Actual	Target	Actual
76%	76.6%	76.8%	77.3%	74.4%	100%	77.3%
Met	Met	Met	Met	X Not Met		X Not Met

Source: DHS-OIG based on USCG-provided data



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Department of Homeland Security

The FY 2011 target for percent of time rescue assets are on-scene within 2 hours was not met. However, overall performance is in line with the USCG’s expectations based on placement of resources and proximity to shore of the majority of search and rescue incidents and shows consistent performance over the last six years. This measure has been adjusted to exclude cases in which an operational decision was made to delay a response. Certain determining factors such as weather, resource availability, and risk assessment delay response time.

Search and Rescue Performance Measure – Percent of Time Rescue Assets are On-Scene within 2 Hours						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
93.7%	94.3%	93.3%	94.0%	93.3%	100%	93.1%
Met	Met	Met	Met	Met		X Not Met

Source: DHS-OIG based on USCG-provided data

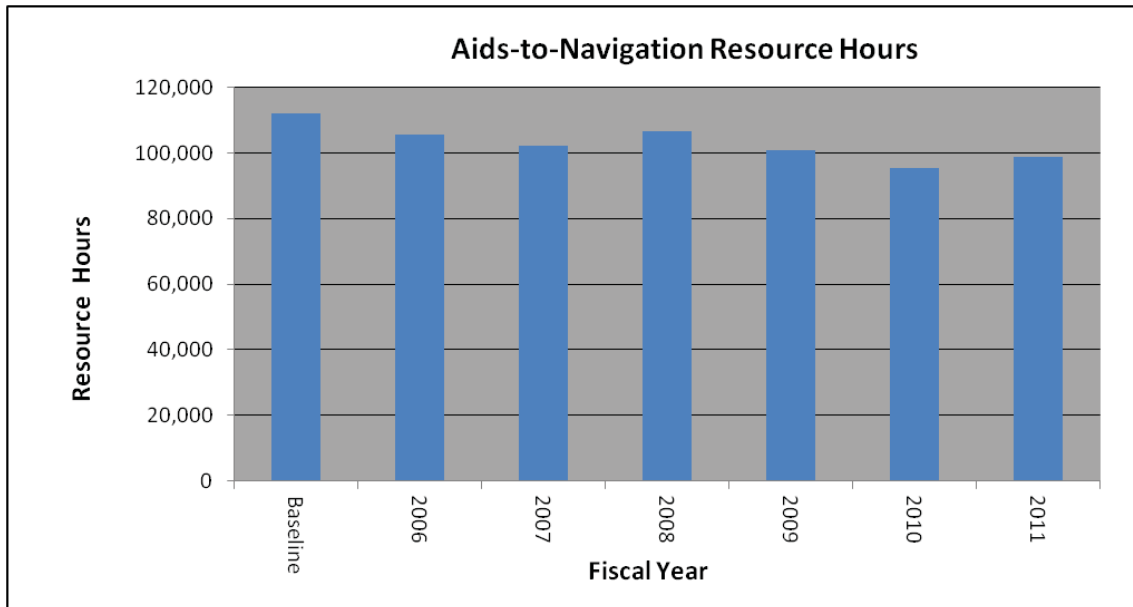
Aids-to-Navigation

USCG minimizes disruptions to maritime commerce by assessing and mitigating risks to safe navigation. It provides and maintains more than 51,000 buoys, beacons, lights and other aids to mark channels and denote hazards.

Resource Hours: FY 2011 resource hours totaled 98,819 and increased approximately 3.7 percent from FY 2010. This is an approximately 12 percent decrease from the baseline level.



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Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG reported that it met its FY 2011 target for the availability of maritime navigation aids for the fifth consecutive year.

Aids-to-Navigation Performance Measure – Availability of Maritime Navigation Aids						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
96.8%	98.0%	98.3%	98.0%	98.5%	97.5%	98.5%
X Not Met	Met	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

In FY 2011, the USCG reported that it met its target for the average number of navigational accidents. This is the first time this measure was met in the past six years.

Aids-to-Navigation Performance Measure – Average Number of Navigational Accidents						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
1,765	1,823	1,857	1,878	1,878	≤1,963	1,945
X Not Met	X Not Met	X Not Met	X Not Met	X Not Met		Met

Source: DHS-OIG based on USCG-provided data

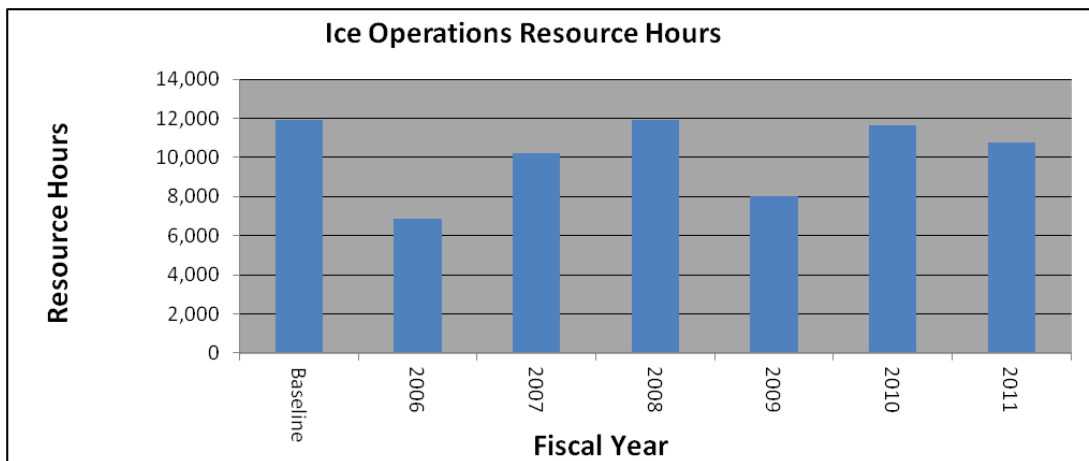


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Ice Operations

This mission supports winter commerce and prevents and responds to ice that causes flooding. These activities are essential to winter and spring commerce and the safety of waterside communities on the Great Lakes, in New England and on the Hudson River, and occasionally in the mid-Atlantic.

Resource Hours: In FY 2011, resource hours totaled 10,747 and decreased approximately 7.7 percent from FY 2010, which is approximately 10 percent lower than the baseline level.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG reported that it met its FY 2011 target for the number of days critical waterways are closed to commerce due to ice. Domestic icebreakers on the Great Lakes assisted over 1,700 commercial vessel transits carrying \$300 million in bulk commodities. Favorable environmental conditions, continued partnership with the Canadian Coast Guard, and effective employment of domestic icebreaking assets contributed to achieving the performance target.

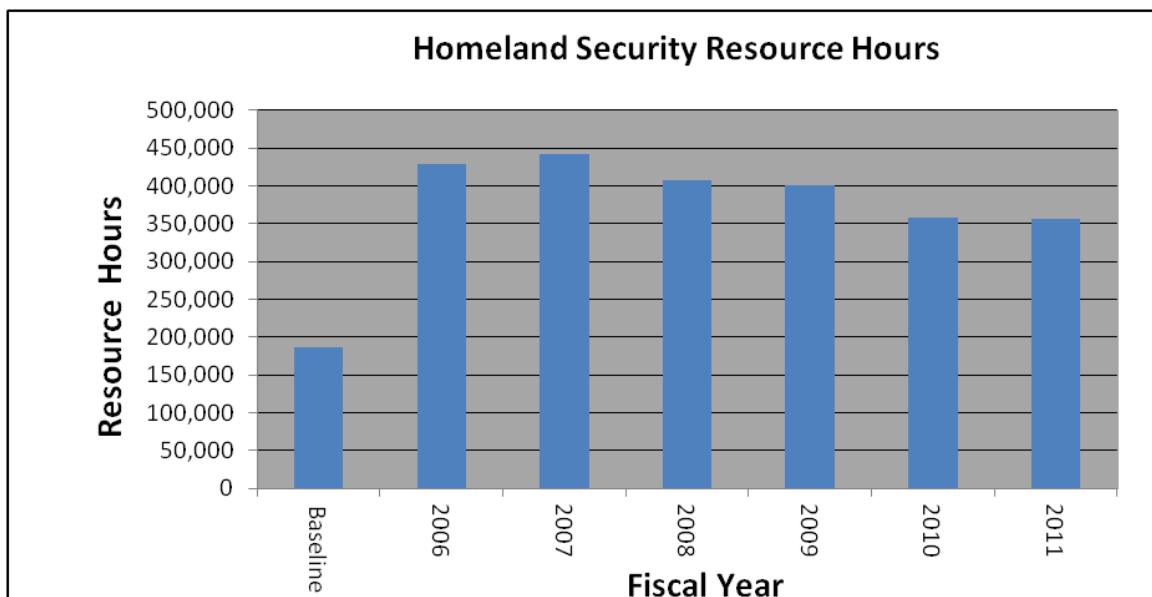
Ice Operations Performance Measure – Number of Days Critical Waterways Are Closed to Commerce Due to Ice						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
0	0	0	0	6	2 avg. & 8 severe	0
Met	Met	Met	Met	X Not Met		Met

Source: DHS-OIG based on USCG-provided data



Appendix D Homeland Security Missions

The FY 2011 homeland security mission resource hours totaled 355,586 and decreased by approximately 0.5 percent from FY 2010. Between FY 2006 and FY 2011, total resource hours for homeland security missions were the highest in FY 2007. However, the FY 2011 level remains at approximately 91 percent above baseline levels, as depicted in the following graph.



Source: DHS-OIG based on USCG-provided data

In FY 2011, the USCG reported that it met or exceeded 5 of 11 summary performance measures for its 5 homeland security missions, compared with meeting 2 of 5 summary performance measures in FY 2010. The resource hours and performance measures and results for each non-homeland security mission are summarized below.

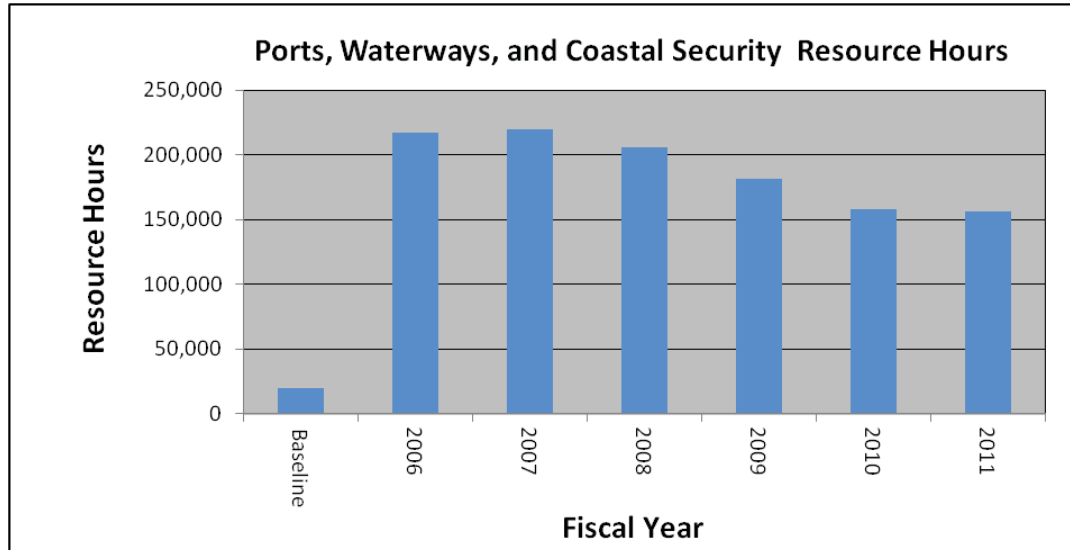
Ports, Waterways, and Coastal Security

The ports, waterways, and coastal security mission aims to deny terrorists the use and exploitation of the maritime domain and marine transportation system as a means for attacks on U.S. territory, population centers, vessels, and maritime critical infrastructure and key resources. This mission includes preparedness, planning and exercises, antiterrorism and counterterrorism activities, and initial recovery efforts if attacks are successful.



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Resource Hours: In FY 2011, resource hours for ports, waterways, and coastal security totaled 155,969, which is a decrease of 0.9 percent from FY 2010.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: USCG reported that it met three of its six FY 2011 targets for ports, waterways, and coastal security. In FY 2011, the USCG added two new summary measures related to compliance with security regulations and significantly updated the methodology for the FY 2010 summary measure, "Percent Reduction in Maritime Terrorism Risk over which the USCG has Influence," resulting in four maritime security risk measures as shown in the following charts. The USCG improved and created a new baseline for the maritime security risk measures in FY 2010, thus FY 2011 results should not be compared to previous years.

The revised maritime security risk measures are risk-based outcome measures that begin with an assessment of likely high-consequence maritime terrorist attack scenarios. Threat, vulnerability, and consequence levels are estimated for each scenario, which generates a proxy (index) value of "raw risk" that exists in the maritime domain. Next, the USCG interventions (security and response operations, regime and awareness activities) for the fiscal year are scored against the scenarios with regard to the decreases in threat, vulnerability, and consequence that each has been estimated to have afforded. The resulting measures are proxy measures of performance.

As depicted below, the USCG reported that it met its FY 2011 target for "Percent Reduction of all Maritime Security Risk Subject to USCG Influence."



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Ports, Waterways, and Coastal Security						
Performance Measure – Percent Reduction of all Maritime Security Risk Subject to USCG Influence						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	N/A	44%	44%
Met	Met	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

USCG exceeded its FY 2011 target for Percent Reduction of all Maritime Security Risk Resulting from USCG Consequence Management.

Ports, Waterways, and Coastal Security						
Performance Measure – Percent Reduction of Maritime Security Risk Resulting from U.S. Coast Guard Consequence Management						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	N/A	3%	4%
Met	Met	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data

USCG did not meet its target for “Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Terrorist Entering the U.S. via Maritime Means.” This is attributable to lower effectiveness judgments for the Maritime Security Response Team due to the loss of dedicated airlift and the suspension of hook-and-climb training. Additionally, major cutter capacity decreased due to the decommissioning of one High Endurance Cutter and an overall reduction of major cutter resource hours.

Ports, Waterways, and Coastal Security						
Performance Measure – Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Terrorist Entering the U.S. via Maritime Means						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	N/A	52%	43%
Met	Met	Met	Met	Met		Not Met

Source: DHS-OIG based on USCG-provided data

USCG missed its target for “Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Weapon of Mass Destruction from Entering the United States



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via Maritime Means” by one percentage point. This is attributable to lower effectiveness judgments for the Maritime Security Response Team due to loss of dedicated airlift and the challenges of identifying a broad range of Weapons of Mass Destruction amongst the volume of legitimate shipping cargo. Additionally, major cutter capacity decreased due to the decommissioning of one High Endurance Cutter and an overall reduction of major cutter resource hours.

Ports, Waterways, and Coastal Security						
Performance Measure – Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Weapon of Mass Destruction from Entering the U.S. via Maritime Means						
FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
Actual	Actual	Actual	Actual	Actual	Target	Actual
N/A	N/A	N/A	N/A	N/A	29%	28%
Met	Met	Met	Met	Met		Not Met

Source: DHS-OIG based on USCG-provided data

USCG exceeded its FY 2011 target for “Annual Maritime Transportation Security Act Facility Compliance Rate with Transportation Worker Identification Credential Regulations.”

Ports, Waterways, and Coastal Security						
Performance Measure – Annual Maritime Transportation Security Act Facility Compliance Rate with Transportation Worker Identification Credential Regulations						
FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
Actual	Actual	Actual	Actual	Actual	Target	Actual
N/A	N/A	N/A	N/A	100%	85%	99%
N/A	N/A	N/A	N/A	Met		Met

Source: DHS-OIG based on USCG-provided data

USCG missed its target for “Percent of Maritime Facilities in Compliance with Security Regulations” by only one-tenth of one percent. The USCG has focused the use of its personnel resources to conduct *Maritime Transportation Security Act* compliance exams at waterfront facilities that are at higher risk for a transportation security incident. By increasing partnerships with these facilities, 99.9 percent of regulated facilities did not have serious deficiencies warranting a notice of violation or civil penalty in FY 2011.



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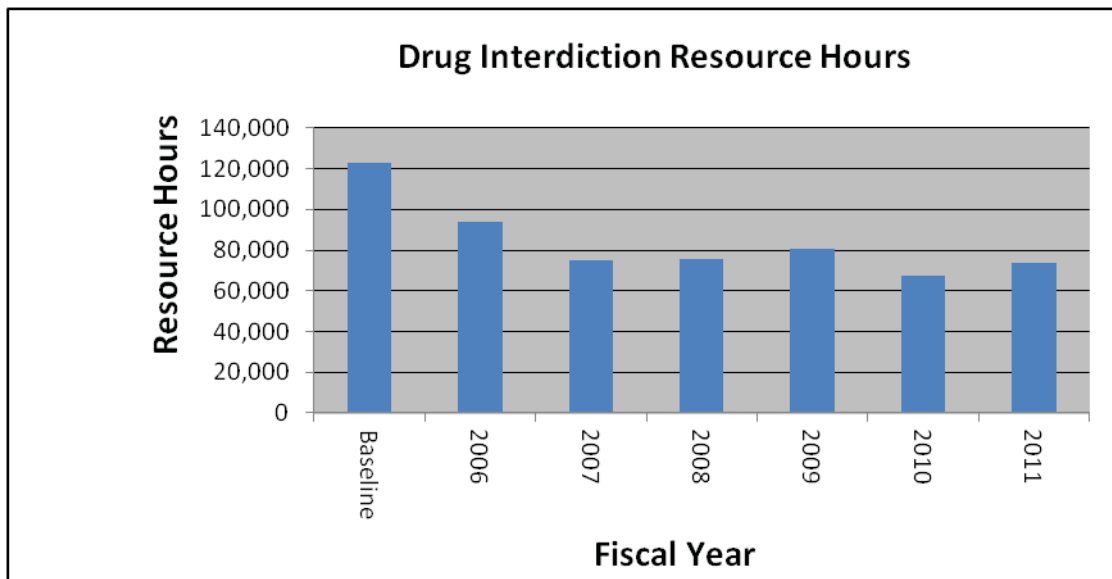
Ports, Waterways, and Coastal Security Performance Measure – Percent Of Maritime Facilities in Compliance with Security Regulations						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	N/A	100%	99.9%
N/A	N/A	N/A	N/A	N/A		Not Met

Source: DHS-OIG based on USCG-provided data

Drug Interdiction

USCG’s drug interdiction efforts support national strategies to disrupt the market for illegal drugs and prevent transnational threats from reaching the United States. The USCG is the lead Federal agency for drug interdiction on the high seas and shares the lead for drug interdiction in the territorial seas of the U.S. with Customs and Border Protection. The USCG coordinates with its interagency partners to deter illicit drug trafficking including the Department of Defense, Department of Justice, Department of State, and other components within DHS.

Resource Hours: FY 2011 resource hours totaled 73,401 and increased by approximately 9 percent from FY 2010, but are about 40 percent below baseline levels.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG uses the interagency Consolidated Counter Drug Database as its main source for tracking cocaine movement estimates.



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The one performance measure related to Drug Interdiction, “Removal Rate for Cocaine from Non-commercial Vessels in Maritime Transit Zone,” was not met in FY 2011. According to the USCG, the reasons for not meeting this target can be attributed to reduced asset and resource availability, smaller average load sizes of cocaine, and increasingly sophisticated criminal organizations.

Drug Interdiction Performance Measure – Removal Rate for Cocaine from Non-commercial Vessels in Maritime Transit Zone						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	15.0%	13.5%	15.5%	11.6%
N/A	N/A	N/A	X Not Met	X Not Met		X Not Met

Source: DHS-OIG based on USCG-provided data

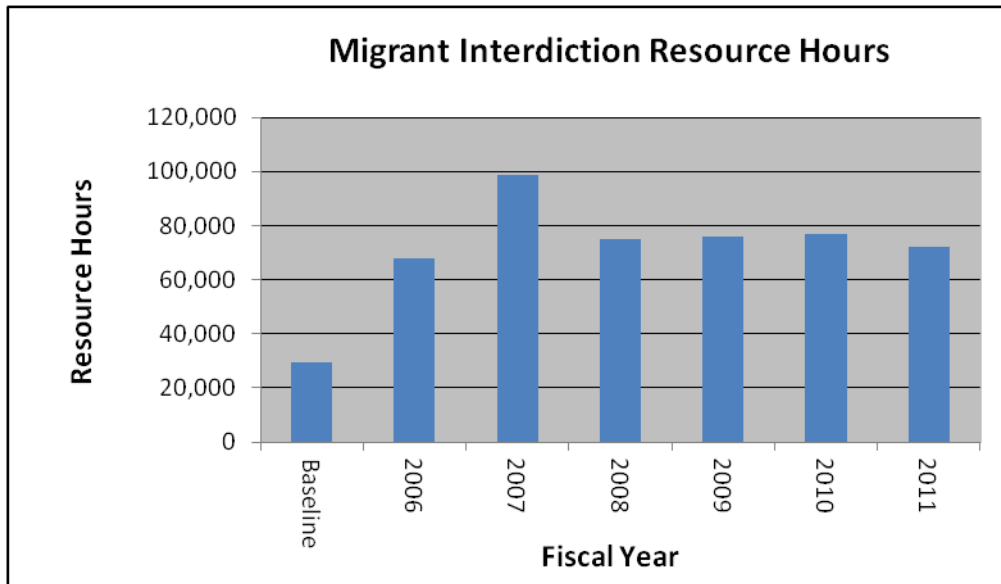
Migrant Interdiction

USCG migrant interdiction policy and operations are designed to provide effective law enforcement presence at sea and achieve three main objectives: (1) deter undocumented migrants and transnational human smugglers from using maritime routes to enter the U.S., (2) detect and interdict undocumented migrants and human smugglers far from the U.S. border, and (3) expand USCG participation in multi-agency and bi-national border security initiatives. While the USCG leads the interdiction mission on the high seas, it partners with Customs and Border Protection and Immigration and Customs Enforcement for shore-side interdiction operations.

Resource Hours: Migrant interdiction resource hours remain approximately 144 percent above baseline levels. In FY 2011 resource hours totaled 72,213 and decreased approximately 6.0 percent from FY 2010 to FY 2011.



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Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: According to the USCG, the number of undocumented migrants attempting to enter the U.S. remained low in FY 2011 compared to numbers observed over the last decade, due in part to a slumping U.S. economy, successful prosecution of smugglers, effective bilateral cooperation, and use of biometrics. The USCG reported that it met one of its two performance measures related to migrant interdiction in FY 2011. Although the USCG did not meet the target for “Percentage of Undocumented Migrants who Attempt to Enter the United States via Maritime Routes that are Interdicted,” the actual result of 72.8 percent was an improvement over FY 2010’s 64.5 percent. This measure includes migrants who are interdicted by foreign counterparts of the USCG, many of whom have fewer resources than the USCG.

Migrant Interdiction						
Performance Measure – Percentage of Undocumented Migrants who Attempt to Enter the United States Via Maritime Routes that are Interdicted						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	65.2%	62.7%	84.4%	64.5%	73.9%	72.8%
N/A	Not Met	Not Met	Met	Not Met		Not Met

Source: DHS-OIG based on USCG-provided data

As shown in the table below, the USCG exceeded its target for the “Percent of Undocumented Migrants who Attempt to Enter the United States via Maritime Routes Interdicted by the Coast Guard.”



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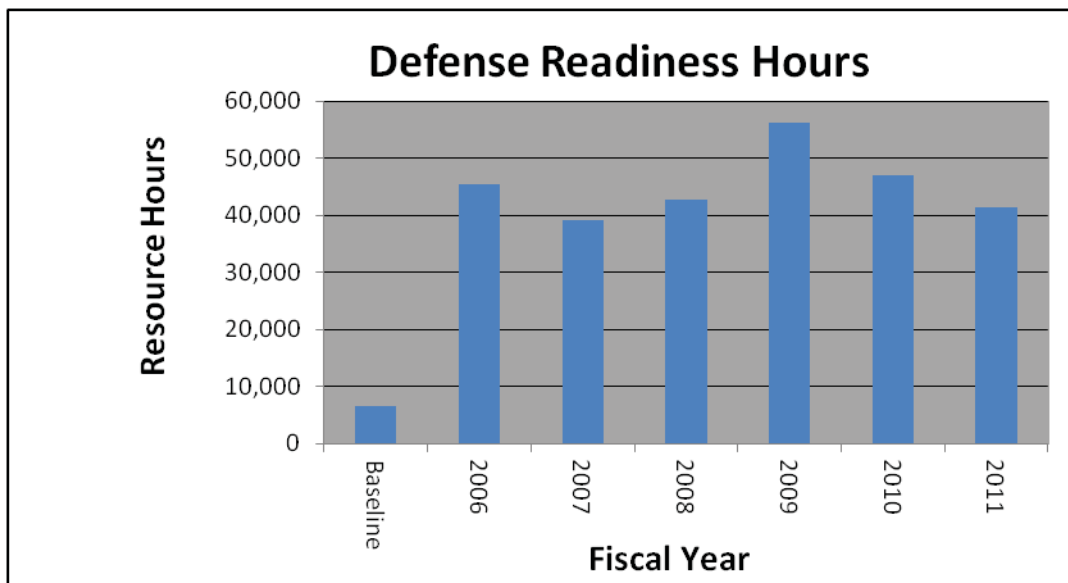
Migrant Interdiction						
Performance Measure – Percent of Undocumented Migrants who Attempt to Enter the United States via Maritime Routes Interdicted by the Coast Guard						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	42.1%	46.9%	37.5%	44.7%	43.0%	51.7%
N/A	N/A	Not Met	Not Met	Met		Met

Source: DHS-OIG based on USCG-provided data

Defense Readiness

The USCG maintains a level of readiness and training that allows for the immediate integration with Department of Defense forces for peacetime operations or during times of war. This supports U.S. national interests abroad, as well as facilitating support to DHS for the integration of Homeland Defense and Homeland Security.

Resource Hours: In FY 2011, resource hours for Defense Readiness totaled 41,424 and were still above the baseline, although resource hours decreased by 11.9 percent from FY 2010 to FY 2011.



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG did not meet its overall target of 38.1 percent defense readiness for the year. The declining readiness of the USCG’s High Endurance Cutter fleet continues to present significant challenges to mission



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performance. High Endurance Cutter readiness is being addressed by the USCG’s acquisition of the National Security Cutter.

Defense Readiness						
Performance Measure – Defense Readiness Assessment of all USCG High-Endurance Cutters, Patrol Boats, and Port Security Units						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
N/A	N/A	N/A	N/A	24.1%	38.1%	25.1%
N/A	N/A	N/A	N/A	Not Met		Not Met

Source: DHS-OIG based on USCG-provided data

Other Law Enforcement

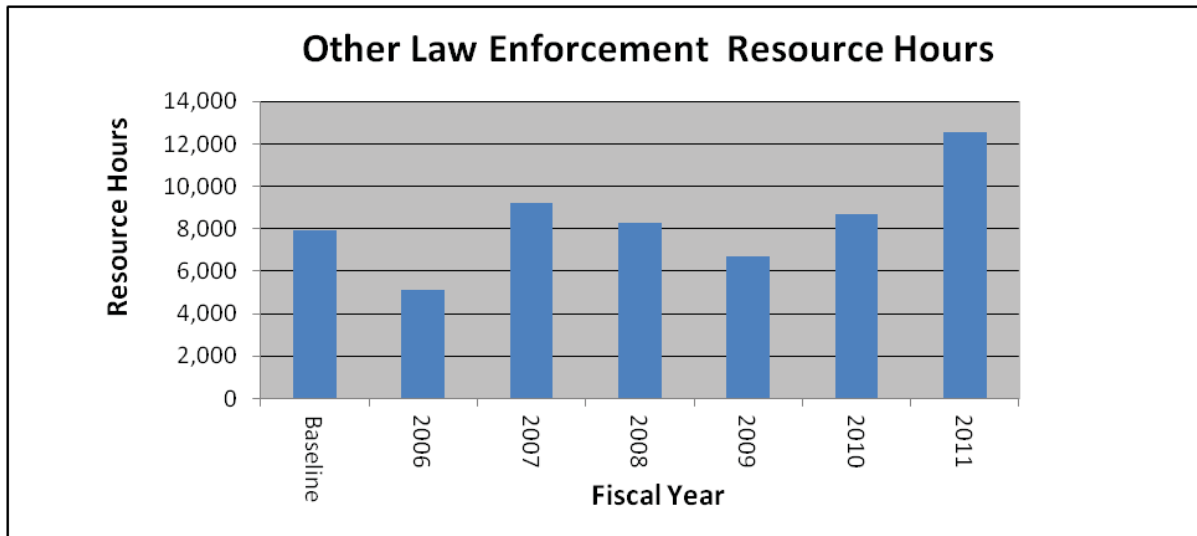
The other law enforcement mission orchestrates the enforcement of regulations on foreign fishing vessels. This enforcement takes two forms: the first is the deterrence, detection, and interdiction of illegal incursions into the U.S. exclusive economic zone by foreign fishing vessels.¹ The protection of the U.S. exclusive economic zone from incursions by foreign fishing vessels contributes to a fundamental USCG maritime security objective to protect our Nation’s renewable natural resources. The second part of the other law enforcement mission is to ensure compliance with international agreements for the management of living marine resources. This is primarily accomplished through enforcement on foreign fishing vessels of conservation and management measures created by regional fishery management organizations.

Resource Hours: In FY 2011, resource hours for the other law enforcement mission totaled 12,579, which is an increase of 44.5 percent from FY 2010. According to the USCG, this increase in resource hours was due to increased patrols for illegal, unregulated, and unreported fishing activity.

¹ The exclusive economic zone is the zone where the U.S. and other coastal nations have jurisdiction over economic and resource management. The exclusive economic zone includes waters three to 200 miles offshore (or nine to 200 miles offshore in western Florida and Texas).



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Department of Homeland Security



Source: DHS-OIG based on USCG-provided data

Performance Measures and Results: The USCG uses the number of detected incursions into the U.S. Exclusive Economic Zone by foreign fishing vessels as a measure of its performance. In FY 2011, there were 122 detected incursions of foreign fishing vessels into the U.S. Exclusive Economic Zone, which met the performance target of fewer than 180 incursions.

Other Law Enforcement Performance Measure – Number of Detected Incursions of Foreign Fishing Vessels violating U.S. Waters						
FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual
164	126	81	112	82	<180	122
Met	Met	Met	Met	Met		Met

Source: DHS-OIG based on USCG-provided data



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Appendix E

FY 2011 Performance Measure Summary

Mission	Measure	Met	Not Met
Non-Homeland Security Missions			
Search and Rescue	Percentage of People in Imminent Danger Saved in the Maritime Environment		X
	Percent of Time Rescue Assets are On-Scene within 2 Hours		X
Aids-to-Navigation	Availability of Maritime Navigation Aids	X	
	Average Number of Navigational Accidents	X	
Ice Operations	Number of Days Critical Waterways Are Closed to Commerce Due to Ice	X	
Living Marine Resources	Fishing Regulation Compliance Rate	X	
Marine Safety	5-Yr Average Number of Commercial and Recreational Deaths and Injuries	X	
	5-Yr Average Number of Commercial Mariner Deaths and Injuries	X	
	5-Yr Average Number of Commercial Passenger Deaths and Injuries		X
	5-Yr Average Number of Recreational Boating Deaths and Injuries	X	
Marine Environmental Protection	Average Number of Chemical Discharge Incidents in the Maritime Environment	X	
	Average Number of Oil Spills in the Maritime Environment	X	
Total Non-Homeland Security Performance Measures		9	3
Homeland Security Missions			
Ports, Waterways, and Coastal Security	Percentage Reduction of all Maritime Security Risk Subject to USCG Influence	X	
	Percent Reduction of Maritime Security Risk Resulting from USCG Consequence Management	X	
	Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Terrorist Entering the U.S. via Maritime Means		X
	Percent Reduction of Maritime Security Risk Resulting from USCG Efforts to Prevent a Weapon of Mass Destruction from Entering the U.S. via Maritime Means		X
	Annual MTSA Facility Compliance Rate with Transportation Worker Identification Credential Regulations	X	
	Percent of Maritime Facilities In Compliance with Security Regulations		X
Drug Interdiction	Removal Rate for Cocaine from Non-commercial Vessels in Maritime Transit Zone		X
Migrant Interdiction	Percentage of Undocumented Migrants who Attempt to Enter the United States Via Maritime Routes that are Interdicted		X
	Percent of Undocumented Migrants who Attempt to Enter the U.S. by Maritime Routes Interdicted by the USCG	X	
Defense Readiness	Defense Readiness Assessment of all USCG High-Endurance Cutters, Patrol Boats, and Port Security Units		X
Other Law Enforcement	Number of Detected Incursions of Foreign Fishing Vessels Violating U.S. Waters	X	
Total Homeland Security Performance Measures		5	6
Total USCG Performance Measures		14	9

Source: DHS-OIG based on USCG-provided data



Appendix F

Major Contributors to This Report

Brooke Bebow, Director
Lisa Vonder Haar, Audit Manager
Stephen Doran, Auditor
Richard Joyce, Program Analyst
Marisa Coccaro, Referencer



Appendix G

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