

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

TSA's National Deployment Force – FY 2012 Follow-Up





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Department of Homeland Security

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

December 4, 2012

MEMORANDUM FOR: Christopher L. McLaughlin
Assistant Administrator for Security Operations
Transportation Security Administration

FROM: Deborah L. Outten-Mills *Deborah L. Outten-Mills*
Acting Assistant Inspector General for Inspections

SUBJECT: *TSA's National Deployment Force – FY 2012 Follow-Up*

Attached for your action is our final report, *TSA's National Deployment Force – FY 2012 Follow-Up*. We incorporated the formal comments from the Transportation Security Administration (TSA) in the final report.

The report contains six recommendations aimed at improving TSA's National Deployment Force. Your office concurred with all recommendations. As prescribed by Department of Homeland Security Directive 077-1, Follow-Up and Resolutions for the Office of Inspector General Report Recommendations, within 90 days of the date of this memorandum, please provide our office with a written response that includes your (1) agreement or disagreement, (2) corrective action plan, and (3) target completion date for each recommendation. Also, please include responsible parties and any other supporting documentation necessary to inform us about the current status of the recommendations.

The OIG considers Recommendations 1, 2, 4, and 5 resolved and open. We consider Recommendations 3 and 6 closed. Once your office has fully implemented the recommendations, please submit a formal closeout letter to us within 30 days so that we may close the recommendation(s). The memorandum should be accompanied by evidence of completion of agreed-upon corrective actions.

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 Jacqueline Simms, Lead Inspector, at (202) 254-4051.

Attachment



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Abbreviations

AAC	Assistant Area Coordinator
AC	Area Coordinator
ASF	Alaska Screening Force
BMO	Business Management Office
DHS	Department of Homeland Security
DPOC	Deployment Point of Contact
FSD	Federal Security Director
FTE	full-time employee
FY	fiscal year
MD	Management Directive
NDF	National Deployment Force
NDO	National Deployment Office
NSF	National Screening Force
OHC	Office of Human Capital
OIB	Operational Improvement Branch
OIG	Office of Inspector General
OLC	Online Learning Center
OSO	Office of Security Operations
PASS	Performance Accountability and Standards System
PC&B	Personnel Compensation and Benefits
PDS	Post Deployment Summary
POC	Point of Contact
RD	Regional Director
RTD	return-to-duty
SOO	Screening Optimization Office
SOP	standard operating procedure
SPP	Screening Partnership Program
SRF	Support Request Form
SSS	Staffing and Scheduling Section
STI	Security Training Instructor
STSO	Supervisory Transportation Security Officer
TSA	Transportation Security Administration



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TSO	Transportation Security Officer
TSOV	Transportation Security Officer Volunteer
VIPR	Visible Intermodal Prevention and Response



Executive Summary

This report is the result of a June 2011 letter from Congressman John L. Mica, U.S. House of Representatives, requesting that we provide updated information on our 2008 report, *Transportation Security Administration's National Deployment Force*. The Transportation Security Administration's (TSA) National Deployment Force officers support airport screening operations during emergencies, seasonal demands, severe weather conditions, or increased passenger activity requiring additional screening personnel above those normally available to airports. In addition, officers may support other TSA functions as described in table 1 of our report.

Congressman Mica asked that we provide information relating to (1) all costs associated with National Deployment Office deployments; (2) all expenditures for deployments to Glacier Park International Airport, Yellowstone Airport, Missoula International Airport, Bert Mooney Airport, and Springfield Branson National Airport; (3) when, where, and why the National Deployment Force has been deployed; (4) National Deployment Force standard operating procedures; (5) the process used for selecting Transportation Security Officers; (6) the number and frequency of supervisory deployments; and (7) the progress TSA has made in implementing recommendations from our 2008 report.

Total costs for deployments to airports in fiscal years 2009, 2010, and 2011 were \$24,067,587, \$29,467,112, and \$30,389,779, respectively. Since our 2008 report, TSA has developed a financial system to track and document program-related costs; established processes to determine the criteria and priority for deployment decisions; implemented procedures that facilitate documentation needed to support deployment decisions; and either established or updated standard operating procedures relating to key deployment functions.

Our review showed that TSA was overly reliant on its deployment force to fill chronic staffing shortages at airports in Alaska. We also determined that screeners' equipment certifications were not updated, requests for National Deployment Force support did not always include the type of screening equipment in use at the requesting airport, and cost-benefit analyses and assessments of alternatives to hiring shortages were not routinely conducted and documented as part of the deployment decision-making process.

We recommended that TSA (1) develop and implement a strategy to minimize the use of National Deployment Force staff for hiring shortfalls, (2) develop a process for maintaining current and accurate screener equipment certifications, (3) designate a section on the request form for National Deployment Force support to identify the screening equipment used at the requesting airport, and (4) develop procedures to ensure that cost-benefit analyses and alternative hiring assessments are conducted and documented on a consistent basis.



Background

Our review of the National Deployment Office (NDO) responds to concerns raised by Congressman John L. Mica that the National Deployment Force (NDF) is used “primarily to fill staffing gaps caused by low attendance and high attrition.” In his June 9, 2011, letter, Congressman Mica requested information related to (1) NDO deployment and operating costs, (2) NDF overtime, (3) reasons for NDF deployments, (4) updated NDF operating procedures, (5) the selection process for NDF staff, (6) the frequency of deployments for supervisors, and (7) the status of TSA’s efforts to implement recommendations in our prior OIG report.

TSA is responsible for passenger and checked baggage screening operations. Within TSA, Federal Security Directors (FSDs) supervise approximately 50,000 Transportation Security Officers (TSOs) who conduct screening operations at more than 450 commercial airports nationwide.

In November 2002, TSA established a Mobile Screening Force to support the initial deployment of Federal screeners to commercial airports and respond to other short-term operational needs. The Mobile Screening Force was created to meet TSA’s legal requirement to screen 100 percent of baggage and passengers at all commercial airports at a time when TSO resources were at less than required levels. The Mobile Screening Force consisted of TSOs who were temporarily assigned from their home airports to airports that were in transition from private to federalized screening operations.

In 2003, the Mobile Screening Force became a permanent mobile screening unit and was renamed the National Screening Force (NSF). NSF provided support to airports for reasons such as severe weather conditions, heightened security requirements, natural disasters, or increased passenger activity requiring additional screening personnel.

In November 2006, as part of TSA’s Office of Security Operations (OSO), NDO was designated to manage the NDF, formally known as the NSF.

In April 2007, TSA transferred administrative support functions for NDF TSOs to their airport of record. NDO retained responsibility for program management, processing and approval of requests for deployment, and travel-related support functions.



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As of June 2012, NDO continues to plan, coordinate, manage, and direct the deployment of NDF TSOs and other TSA personnel in support of screening requirements that exceed airport staffing levels.¹ NDO provides approximately 350 TSOs, Transportation Security

Officer Volunteers (TSOVs), and other OSO operations personnel to support airports that require personnel resources above those normally available to FSDs.² In addition, NDF provides assistance with other TSA functions as identified in table 1.

NDO recruits TSOs from airports throughout the country for NDF. To be selected, TSOs must earn a high technical proficiency score and performance evaluation at their home airport. NDF TSO candidates must also be sponsored by their FSD.

FSDs who require NDF TSO support must submit Support Request Forms (SRFs) to NDO. The SRF describes the reasons for potential deployments, required personnel, and estimated deployment costs. Each SRF goes through a formal approval process involving a chain of stakeholders within OSO. NDO deploys TSOs based on approved SRFs.

¹ NDO's organizational chart is shown in Appendix C.

² Transportation Security Officer Volunteers are TSOs who volunteer for deployments that usually last less than 31 days.



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Table 1. Reasons for NDO Deployments

Reasons for Deployment	Description
Local Hiring Shortfalls	For airports that cannot meet personnel needs for regular daily operations, including airports that— <ul style="list-style-type: none">• Operate below staffing allocations,• Need a TSO of a specific rank or gender, or• Continue to experience hiring challenges.
Seasonal Support	For seasonal support during peak months.
Screening Partnership Program (SPP) Support	To provide support until private contractors are available for screening duties.
Risk Mitigation Operations	To support deployments for categories such as special events and Visible Intermodal Prevention and Response (VIPR) team requirements.
Equipment Support	For new equipment rollouts, Inline Baggage System projects, Project Reveal, and training requirements.
Crisis Response Deployments	To respond to environmental and manmade disasters.
Other Mission Requirements	To address unforeseeable medical issues, expanded services, or other staffing shortages considered justifiable by Regional Directors that do not fall into any other category.
Pilot Projects	To support new initiatives or projects, such as Behavioral Detection Officer operations.
Home Porting	To meet the requirement to keep NDF Officers at their home airport to support airport operations.
Laboratory Support	To support deployments to TSA laboratories for testing new equipment and screening procedures.

Source: TSA.



Results of Review

Total Costs for NDF Deployments to Airports

Since our 2008 review, NDO has established procedures to improve accountability over deployment resources, and has developed a decision-making process that defines the criteria and priority for handling requests for screener assistance. Program managers responsible for overall NDO operations are able to monitor employees' length of deployment.

NDO has developed a financial tracking system that captures total deployment costs for NDF TSOs. These costs include transportation, lodging, meals, incidentals, rental vehicles and fuel, and personnel compensation and benefits (PC&B).

We examined financial data and expenditures from NDO and TSA's Business Management Office (BMO) to determine the deployment costs of NDF TSOs to airport locations. For fiscal years (FYs) 2009 to 2011, we identified expenses related to (1) the deployment of NDF TSOs, (2) overtime pay attributed to NDF TSOs, and (3) deployment costs for five airports identified by Congressman Mica.

The total NDO costs were \$47,326,203 for FY 2009, \$45,087,478, for FY 2010, and \$32,942,523 for 2011 for all activities as described in table 1. NDF deployment costs to airports for FYs 2009, 2010, and 2011 totaled \$24,067,587, \$29,467,112, and \$30,389,779, respectively, as shown in table 2. Appendix D provides a detailed breakdown of NDF deployment costs by airport.

Table 2. Total Costs for NDF Deployments to Airports³

Cost Category	FY 2009	FY 2010	FY 2011
Meals and Incidental Expenses	\$3,060,768	\$4,199,089	\$4,024,640
Lodging	5,045,078	5,850,624	6,584,574
Airfare	1,243,019	1,442,957	1,373,251
Rental Vehicle and Fuel	488,224	775,029	778,439
Estimated PC&B ⁴	14,230,498	17,199,413	17,628,875
Total Deployment Costs	\$24,067,587	\$29,467,112	\$30,389,779

Source: TSA.

³ Airport costs are expenditures associated with NDF TSOs' deployment to airports to perform screening functions.

⁴ TSA's Business Management Office estimated PC&B costs by computing an average salary and benefit amount for TSO positions.



NDF Overtime Costs at Airports

NDO policy prohibits NDF TSOs from exceeding 10 hours of overtime within a week, or 20 hours of overtime within a pay period. TSOs and airport managers explained that working overtime is not common, and is done on an as-needed basis. NDF TSOs added that airports usually offer local TSOs any overtime duties before making requests to NDF TSOs.

NDO is responsible for allocating overtime pay to all NDF TSOs who are deployed or home-ported at their home airport.⁵ NDO officials said that prior approval from a supervisor at either the deployment or home airport is required for NDF TSOs to work overtime. Table 3 shows the total amount of overtime paid to NDF TSOs who were deployed in FYs 2009, 2010, and 2011.

Table 3. NDF Overtime Costs at Airports

Fiscal Year	Overtime Costs
2009	\$1,007,329
2010	899,153
2011	762,970
Total	\$2,669,452

Source: TSA.

NDF Deployment Costs for Specific Airports

As requested, we provided NDF deployment costs and related information for Glacier Park International Airport, Yellowstone Airport, Missoula International Airport, Bert Mooney Airport, and Springfield Branson National Airport. Bert Mooney and Yellowstone used NDF support in FYs 2009 and 2010, and only Yellowstone used NDF support in 2011, as shown in table 4.

Table 4: Total Deployment Costs for Bert Mooney and Yellowstone Airports

	Bert Mooney Airport		Yellowstone Airport	
	Reason: Local Hiring		Reason: Seasonal Support	
	Days	Deployment Costs	Days	Deployment Costs
FY 2009	91	\$250,350	122	\$231,537
FY 2010	54	136,248	116	230,935
FY 2011	--		126	244,155
Total Costs		\$386,598		\$706,627

Source: TSA.

⁵ Home-porting occurs when TSOs perform screening services at their home airport for up to 90 days.



Reasons for NDF Deployments

NDO routinely deploys NDF TSOs to provide screening support for hiring shortfalls, seasonal peaks, special security events, disaster response, and other demands. Since our 2008 review, NDO has developed a tracking system that captures specific information for each deployment, including (1) reasons for deployment, (2) deployment dates and duration, (3) names of airports receiving NDF support, and (4) the number of TSOs deployed. Appendix E shows all NDF TSO deployments for each fiscal year, including the deployment duration, and reasons for deployments.

We also obtained tracking system data for NDF deployments in FYs 2009, 2010, and 2011. In FY 2009, 109 deployments were made to 83 airports. These deployments included 335 NDF TSOs and 23 TSOVs. In FY 2010, there were 166 deployments to 125 airports, which included 314 NDF TSOs and 30 TSOVs. In FY 2011, there were 155 deployments to 117 airports, which included 311 NDF TSOs and 26 TSOVs.

Assessments of Hiring Solutions Need To Be Conducted and Documented Consistently

NDF deployment data for FYs 2009, 2010, and 2011 showed that hiring shortfalls were the most common reason for NDF TSO support, accounting for 22 percent, 31 percent, and 47 percent, respectively, of total NDF TSO deployments. The *NDO FSD Guide* addresses specific requirements that apply when a request for NDF TSO support results from a staffing shortfall. These requirements include (1) a description of a plan and timeline to resolve hiring deficiencies and (2) a determination of the airport's appropriate use of staffing resources, the extent to which it is pursuing local hiring options, and alternative hiring solutions.

TSA provided examples of hiring solution assessments. However, these assessments were not always conducted for each NDF request for support that was based on staffing shortfalls.

Our review confirmed that NDO has established a deployment analysis and decision-making process that engages stakeholders, and considers actions taken by FSDs to resolve staffing shortfalls. However, to track actions taken to resolve staffing shortfalls, TSA needs to ensure that these assessments are conducted and documented consistently.



Recommendation

We recommend that the Assistant Administrator for Security Operations:

Recommendation #1:

Develop a process and assign responsibility for ensuring that assessments of alternatives to hiring shortages are conducted and documented as directed by the *NDO FSD Guide*.

Management Comments and OIG Analysis

We evaluated CBP's written comments and have made changes to the report where appropriate. A summary of TSA's written responses to our recommendations and our analysis of the responses follow each recommendation. A copy of TSA's response, in its entirety, appears in appendix B.

TSA Response: TSA concurred with Recommendation 1.

TSA plans to implement this recommendation by the second quarter of 2013. This effort will be accomplished through the Regional Director structure and the use of the Support Request Form.

OIG Analysis: This recommendation will remain resolved and open pending our receipt of TSA's process for conducting and documenting assessments of alternatives to hiring shortages, and ensuring that such assessments are conducted.

NDF TSOs Were Consistently Used for Local Hiring Shortfalls in Alaska

Our analysis of NDO deployment data for FYs 2009, 2010, and 2011 showed that airports in Alaska were among the most frequent users of NDF support for hiring shortfalls. TSA officials explained that these airports experience persistent hiring and retention challenges, and rely heavily on NDF to offset staffing shortfalls.

NDF TSO operational costs include airfare, lodging, per diem, and rental vehicles. These costs are in addition to the amounts TSA pays for using NDF TSOs for hiring shortfalls in place of permanently hired TSOs. For FYs 2009, 2010, and 2011, operational costs for deployments to Alaska totaled \$3,747,798,



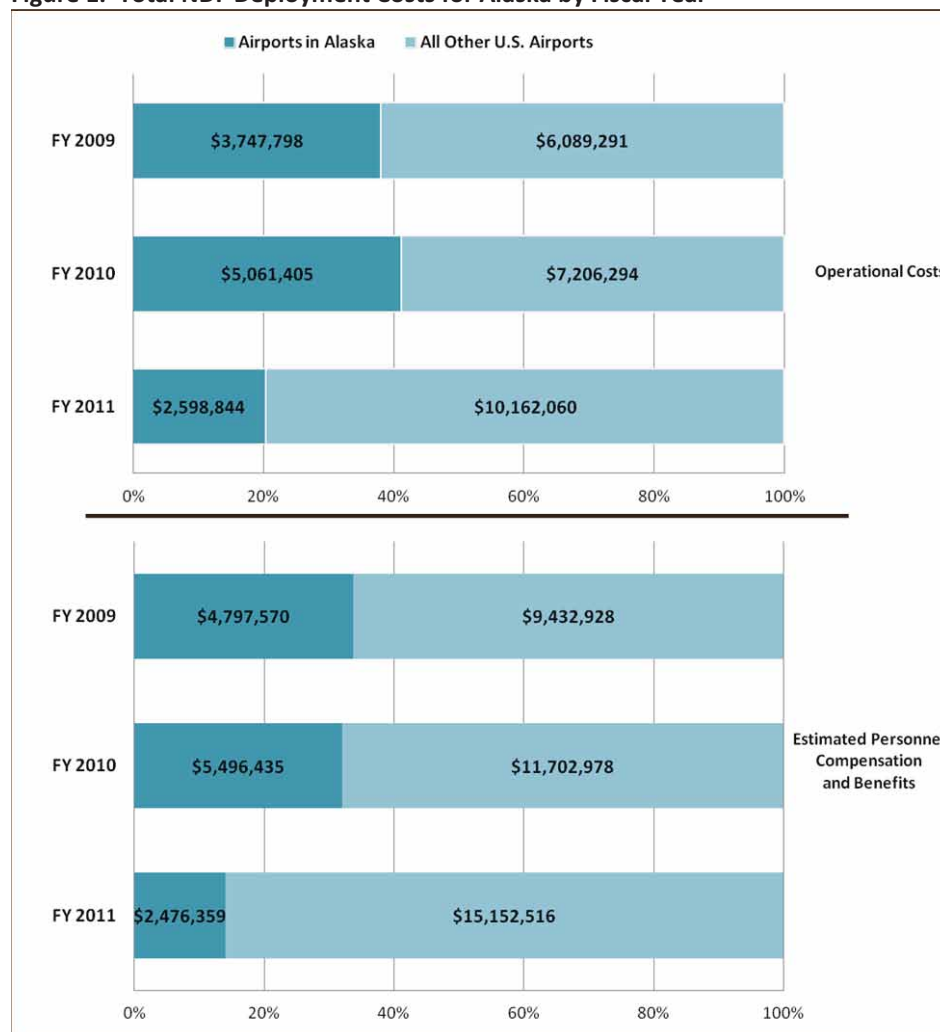
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\$5,061,405, and \$2,598,844, respectively. Appendix F shows operational costs to deploy NDF TSOs to airports in Alaska.

Total NDO deployment costs include operational costs and PC&B. Of the \$24,067,587 in total NDF deployment costs for 2009, Alaska accounted for \$8,545,368 (36 percent). For 2010, Alaska accounted for \$10,557,840 (36 percent) of the total NDO deployment costs of \$29,467,112. For 2011, Alaska accounted for \$5,075,204 (17 percent) of the total NDF deployment costs of \$30,389,779.

Figure 1 compares total NDO deployment costs for all airports in Alaska and all other U.S. airports using NDF TSOs in FYs 2009, 2010, and 2011.

Figure 1. Total NDF Deployment Costs for Alaska by Fiscal Year



Source: TSA.



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Our analysis was based on the total number of deployments for hiring shortfalls to airports in Alaska, the length of each deployment, and the number of full-time employees (FTEs) deployed. Appendix G shows the Alaska airports with the highest use of NDF support for local staffing shortages.

Hiring and Retention Challenges in Alaska Need To Be Addressed

Alaska has three hub airports—Anchorage, Fairbanks, and Juneau—and 19 spoke airports, as shown in appendix H. As part of our fieldwork, we visited two hub airports and two spoke airports in Alaska.

FSD Concerns

FSDs in Alaska expressed frustration over significant challenges to hire locally, and provided the following reasons for recurring requests for NDF support:

- High cost of living;
- Lack of available and affordable housing;
- Remote village lifestyle, culture, and isolation;
- Inability of Federal benefits to attract local Alaska Natives;
- Harsh weather conditions;
- Difficulty for local hires to obtain security clearances;
- TSOs transfer when they complete eligibility requirement after working at the location for 60 days;
- Part-time and split shifts are not appealing to TSO candidates; and
- Availability of higher paying jobs before the TSA hiring process is completed.

In March 2012, FSDs in Alaska provided the following staffing scenarios that describe the results of local hiring difficulties:

- Over a 6-month period, 13 TSOs left a hub. Nine left for better paying jobs, two for jobs with equal pay and better shifts, and two failed to complete their on-the-job training.
- Seven candidates accepted TSO positions, completed certification, and transferred to larger airports within 60 days.
- The attraction of TSA jobs has waned. The hub can attract only up to eight candidates a year, many of whom cannot meet TSA's basic hiring criteria.

According to FSDs in Alaska, retaining the current TSA workforce and attracting new hires to backfill losses is becoming increasingly difficult. Specifically, (1) the



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labor supply is dwindling, (2) the cost of living is skyrocketing, and (3) TSA wages are falling behind those of its competitors.

TSO Concerns

For Alaska deployments, NDF TSOs were knowledgeable of information in NDO policy about enduring “exposures to widely different environmental conditions, climates, changes in altitudes, and areas that may affect allergies.” NDF TSOs must agree with these requirements before accepting positions with NDO.

In March 2012, local TSOs deployed to a remote spoke airport in Alaska provided TSA officials with written accounts of living conditions that were more extreme than those described in NDO policy. One airport location was referred to as “a desolate pit of apathy in the middle of a barren wasteland.” During our fieldwork, local TSOs and NDF TSOs provided similar details while we observed TSO living and working conditions. A synopsis of TSO statements follows.

- Living conditions and hardships have been far worse than imagined;
- Housing issues include mold, bedbugs, frozen pipes, and sewer line seepages;
- Airport sewage lines have frozen repeatedly, preventing use of restrooms and drinking water;
- TSOs cannot shower, wash dishes, do laundry, or use toilets when pipes in their homes are frozen;
- Food is extremely expensive—for example, a gallon of milk costs \$10, and a loaf of bread nearly \$6;
- The town does not have sufficient food when severe weather causes shipping interruptions;
- The cost of housing causes financial difficulties;
- The high crime rate creates fear for personal safety;
- Regulations prevent local TSOs from using TSA vehicles for basic errands, whereas NDF TSOs have access to vehicles;
- Taxi fares to commute to and from work cost more than \$100 a week;
- Local TSOs walk to and from work in horrendous weather conditions, when snowdrifts and extreme temperatures make walking dangerous;
- Local TSOs perceive NDF TSOs’ daily per diem plus salaries as preferential treatment, which has a negative effect on local TSO morale; and
- Other Federal, State, and local agencies provide or assist with quality housing for their employees.



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Considerations for Reducing Hiring and Retention Challenges

FSDs in Alaska described various local hiring initiatives that were intended to address difficulties in recruiting and retaining employees in their locations. These initiatives, shown in appendix I, included the Alaska Screening Force (ASF), recruitment and retention incentives, and signing bonuses. Although FSDs in Alaska have attempted to resolve their local hiring shortfalls, the incentives have proven unsuccessful.

TSOs suggested the following solutions for improving working conditions in Alaska and other challenging locations:

- Keep the 25 percent retention incentive, along with meals and incidental expenses similar to what NDF TSOs receive;
- Double the 25 percent retention incentive;
- Provide assistance with housing costs by communicating with other Federal agencies in the area that are assisting their employees with housing;
- Provide a recruitment signing bonus of at least \$5,000 for a 1-year commitment;
- Allow TSOs to use government vehicles in inclement weather and for routine errands;
- Provide vehicle transport assistance for staff to transport their personal vehicles to the deployment site; and
- Create a 2-week rotational schedule that allows local TSOs to work in hub and spoke locations.

According to TSA officials, the average newly hired TSO receives \$31,387 per year, which includes cost-of-living adjustments and locality pay. With the 25 percent recruitment and retention incentive approved for specific airports in Alaska in September 2007, the starting salary for TSOs working in those airports is \$39,234 per year.⁶ TSOs working in one spoke airport receive a 15 percent recruitment and retention incentive, with an average starting salary of \$36,095 per year for new hires.⁷

While Alaska's high cost of living and environmental conditions are beyond TSA's control, TSA should aggressively pursue alternatives to reduce local hiring

⁶ Appendix I identifies airports receiving the 25 percent recruitment and retention incentive.

⁷ The 15 percent recruitment and retention incentive is paid to TSOs who volunteer to accept a 1-year assignment to rotate to the Deadhorse/Prudhoe Bay spoke airport.



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shortages and dependence on NDF support. Increased emphasis should be placed on the unique challenges and needs affecting Alaskan airports in order to develop and implement a more cost-effective process for staffing airports in challenging geographical areas.

Recommendation

We recommend that the Assistant Administrator for Security Operations:

Recommendation #2:

Develop and implement a strategy to reduce hiring difficulties and improve retention. At a minimum, this effort should include an assessment of quality housing alternatives, additional pay incentives and bonuses, and transportation considerations.

Management Comments and OIG Analysis

TSA Response: TSA concurred with Recommendation 2.

With regard to pay incentives, TSA Management Directive 1100.57-3, *Recruitment, Relocation, and Retention Incentives, May 27, 2008*, establishes the Agency's process for FSDs to request a recruitment or retention incentive. Currently, a few airports in Alaska have a TSO retention incentive in place. These incentives were part of a more extensive retention incentive that applied to other airports but subsequently was phased out because retaining the incentives could no longer be justified. However, the justification for the Alaska airport incentives is still valid. TSA reviews pay incentives annually to determine if the additional monies are justifiable and necessary to retain covered staff. In an effort to be more efficient, TSA will conduct a higher-level review for frequent and extended duration NDO requests submitted by each location during the NDO review process. If the higher-level review results in a recommendation to review eligibility for the *Recruitment, Relocation, and Retention Incentives*, the airport will be notified.

Assessing quality housing alternatives is a challenge that TSA faces in several locations, including Alaska. In Alaska, TSA is competing against rapid expansion of the oil and natural gas drilling industries, and there are also remote locations with limited populations, infrastructure, and growth. TSA has been leveraging input from current employees in these communities to help identify potential housing options for its prospective new hires. Recognizing that this approach



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may not be sufficient, TSA will extend outreach to other Federal agencies in an effort to leverage housing options used by others in these same locations. For example, the Federal Aviation Administration has housing arrangements in Bethel, Alaska, for its employees. However, other Federal agencies also have statutory authority to implement housing alternatives or to allocate monies for this purpose through appropriation provisions. Nonetheless, it is an avenue that TSA will pursue.

Regarding transportation assistance, airports currently are able to request such assistance (e.g., paid or subsidized parking expenses for its employees). At airports where public transportation exists, employees are eligible to participate in the Federal transit subsidy program; however, employees may not participate in the transit program and receive a parking subsidy as well. The issue of transportation assistance is also one of the 11 topics negotiated with the American Federation of Government Employees, the exclusive representative for identified positions in the TSO workforce. As this provision is part of the terms being presented to the workforce for ratification, it would be inappropriate to discuss those terms in this response.

OIG Analysis: This recommendation will remain resolved and open pending our receipt of TSA's process for developing and implementing a strategy for assessing quality housing alternatives and improving retention.

NDO Standard Operating Procedures Have Been Updated and Communicated to TSA Personnel

Since our prior report, NDO has established additional standard operating procedures (SOPs) to provide administrative and operational guidance to NDF TSOs and airport staff. These SOPs include the *NDO Handbook for NDF Officers*, *NDO FSD Guide*, and *NDO Transportation Security Officer Volunteers (TSOV) Guide*. Each SOP was updated in December 2011 and distributed to NDO and airport personnel. NDO has also established procedures to ensure that NDO and airport personnel are notified about policies and procedures that provide assistance in performing their duties and responsibilities.

NDO Handbook for NDF Officers

The *NDO Handbook for NDF Officers* includes administrative and operational policies and procedures for TSOs in areas such as the following:

- Standards for retention, recruitment, and release of NDF TSOs;
- Deployment assignment processes;



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- Performance Accountability and Standards System (PASS) process that documents TSO performance during multiple deployments;
- TSO training procedures to ensure that requirements for recertification can be achieved during deployments; and
- Standards for time and attendance, overtime, and travel.

The *NDO Handbook for NDF Officers* also includes new and updated sections for performance assessments, annual retention processes, employee recognition guidelines, and online screening equipment sustainment reporting.

NDO formed a workgroup in 2011 to facilitate annual handbook revisions. The workgroup was composed of NDF TSOVs, NDF Lead Transportation Security Officers, and Deployment Points of Contact (DPOCs) who analyzed and incorporated comments received from field personnel.

NDO FSD Guide

The *NDO FSD Guide*, initially published in June 2008, provides guidance to FSDs and their staff concerning the following:

- NDO functions, responsibilities, and procedures;
- Deployment guidelines;
- NDO field leadership structure;
- NDF officers recruitment, retention, and release; and
- PASS.

NDO Transportation Security Officer Volunteers (TSOV) Guide

NDO TSOVs volunteer for deployments and supplement NDO TSOs. However, NDO TSOVs do not deploy on short notice for indefinite periods.

Since our 2008 report, TSA developed the *NDO Transportation Security Officer Volunteers (TSOV) Guide*, dated December 2011. This guide provides instructions to NDF TSOVs in the following areas:

- The NDO deployment process;
- FSD administrative support for temporary duty officers;
- Standards for government travel and communication;
- PASS; and
- Requirements for time and attendance reporting.



Additional Guidance Needed in NDO SOPs

We identified specific aspects of the deployment decision-making process that were not addressed in NDO SOPs. These included a requirement to identify screening equipment on SRFs, and guidance for conducting cost-benefit analyses.

Screening Equipment at Requesting Airports Needs To Be Identified

The *NDO FSD Guide* provides instructions to FSDs requesting NDF TSO assistance on how to complete the SRF. The instructions include a requirement to identify specific equipment on the SRF. However, FSDs have not consistently identified the type of screening equipment in use at their airport. Since NDF TSOs are not certified or qualified on all types of screening equipment, NDO may not have all of the data needed to match an NDF TSO's qualifications with the equipment used at the requesting airport. Appendix J describes the process for requesting NDF support.

NDO officials explained that SRFs do not always identify the types of equipment used at the requesting airport. When this occurs, NDO must contact the airport for equipment information, which adds an unnecessary step in the approval process. Only a few of the SRFs we reviewed included the equipment in use at requesters' airports.

We were informed of instances in which NDF TSOs were unfamiliar with the equipment used at that airport. If airport staff are unable to train NDF staff onsite, NDF TSOs may be assigned to screening operations other than those requested on the SRF.

Although there is a requirement to identify screening equipment at the requesting airport, the SRF does not include a designated section for such information. Identifying the equipment would alert FSDs to provide equipment information, and also assist NDO officials in making more informed deployment decisions.

Cost-Benefit Analyses Guidance Needs To Be Developed

The *NDO FSD Guide* specifies that the SRF review and approval process should include cost-benefit analyses. TSA's Staffing and Scheduling Section (SSS) determines whether airports are appropriately using all personnel resources,



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while the Office of Human Capital (OHC) evaluates whether airports are adequately pursuing all local hiring options to resolve staffing shortfalls.⁸ After SSS and OHC complete their evaluations, the Regional Director (RD) makes the final determination for all SRFs.

Officials from SSS, OHC, and several RDs explained that they conduct informal cost-benefit analyses by reviewing deployment costs and making decisions based on those results. The focus of their review is to determine whether deployment costs justify using NDF TSOs for staffing shortages, or whether an alternate means should be considered. However, cost-benefit analyses performed by SSS and OHC were not consistently documented on the SRF. In addition, RDs said that specific guidance on how to assess cost-benefit analyses when evaluating deployment requests had not been provided.

NDO needs to establish a process to ensure that cost-benefit analyses are conducted and documented consistently on the SRF. In addition, guidance should be developed for analyzing all information to be used in making the final determination on deployment requests. These efforts would increase the level of accountability and provide a tracking process for deployment decisions.

Challenges for Equipment Certifications Need To Be Addressed

The *NDO Handbook for NDF Officers* directs NDF TSOs to maintain their dual-function equipment certifications. Dual-function equipment certification pertains to NDF TSOs who operate both passenger and baggage screening equipment. TSOs can achieve this certification by working a minimum of one rotation per pay period on screening equipment they are certified to operate, whether in a deployed status or at their home airport. However, we identified challenges for NDF TSOs to maintain their screening equipment certifications.

To ensure the retention of dual certifications, NDO requires NDF TSOs to complete return-to-duty (RTD) requirements if unable to operate their home airport's screening equipment after 14 days, and submit biweekly sustainment forms to verify that they operated specific equipment. TSA established three levels of training prerequisites for TSOs if they have not met the requirements for operating their home airport's screening equipment before the 14-day RTD obligation.

⁸ The Workforce Utilization Group has been renamed the Staffing and Scheduling Section.



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- **Level I:** TSOs who have not operated equipment for 15 to 90 days must review SOP updates and operational directives, complete all training related to TSO functions that occurred while they were absent, and review locally published bulletins before returning to duty.
- **Level II:** TSOs who have not operated equipment from 91 to 365 days must complete all Level I requirements and successfully complete all tests for checkpoint and checked baggage certification before returning to duty.
- **Level III:** TSOs who have not operated equipment for more than 365 days must again complete the New Hire Training Program and pass all requisite examinations and on-the-job training before returning to duty.

TSA officials explained that when NDF TSOs are deployed to airports that do not operate the same equipment as their home airports, it can be difficult for them to retain their equipment certifications, since they are not operating the equipment they are certified to use. Airport and NDO managers said that often when NDF TSOs' deployment location has the same equipment as their home airport, limited personnel resources and time constraints may prevent them from sustaining their certifications while deployed.

In January 2011, NDO revised the maximum 90-day deployment duration to 85 days. An NDO official said that reducing the number of deployment days to 85 gives NDF TSOs 5 days to return to their home airport to complete their RTD obligations.

To facilitate maintenance of NDF TSO equipment certifications, NDO has established a mobile Security Training Instructors (STI) pilot program. NDO staff explained that the intent of the STI program is to ensure that NDF TSOs maintain their Location of Record equipment certifications during deployments. STIs will travel to airports throughout the United States to provide instruction to NDF TSOs who need equipment certifications and recertifications.

NDO has three STIs who will be trained and deployed to airports throughout the country. An NDO official said that NDO is in the process of hiring three additional STIs. Although the STI program is in the pilot phase, we conclude that it is a positive step in ensuring that NDF TSOs maintain the required certifications.



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Recommendations

We recommend that the Assistant Administrator for Security Operations:

Recommendation #3:

Revise the Support Request Form to include a section where Federal Security Directors can identify the types of screening equipment that National Deployment Force Transportation Security Officers will operate during the deployment.

Recommendation #4:

Develop standardized procedures for TSA's Staffing and Scheduling Section and Office of Human Capital to conduct, review, and document cost-benefit analyses on the Support Request Form consistently.

Recommendation #5:

Develop guidance for Regional Directors on how to assess SSS and OHC's cost-benefit analysis as part of their decision-making process for NDF support requests. This guidance should include a requirement that Regional Directors document their assessment of the cost-benefit analysis on the Support Request Form.

Recommendation #6:

In the absence of a final decision regarding the Security Training Instructors Pilot Program, ensure that TSA has a process to maintain screeners' equipment certifications and recertifications for National Deployment Force Transportation Security Officers.

Management Comments and OIG Analysis

TSA Response: TSA concurred with Recommendation 3.

On April 17, 2012, the NDO updated the NDO SRF to incorporate a drop-down box identifying all equipment used at the airports (see attachment). FSDs are now able to quickly identify personnel equipment certification requirements. The change was disseminated to the NDO Airport Points of Contact (POC) this summer at three Regional NDO Airport POC training sessions (Chicago on



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June 13–14, Boston on July 17–18, and San Diego on August 7–8). Additionally, an NDO Broadcast message was released to the NDO Airport POCs on August 16, 2012 (see attachment). TSA recommends that this recommendation be closed.

OIG Analysis: TSA provided additional documentation supporting its response to this recommendation, which is now considered closed.

TSA Response: TSA concurred with Recommendation 4.

TSA's Staffing and Scheduling Section will prepare a formal documented process for completing the cost-benefit analysis needed for evaluating NDO requests. This documented process will be completed through collaboration with the Office of Human Capital and the NDO, with approval by the Director of Mission Performance and the Director of Field Operations. TSA plans to implement this recommendation by the second quarter of 2013.

OIG Analysis: This recommendation will remain resolved and open pending our receipt of TSA's documented process for completing cost-benefit analyses for evaluating NDO requests.

TSA Response: TSA concurred with Recommendation 5.

TSA will incorporate the Staffing and Scheduling Section's cost-benefit analysis results into the SRF. TSA is also developing guidance documents and other tools to ensure that Regional Directors are able to assess cost-benefit analyses. TSA also plans to update the SRF to require RDs to document their cost-benefit analysis on the SRF. TSA plans to implement this recommendation by the second quarter of 2013.

OIG Analysis: This recommendation will remain resolved and open until TSA provides documentation to support its guidance to RDs for assessing and documenting SRF cost-benefit analyses.

TSA Response: TSA concurred with Recommendation 6.

The 2012 NDO Security Training Instructor initiative has been completed. An additional three STIs will be added to the current NDF STI workforce (six total) during the 2013 NDO recruitment cycle.

The following process was established to assist NDF Officers in retaining equipment certifications:



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The process begins with each new NDF Officer upon joining the NDO Program. A full review of the Officer's Online Learning Center (OLC) record is conducted to ensure that it is complete. The process involves the NDF Officer and his or her home Airport Training Manager/Specialist providing information to assist NDO training personnel in completing the review of the NDF Officer OLC record. The OLC record is the official TSA record for each NDF Officer. Once the OLC record review is complete, this information is backed up in the NDO Training database for each NDF Officer. At the end of each biweekly pay period, NDF Officers submit their sustainment tracking information to NDO Training. This information assists with verification and currency (when equipment was last worked and any required training) of their equipment certifications. The NDO Program then uses the NDF Officer screening equipment certification information to help meet the FSD support request for NDF Officer assistance at the hub or spoke airports. TSA recommends that this recommendation be closed.

OIG Analysis: TSA provided additional documentation supporting its response to this recommendation which is now considered closed.

Communicating Operating Procedures Between NDO and Airport Field Staff

To improve information sharing between NDO and airport personnel, NDO uses iShare, the web-based TSA information system, to transmit information regarding program activities. TSA and NDO-related information is transmitted through bulletins, guidelines, and SOPs on the website. TSA personnel can also post questions, concerns, and documents to support and facilitate TSO administrative and operational duties to airports. Additionally, NDO and airport personnel have access to email accounts, phone calls, and meetings for the exchange of NDO-related information.

NDF Personnel Selection Criteria

The *NDO FSD Guide* and *NDO Handbook for NDF Officers* describe the process for NDF deployment selections. As requests for NDF support are received, NDO considers the following primary factors in selecting and assigning NDF staff for deployment:

- The number of days an officer has been deployed within the past 365 days;
- Deployment rank and gender requirements;
- Training and skills necessary to complete the mission; and
- NDF staff who are available to deploy.



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In March 2012, we observed the process used to select NDF staff for deployment. Our observation confirmed that NDF assignments were made in accordance with TSA established guidance.

Frequency of NDF Supervisory Transportation Security Officer Deployments

Supervisory Transportation Security Officers (STSOs) may be used for deployments, and are considered the primary team lead when deployed. If needed, STSOs may also be required to perform nonsupervisory screening functions assigned by the FSD while deployed.

According to NDO data, 41 STSOs were deployed in FY 2009, 49 STSOs were deployed in FY 2010, and 47 STSOs were deployed in FY 2011.

Update on Prior OIG Recommendations

Our April 2008 report, *The Transportation Security Administration's National Deployment Force*, included six recommendations for NDO to strengthen its financial management systems, deployment procedures, and information sharing with NDF TSOs and airport personnel.

The corrective action plans submitted by TSA to resolve our recommendations included (1) developing a financial management tracking and reporting system; (2) implementing a deployment analysis process; (3) improving the transparency of deployment assignments; (4) developing a deployment decision-making process engaging affected stakeholders; (5) sharing the *NDF Handbook* and other information with FSDs, NDF TSOs, and other stakeholders through the NDO iShare site; and (6) annually reviewing the *NDF Handbook* to ensure that information is current and relevant.

Based on our analysis of documentation and on-site observations, TSA has taken action on the six recommendations from our prior review, and each has been closed. Recommendations 2 and 4 in this report identify additional actions for TSA to strengthen assessments of hiring shortfalls and cost-benefit analyses. These issues were also identified in our 2008 review.

Appendix K summarizes each recommendation from our 2008 report, the corrective actions taken or proposed by TSA, and OIG's current analysis of TSA's progress in resolving these recommendations.



Appendix A

Objectives, Scope, and Methodology

The Department of Homeland Security (DHS) Office of Inspector General (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.

We conducted this review in response to a request from Congressman John L. Mica, U.S. House of Representatives, to conduct a follow-up review of TSA's NDF since our initial review in 2008. Specifically, we were asked to provide (1) all costs associated with TSA's NDO deployments, including travel expenses and overtime pay; (2) all expenditures for deployments to each of five airports identified in his letter; (3) when, where, and why NDF has been deployed; (4) NDF SOPs; (5) the process used to select NDF TSOs; (6) the number and frequency of supervisory deployments; and (7) TSA's progress in implementing recommendations from our 2008 report.

We conducted our fieldwork from January to April 2012 at TSA headquarters and six airports supported by NDO. We visited four airports in Alaska (Anchorage, Bethel, Kotzebue, and Fairbanks) and two airports in Florida (Fort Myers and Sarasota).

We interviewed personnel from TSA's NDO, Business Management Office, Office of Human Capital, Staffing and Scheduling Section, and TSA field personnel, to include NDF TSOs and FSDs. We analyzed relevant documents pertaining to deployment costs to airports, SOPs, and information associated with recruitment and retention incentives.

We conducted this review 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.



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Appendix B
Management Comments to the Draft Report

SEP 24 2012

U.S. Department of Homeland Security
601 South 12th Street
Arlington, VA 20598



Transportation
Security
Administration

INFORMATION

MEMORANDUM FOR: Deborah L. Outten-Mills
Acting Assistant Inspector General for Inspections
Office of Inspector General
U.S. Department of Homeland Security (DHS)

FROM: Christopher McLaughlin *Chris McLaughlin 9/24/12*
Assistant Administrator
Office of Security Operations

SUBJECT: *TSA's National Deployment Force – FY 2012 Follow-Up*

Purpose

This memorandum constitutes the Transportation Security Administration's (TSA) response to the DHS Office of the Inspector General (OIG) draft report titled, *TSA's National Deployment Force – FY 2012 Follow-Up*, OIG Project No. 12-053-ISP-TSA.

Background

In April 2008, the DHS OIG conducted a Review of the Transportation Security Administration's National Deployment Force (NDF) (OIG-08-49), providing six recommendations. TSA concurred with all six recommendations, and in the TSA Director of Audit Liaison memorandum dated September 26, 2008, to the DHS Assistant Inspector General for Inspections, all six recommendations were reported as closed with no further action from TSA.

In June 2011, Chairman John L. Mica of the U.S. House of Representatives Committee on Transportation and Infrastructure requested that DHS OIG provide updated information on DHS OIG's 2008 report, *Transportation Security Administration's National Deployment Force*. DHS OIG initiated its follow-up review on December 28, 2011.

Discussion

DHS OIG's review reflected TSA's development of a financial system to track and document program-related costs, established processes to determine the criteria and priority for deployment decisions, implemented procedures that facilitate documentation needed to support deployment



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decisions, and either established or updated standard operating procedures relating to key deployment functions.

DHS OIG made six additional recommendations to further improve TSA and TSA's NDF program. TSA concurs with DHS OIG's recommendations and, as discussed further below, has already begun implementing some of DHS OIG's recommendations.

TSA appreciates the opportunity to provide feedback to DHS OIG on its draft findings and recommendations.

Recommendation #1: Develop a process and assign responsibility for ensuring that assessments of alternatives to hiring shortages are conducted and documented as directed by the *NDO FSD Guide*.

TSA concurs. TSA plans to implement this recommendation by the second quarter of 2013. This effort will be accomplished through the Regional Director structure and the use of the Support Request Form (SRF).

Recommendation #2: Develop and implement a strategy to reduce hiring difficulties and improve retention. At a minimum, this effort should include an assessment of quality housing alternatives, additional pay incentives and bonuses, and transportation considerations.

TSA concurs. With regard to pay incentives, TSA Management Directive 1100.57-3, *Recruitment, Relocation, and Retention Incentives, May 27, 2008* establishes the Agency's process for Federal Security Directors (FSDs) to request a recruitment or retention incentive. Currently, there are a few airports in Alaska that have a retention incentive in place for Transportation Security Officers (TSOs). These incentives were part of a more extensive retention incentive that applied to other airports but was subsequently phased out because retaining the incentives could no longer be justified. However, the justification for the incentives in the Alaska airports is still valid. TSA reviews pay incentives on an annual basis to determine if the additional monies are justifiable and necessary to retain covered staff. In an effort to be more efficient, TSA will conduct a higher-level review for frequent and extended duration NDO requests submitted by each location during the NDO review process. If the higher-level review results in a recommendation to review eligibility for the *Recruitment, Relocation, and Retention Incentives*, that notification will be made to the airport.

With regard to assessing quality housing alternatives, this is a challenge that TSA faces in several locations, including Alaska. In Alaska, the Agency is competing against rapid expansion of the oil and natural gas drilling industries, and there are also remote locations with limited populations, infrastructure, and growth. TSA has been leveraging input from current employees in these communities to assist with identifying potential housing options for its prospective new hires. Recognizing that this may not be sufficient, TSA will extend outreach to other Federal agencies in an effort to leverage housing options used by others in these same locations. For example, the Federal Aviation Administration (FAA) has housing arrangements in Bethel, Alaska, for its employees. However, we have to keep in mind that other Federal agencies have



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statutory authority to implement housing alternatives or have authority through appropriation provisions to allocate monies for this purpose. Nonetheless, it is an avenue that TSA will pursue.

Regarding transportation assistance, airports currently have the ability to request such assistance (e.g., paid or subsidized parking expenses for its employees). At airports where public transportation exists, employees are eligible to participate in the Federal transit subsidy program; however, employees may not participate in the transit program and receive a parking subsidy. The issue of transportation assistance is also one of the 11 topics negotiated with the American Federation of Government Employees (AFGE), the exclusive representative for identified positions in the TSO workforce. As this provision is part of the terms being presented to the workforce for ratification, it would be inappropriate to discuss those terms in this response.

Recommendation #3: Revise the Support Request Form to include a section where Federal Security Directors can identify the types of screening equipment National Deployment Force Transportation Security Officers will operate during the deployment.

TSA concurs. On April 17, 2012, the National Deployment Office (NDO) updated the NDO SRF to incorporate a drop-down box identifying all equipment used at the airports (see attachment). FSDs are now able to quickly identify personnel equipment certification requirements. The change was disseminated to the NDO Airport Points of Contact (POC) this summer at three Regional NDO Airport POC training sessions (Chicago on June 13-14, Boston on July 17-18, and San Diego August 7-8). Additionally a NDO Broadcast message was released to the NDO Airport POCs on August 16, 2012 (see attachment). TSA recommends that this recommendation be closed.

Recommendation #4: Develop standardized procedures for TSA's Staffing and Scheduling Section and Office of Human Capital to consistently conduct, review, and document cost-benefit analyses on the Support Request Form.

TSA concurs. TSA Staffing & Scheduling Section will prepare a formal documented process for completing the cost-benefit needed for evaluating NDO requests. This documented process will be completed through collaboration with the Office of Human Capital (OHC) and the NDO, with approval by the Director of Mission Performance and the Director of Field Operations. TSA plans to implement this recommendation by the second quarter of 2013.

Recommendation #5: Develop guidance for Regional Directors on how to assess Staffing and Scheduling Section and OHC's cost-benefit analysis as part of their decision-making process for NDF support requests. This guidance should include a requirement that Regional Directors document their assessment of the cost-benefit analysis on the Support Request Form.

TSA concurs. TSA will incorporate Staffing & Scheduling Section cost-benefit analysis results into the SRF. TSA is also developing guidance documents and other tools to ensure Regional Directors (RD) are able to assess the cost-benefit analyses. TSA also plans to update the SRF to require RDs to document their cost-benefit analysis on the SRF. TSA plans to implement this recommendation by the second quarter of 2013.



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Recommendation #6: In the absence of a final decision regarding the Security Training Instructors Pilot Program, ensure that TSA has a process to maintain screening equipment certifications and recertification for National Deployment Force Transportation Security Officers.

TSA concurs. The 2012 NDO Security Training Instructor (STI) initiative has been completed. An additional three STIs will be added to the current NDF STI workforce (six total) during the 2013 NDO recruitment cycle.

The following process was established to assist NDF Officers in retaining equipment certifications:

The process begins with each new NDF Officer upon joining the NDO Program. A full review of the Officer's Online Learning Center (OLC) record is conducted to ensure it is complete. The process involves the NDF Officer and his or her home Airport Training Manager/Specialist providing information to assist the NDO Training personnel in completing the review of the NDF Officer OLC record. The OLC record is the official TSA record for each NDF Officer. Once the OLC record review is completed this information is backed up in the NDO Training database for each NDF Officer. At the end of each bi-weekly pay period, NDF Officers submit their sustainment tracking information to NDO Training. The sustainment information assists with verification and currency (when equipment was last worked and any required training) of their equipment certifications. The NDF Officer screening equipment certification information is then used by the NDO Program in helping meet the FSD support request for NDF Officer assistance at the hub or spoke airports. TSA recommends that this recommendation be closed.

Attachments



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National Deployment Office
Support Request Form – Certifications Tool

The NDO SRF now requires that all submitted SRF's indicate equipment certifications; that the location will be requiring from supporting Officers. The submitter of the SRF will now accomplish this via a drop down box located on the SRF. The choices in the drop down box is populated via the NDO.Training Database.

This document serves as a tool to help individuals understand the new functionality.

- The new "Certification" section is highlighted by a red box below.

Deployment Request Information			
Requestor Information:			Request Date: 4/17/2012
Last Name:	First Name:	Duty/Position:	
Contact Phone: (000)000-0000	Contact Email:		
Hub Code:	Airport/ Office:		
SAM Auth FTE:	FTE Burn Rate (% of IDO) as of Current Pay Period:		
Deployment Information:			
Requested Deployment Insert Date:	Requested Deployment Extract Date:	Total Number Of Support Days Requested: NaN	
<input type="checkbox"/> Check here if this is a request for the extension of a current IDO Deployment. <input type="checkbox"/> NDF TSOs are currently deployed to this airport.			
<small>Indicate below via the drop down box, all equipment certifications your airport will require. List certifications in order of importance. Note: Depending on the demand of equipment certification we may or may not be able to fill your request completely; however, we will work with your airport to develop a training plan. To add more than one certification: Click "Insert Item" located below "Equipment". To remove a certification: Highlight the row you want to delete, then click the down arrow to the left of the row and select "Remove Certification". If a certification is not listed in the drop down box, include in the "Request Justification" section.</small>			
Equipment:			
<input type="checkbox"/> Insert Item			
Reason For Support:			
Request Justification:			
Additional Request Justification:	<input type="checkbox"/> Click here to attach a file <input type="checkbox"/> Click Here To Insert Additional Attachment		

The text reads:

*"Indicate below via the drop down box, all equipment certifications your airport will require. List certifications in order of importance. Note: Depending on the demand of equipment certification we may or may not be able to fill your request completely; however, we will work with your airport to develop a training plan.
To add more than one certification: Click "Insert Item" located below "Equipment"
To remove a certification: Highlight the row you want to delete, then click the down arrow to the left of the row and select "Remove Certification"
If a certification is not listed in the drop down box, include in the "Request Justification" section."*

Updated: 4.17.2012



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National Deployment Office
Support Request Form – Certifications Tool

Add Certifications:

- To add more than one equipment certification click "Insert Item" . It will add another row as depicted below.

Indicate below via the drop down box, all equipment certifications your airport
equipment certification we may or may not be able to fill your request compl
To add more than one certification: Click "Insert Item" located below "Equip
To remove a certification: Highlight the row you want to delete, then click t
If a certification is not listed in the drop down box, include in the "Request Ju

Equipment: AIT ATR L3

Equipment: [Dropdown]

Insert Item

Reason For Support: [Dropdown]

Remove Certifications:

- To remove the row; highlight by clicking anywhere on the row. A box will appear on the left side of the row. Click the "Remove Certifications".

Indicate below via the drop down box, all equipment certifications your airport
equipment certification we may or may not be able to fill your request compl
To add more than one certification: Click "Insert Item" located below "Equipr
To remove a certification: Highlight the row you want to delete, then click the
If a certification is not listed in the drop down box, include in the "Request Ju

Equipment: AIT ATR L3

[Dropdown]

Insert Certifications before

Insert Certifications after Ctrl+Enter

Remove Certifications

Cut Ctrl+X

Copy Ctrl+C

Paste Ctrl+V

Updated: 4.17.2012



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National Deployment Office
Support Request Form – Certifications Tool

- The field cannot be blank; therefore, you must select at least one certification. If the location does not require any specific certifications they are able to select “*No Certifications Needed”.

Equipment:	*No Certifications Needed
<input checked="" type="checkbox"/> Insert Item	*No Certifications Needed
Reason For Support	AIT ATR L3 AIT L3 AIT Rapiscan BLS CEIA
Request Justification	BLS Smiths Responder CPI Castscope EDS CT80 4.3 OSARP EDS CT80 5.3 OSARP EDS CTX 2500/5500 v7.15 OSARP EDS CTX 9000 v6.2 OSARP EDS CTX 9000 v6.3 OSARP
Additional Requirements	EDS L3 2.9 OSARP EDS L3 5.2 OSARP ETD Barringer 400B ETD Itemiser - W ETD Itemiser GE DX v1.0 ETD Smiths 500DT v1.0 Sabre 4000
FSD Approval	TDC Travel Document Checker XRAY AT Rapiscan Dual Screen 620 DV XRAY AT Smiths/Heimann Dual Screen XRAY AT2 L3 Dual Screen XRAY AT2 Rapiscan 620 DV XRAY AT2 Smiths/Heimann 6040 XRAY Single Screen Rapiscan XRAY Single Screen Smiths/Heimann
<input type="checkbox"/> I certify and will	

- If you should have any operational questions or suggestions please feel free to reach out to your NDO Field Leadership.
- If you should experience any technical issues with the NDO Support Request Form please reach out to NDO.IT@tsa.dhs.gov

Updated: 4.17.2012



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From: NDO Broadcast
To: NDO Broadcast
Subject: NDO Support Request Form (SRF) Change
Date: Thursday, August 16, 2012 4:52:23 PM
Attachments: SRF Certifications-Tool.pdf

Date: August 16, 2012

To: NDF Airport POCs

From: Mike LaVigne

Primary POC: NDO Field Leadership

Subject: NDO Support Request Form (SRF) Change

Attachment: SRF Certifications-Tool

For Your Situational Awareness Only

The National Deployment Office has modified the Support Request Form. The change was effected by the feedback that we have received from various Airport POCs. The modified SRF is anticipated to expedite the approval process and ensure that we are fulfilling your request to the best of our ability.

Overview:

Airports requesting NDO assistance are now able to specify what equipment certifications they will need from Officers deploying to support their airports. This eliminates an unnecessary step of having to contact the requesting airport to gather this information. Requesters are now able to select the equipment using a drop down box on the Support Request Form.

Process:

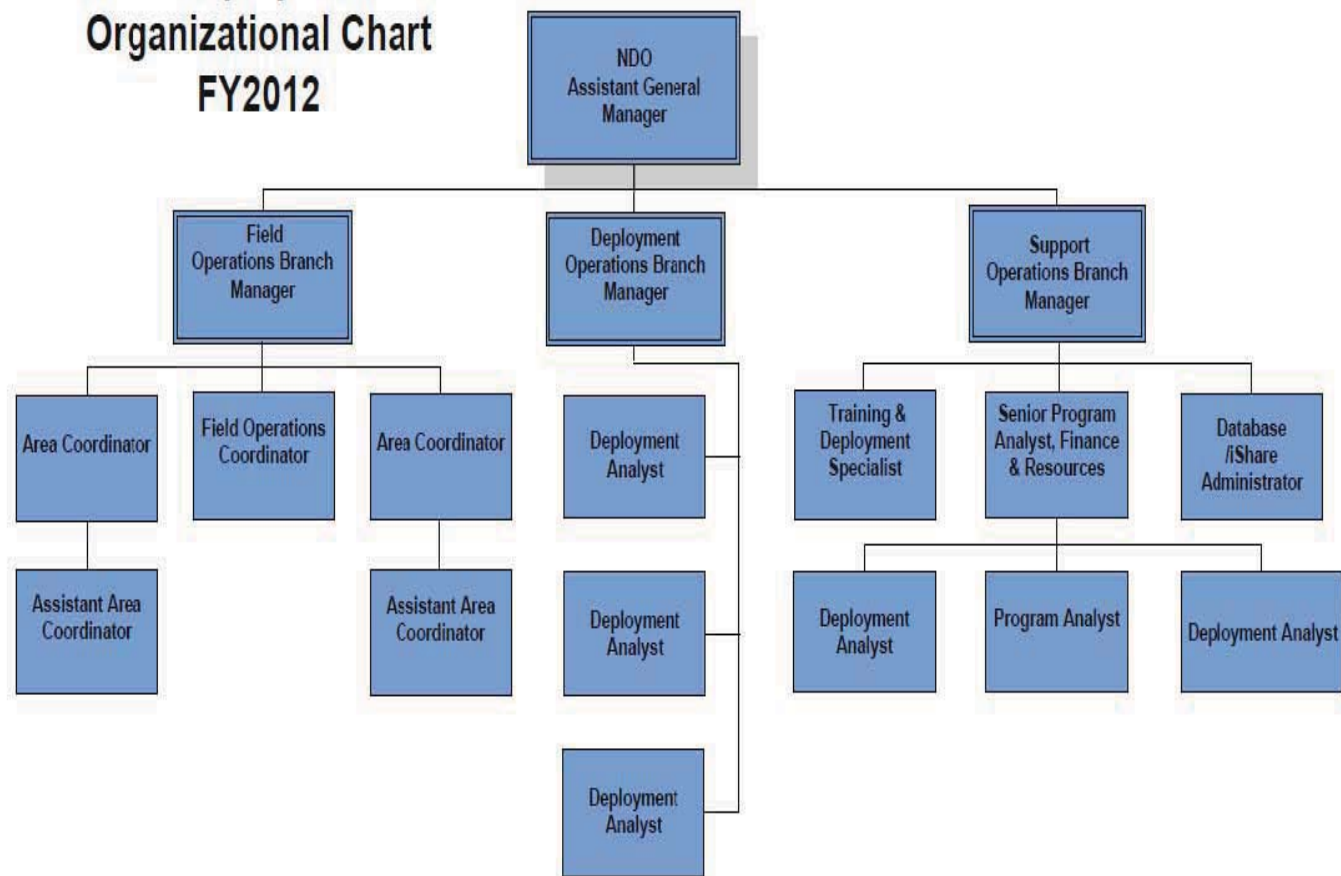
When filling out the Support Request Form, you will select the equipment certifications that you will need from Officers who will be supporting your airport. Please remember that every airport's make-up of screening equipment is different. The NDO may not be able to completely fulfill the request; however, we will work with the requesting airport to develop a training plan if required.

For a step-by-step guide on how to select and insert equipment certifications in the Support Request Form, please see the attached tool.



Appendix C

National Deployment Office
Organizational Chart
FY2012



Source: TSA.



Appendix D

Total Costs for NDF Deployments to Airports

FY 2009 NDF Deployment Costs to Airports

Airport*	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Albemarle	1	\$13,233	\$0	\$13,233
Albuquerque Int'l. (2)	15	27,764	23,857	51,621
Aspen (3)	14	278,538	214,479	493,017
Atlantic City Int'l.	25	42,757	52,144	94,901
Baltimore/Washington Int'l.	10	40,589	37,693	78,282
Barnstable	4	11,106	11,738	22,844
Bert Mooney Airport (2)	9	143,085	107,265	250,350
Bethel Airport (3)	22	726,346	654,959	1,381,305
Boise Air Terminal/Gowen Field (2)	19	62,557	39,336	101,893
Boundary Bay (2)	8	165,872	99,530	265,402
Bush Field	8	17,135	20,334	37,469
Bush Intercontinental	25	83,795	70,885	154,680
Cherry Capital	1	4,998	0	4,998
Cheyenne (3)	3	34,983	24,394	59,377
Cincinnati/Northern Kentucky	15	125,998	0	125,998
Dawson Community (3)	12	248,129	152,620	400,749
Dillingham	5	100,666	94,754	195,420
Eagle County	28	869,291	569,166	1,438,457
Emmet County	1	16,659	0	16,659
Fairbanks Int'l.	8	263,629	75,916	339,545
Gillette	10	203,322	167,691	371,013
Grant County (2)	2	4,606	10,768	15,374
Gunnison (2)	12	226,716	117,228	343,944
Gustavus	5	99,635	85,409	185,044
Hartsfield-Jackson Atlanta Int'l.	24	243,825	132,327	376,152
Havre City County (3)	30	257,561	171,605	429,166
Hopkins Int'l.	14	54,392	45,464	99,856

*Numbers in parentheses indicate the number of deployments at that particular airport; airports without numbers represent one deployment.



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FY 2009 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Indianapolis Int'l.	8	\$63,320	\$10,912	\$74,232
King Salmon	5	114,918	118,661	233,579
Kotzebue (2)	10	333,385	516,974	850,359
La Plata	4	24,327	18,927	43,254
Lewistown Municipal (3)	12	386,982	225,393	612,375
Lihue	1	14,438	0	14,438
Logan Int'l.	24	387,142	269,004	656,146
Love Field	13	39,901	40,276	80,177
Mammoth Lakes	7	223,701	211,200	434,901
Martha's Vineyard (3)	12	185,175	201,342	386,517
McCarran Int'l.	4	9,995	12,167	22,162
Miami Int'l. (2)	4	13,119	14,422	27,541
Miles City Municipal (3)	14	344,694	191,508	536,202
Montrose Regional	12	304,008	151,134	455,142
Mudhole Smith	3	29,272	34,243	63,515
Myrtle Beach	7	161,853	118,297	280,150
Nantucket Memorial (2)	18	394,784	409,026	803,810
Natrona County Int'l.	3	61,161	32,160	93,321
New Bedford	6	15,865	13,193	29,058
Nome (2)	15	414,858	221,179	636,037
Norfolk Int'l.	1	27,051	0	27,051
North Bend	1	21,418	0	21,418
Ogdensburg	1	3,332	2,849	6,181
Palm Beach Int'l.	10	65,180	2,196	67,376
Palm Springs Int'l.	14	373,365	160,426	533,791
Pittsburgh Int'l. (2)	79	94,705	128,872	223,577
Port Columbus Int'l.	3	6,733	3,773	10,506
Provincetown	2	88,767	65,129	153,896
Prudhoe Bay/Deadhorse	1	5,950	8,220	14,170
Pullman-Moscow Regional (2)	3	33,972	11,929	45,901



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FY 2009 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Reagan National (3)	13	\$51,817	\$55,086	\$106,903
Richards Field	1	24,750	0	24,750
Richland Municipal (4)	20	543,422	320,347	863,769
Riverton Regional	1	21,656	13,015	34,671
Rutland	1	24,750	14,485	39,235
San Diego Int'l.	2	15,231	0	15,231
San Luis Valley Regional	2	29,286	17,250	46,536
Sarasota/Bradenton Int'l.	6	123,829	101,350	225,179
Seattle-Tacoma Int'l. (2)	49	88,502	97,774	186,276
Sitka	3	73,113	38,724	111,837
Southwest Florida Int'l. (2)	20	272,437	55,325	327,762
Sun Valley	3	62,113	42,829	104,942
Sweetwater County (4)	8	194,727	132,739	327,466
T. F. Green (3)	22	95,880	23,511	119,391
Tampa Int'l. (2)	36	48,950	69,332	118,282
Ted Stevens Anchorage Int'l.	55	1,880,232	1,245,223	3,125,455
Tulsa Int'l.	3	11,185	9,024	20,209
Wiley Post/Will Rogers (2)	13	562,100	524,997	1,087,097
Wokal Field/ Glasgow Int'l. (3)	12	279,931	158,913	438,844
Wolf Point Int'l. (3)	13	241,884	141,548	383,432
Worland Municipal (5)	5	94,434	65,179	159,613
Yakutat	1	27,606	29,042	56,648
Yampa Valley	25	663,281	393,649	1,056,930
Yelland (2)	2	19,861	10,722	30,583
Yellowstone	6	145,644	85,894	231,538
Yellowstone Regional (2)	2	23,322	18,154	41,476
TOTALS		\$14,230,501	\$9,837,086	\$24,067,587



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FY 2010 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Adak Island	2	\$83,373	\$63,181	\$146,554
Albemarle (2)	3	38,560	32,119	70,679
Albert J. Ellis (2)	8	172,170	106,892	279,062
Albuquerque Int'l.	10	17,029	15,102	32,131
Aspen (2)	10	215,458	161,222	376,680
Athens	1	5,036	4,540	9,576
Baltimore/Washington Int'l. (3)	53	91,993	70,553	162,546
Barnstable	3	8,560	9,811	18,371
Bay County	13	148,786	88,073	236,859
Bert Mooney	4	79,426	56,822	136,248
Bethel Airport (4)	26	711,141	804,154	1,515,295
Boise Air Terminal/Gowen Field (2)	9	37,322	20,511	57,833
Boundary Bay	2	34,025	0	34,025
Burlington Int'l.	6	34,269	27,940	62,209
Bush Field	8	18,087	29,802	47,889
Bush Intercontinental	20	18,324	20,124	38,448
Campbell County (4)	9	229,501	181,837	411,338
Cherry Capital	1	22,687	0	22,687
Chicago O'Hare Int'l.	3	4,284	4,191	8,475
Cincinnati/Northern Kentucky (2)	20	292,464	23,202	315,666
Columbia Regional	2	22,370	12,446	34,816
Dallas/Fort Worth Int'l.	26	89,223	41,520	130,743
Dawson Community	4	75,315	49,698	125,013
Denver Int'l.	11	86,147	0	86,147
Detroit Metro.	2	16,610	10,217	26,827
Dillingham	6	100,581	105,387	205,968
Dougherty County	1	27,342	23,853	51,195
Duluth Int'l.	1	20,456	0	20,456



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FY 2010 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Eagle County (2)	39	\$980,691	\$705,313	\$1,686,004
Elmira/Corning Regional	6	42,176	24,826	67,002
Emmet County	1	15,595	0	15,595
Fairbanks Int'l.	15	737,396	504,277	1,241,673
Four Corners Regional	3	34,461	24,322	58,783
Gallatin Field	5	83,645	54,894	138,539
General Mitchell Int'l.	7	43,312	11,469	54,781
Glynco Jetport	1	24,709	25,737	50,446
Gogebic County	3	23,401	13,356	36,757
Golden Triangle Regional	2	4,456	2,750	7,206
Grant County	1	11,338	3,844	15,182
Gulfport-Biloxi Int'l.	5	10,858	5,680	16,538
Gunnison (2)	8	161,921	84,998	246,919
Gustavus	5	83,953	77,828	161,781
Hartsfield-Jackson Atlanta Int'l.	15	226,921	102,911	329,832
Harve City County	20	98,854	62,952	161,806
Helena	1	19,038	0	19,038
Indianapolis Int'l.	3	2,207	2,366	4,573
Jacksonville	4	36,991	0	36,991
Jamestown	1	952	394	1,346
Joslin Field-Magic Valley Regional	5	99,009	70,291	169,300
Kahului (3)	2	58,021	52,054	110,075
King Salmon	6	110,008	153,159	263,167
Kotzebue (3)	21	1,036,742	954,873	1,991,615
Laramie	1	25,421	16,336	41,757
Lewistown Municipal	4	92,567	51,789	144,356
Liberal Municipal	5	129,037	65,987	195,024
Lihue	2	33,428	0	33,428
Logan Int'l. (3)	43	896,596	593,033	1,489,629
Los Angeles Int'l.	69	856,411	635,492	1,491,903
Mammoth Lakes (2)	17	267,335	324,737	592,072
Martha's Vineyard	9	66,634	98,630	165,264
McCarran Int'l.	1	1,804	1,589	3,393



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FY 2010 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Meadows Field	5	\$48,405	\$36,681	\$85,086
Memphis Int'l.	1	3,775	2,954	6,729
Merced Municipal	1	23,291	21,744	45,035
Miami Int'l. (2)	12	194,420	0	194,420
Miles City Municipal	4	50,970	27,559	78,529
Mineta San Jose Int'l.	25	293,040	210,330	503,370
Monroe Regional	2	58,782	18,021	76,803
Montrose Regional (2)	7	133,111	93,795	226,906
Mudhole Smith	2	15,855	16,618	32,473
Nantucket Memorial (2)	5	107,198	110,628	217,826
Natrona County Int'l. (2)	7	195,486	144,246	339,732
Newark Liberty Int'l.	15	451,353	325,440	776,793
Nome Airport (4)	13	480,597	561,918	1,042,515
North Bend (3)	3	75,139	0	75,139
Oakland Int'l.	1	1,804	1,661	3,465
Ogdensburg	1	\$2,856	\$2,520	\$5,376
Orlando Int'l.	43	94,250	46,275	140,525
Orlando-Sanford Int'l.	38	146,755	82,314	229,069
Palm Beach Int'l.	5	99,952	0	99,952
Palm Springs Int'l. (2)	16	314,930	140,525	455,455
Pensacola Regional	12	131,577	72,871	204,448
Petersburg James A. Johnson (2)	4	79,086	58,266	137,352
Philadelphia Int'l.	11	28,901	29,624	58,525
Pittsburgh Int'l. (2)	10	24,659	2,220	26,879
Port Columbus Int'l. (2)	4	31,709	2,220	33,929
Provincetown	1	28,759	28,607	57,366
Pullman Moscow Regional (2)	3	38,216	13,772	51,988
Reagan National	2	828	825	1,653
Reno-Tahoe Int'l.	21	104,791	71,096	175,887
Richards Field	1	6,591	0	6,591
Richland Municipal	5	57,366	36,932	94,298
Riverton Regional (4)	5	209,496	96,166	305,662



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FY 2010 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Rutland Airport (2)	2	\$25,950	\$21,221	\$47,171
San Diego Int'l. (3)	14	136,304	1,011	137,315
San Luis County Regional	2	31,392	36,700	68,092
San Luis Valley Regional	2	25,925	15,553	41,478
Santa Barbara (2)	11	78,608	41,779	120,387
Santa Maria Public	5	37,760	31,367	69,127
Sarasota/Bradenton Int'l.	6	89,243	62,772	152,015
Seattle-Tacoma Int'l. (2)	2	8,068	3,877	11,945
Sheridan	1	19,863	13,648	33,511
Sky Harbor Int'l. (3)	22	237,699	35,235	272,934
Southwest Florida Int'l.	5	89,271	0	89,271
Spokane Int'l.	2	5,471	0	5,471
Stewart	3	4,415	2,631	7,046
Sun Valley	3	81,310	62,871	144,181
Sweetwater County (2)	3	46,172	39,154	85,326
T. F. Green (2)	17	54,370	52,170	106,540
Ted Stevens Anchorage Int'l.	54	1,214,477	969,379	2,183,856
Tri-Cities	5	83,503	33,568	117,071
Tri-Cities Regional	1	9,519	0	9,519
Tucson Int'l. (2)	2	8,683	5,553	14,236
Ventura	1	10,233	12,789	23,022
Washington Dulles Int'l. (2)	101	439,128	332,531	771,659
Wendover	2	43,746	34,161	77,907
Wiley Post/Will Rogers (3)	18	809,207	792,383	1,601,590
Wokal Field/Glasgow Int'l.	4	111,722	54,981	166,703
Wolf Point Int'l.	4	98,467	56,736	155,203
Worland Municipal (2)	2	62,520	56,876	119,396
Yampa Valley	22	501,401	388,882	890,283
Yelland	1	67,143	34,926	102,069
Yellowstone Airport	6	153,559	77,376	230,935
Yellowstone Regional (2)	5	55,732	47,729	103,461
Yuma Int'l.	2	8,185	4,920	13,105
TOTALS		\$17,199,421	\$12,267,691	\$29,467,112



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FY 2011 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Albemarle	4	\$64,824	\$49,619	\$114,443
Albuquerque Int'l.	13	19,768	18,473	38,241
Aspen	9	205,678	222,369	428,047
Athens	3	36,588	29,426	66,014
Baltimore/Washington Int'l. (2)	17	398,218	234,841	633,059
Barnstable Municipal	2	5,271	7,775	13,046
Bethel Airport	17	660,568	796,626	1,457,194
Boundary Bay (2)	3	78,342	23,746	102,088
Buffalo Niagara Int'l.	12	139,374	97,424	236,798
Bush Field	4	7,728	8,529	16,257
Bush Intercontinental	20	226,389	119,859	346,248
Canyonlands Field	1	28,122	7,551	35,673
Charlotte County	6	68,694	45,494	114,188
Cheyenne Regional	1	7,513	5,644	13,157
Chicago Midway	10	125,080	102,147	227,227
Chicago O'hare Int'l.	36	144,956	105,144	250,100
Chippewa Valley Regional	1	3,956	2,946	6,902
Cyril E King (2)	2	57,815	57,843	115,658
Dallas/Fort Worth Int'l. (2)	62	481,303	282,623	763,926
Dane County Regional	10	6,781	3,440	10,221
Denver Int'l.(2)	35	339,602	50,457	390,059
Detroit Metro.	20	305,150	215,168	520,318
Devils Lake Municipal	1	4,340	1,636	5,976
Dillingham	7	133,776	153,068	286,844
Dougherty County	1	8,304	7,227	15,531
Eagle County Regional	20	432,905	356,729	789,634
Elmira/Corning Regional (2)	3	49,374	37,575	86,949
Emmet County	2	37,060	5,984	43,044
Fairbanks Int'l. (3)	26	423,069	439,301	862,370
Four Corners Regional (3)	3	100,718	73,956	174,674
Friedman Memorial	2	16,810	19,329	36,139
Garden City Regional (2)	2	36,222	23,182	59,404
Gillette-Campbell County	2	39,484	30,549	70,033



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FY 2011 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Grand Canyon National Park	8	\$93,811	\$88,028	\$181,839
Greenville/Spartanburg	1	4,051	0	4,051
Guam Int'l.	1	10,465	9,028	19,493
Gulfport-Biloxi Int'l.	10	18,645	20,031	38,676
Gunnison Regional	5	114,601	55,212	169,813
Gustavus	4	73,650	106,495	180,145
Hartsfield-Jackson Atlanta Int'l.	20	196,121	104,906	301,027
Hector Int'l.	4	4,293	5,279	9,572
Helena Regional	1	19,038	0	19,038
Hobby	11	111,058	92,705	203,763
Honolulu Int'l.	41	753,442	707,877	1,461,319
Imperial County	1	44,637	30,146	74,783
Ithaca Tompkins Regional	1	6,440	6,653	13,093
Jackson-Evers Int'l.	25	44,332	46,030	90,362
Kahului	1	50,276	52,201	102,477
King Salmon	8	157,650	152,465	310,115
Kodiak	1	13,949	15,015	28,964
Kona Int'l.	2	5,285	5,970	11,255
Kotzebue	10	275,871	258,382	534,253
Lakeland Linder Regional	4	62,765	32,711	95,476
Laramie Regional (4)	4	84,012	62,630	146,642
Lea County Regional	5	102,110	68,690	170,800
Liberal Municipal	1	45,674	24,092	69,766
Lihue	12	229,743	245,094	474,837
Logan Int'l.	33	161,214	209,901	371,115
Los Angeles Int'l.	10	131,432	82,278	213,710
Magic Valley Regional	5	55,519	39,415	94,934
Mammoth Lakes (3)	7	267,374	262,897	530,271
Martha's Vineyard (2)	10	106,300	205,152	311,452
McCook Regional	1	14,601	7,301	21,902
McCarran Int'l.	75	2,892,032	1,623,522	4,515,554
Meadows Field	5	121,663	66,337	188,000
Merced Municipal	2	28,884	20,574	49,458



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FY 2011 NDF Deployment Costs to Airports

Airport	FTE Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Middle Georgia Regional	1	\$8,048	\$5,268	\$13,316
Minneapolis/St. Paul Int'l.	25	169,275	102,090	271,365
Mobile Regional	2	56,122	28,894	85,016
Molokai	1	24,043	6,241	30,284
Montrose Regional	4	108,901	82,785	191,686
Mudhole Smith	4	119,553	130,412	249,965
Myrtle Beach (2)	20	362,607	210,259	572,866
Nantucket Memorial	11	238,090	259,911	498,001
Nashville Int'l.	12	43,234	28,596	71,830
Natrona County Int'l. (3)	9	114,085	82,054	196,139
New Bedford Regional	2	4,723	5,243	9,966
Newark Liberty Int'l. (2)	41	1,003,683	687,953	1,691,636
Newport News/ Williamsburg Int'l.	1	22,625	9,375	32,000
Nome	4	126,794	141,187	267,981
North Bend Municipal (2)	2	37,438	0	37,438
Palm Beach Int'l.	6	87,509	0	87,509
Palm Springs Int'l.	12	178,892	123,931	302,823
Petersburg	5	74,839	63,403	138,242
Philadelphia Int'l.	6	85,176	64,316	149,492
Plattsburgh Int'l.	1	18,633	0	18,633
Portland Int'l.	12	83,621	47,824	131,445
Portland Int'l. Jetport	8	84,822	71,959	156,781
Provincetown Municipal	3	81,024	54,144	135,168
Pullman/Moscow Regional	1	27,898	10,993	38,891
Reagan National	4	2,430	6,060	8,490
Reno-Tahoe Int'l.	12	39,673	29,948	69,621
Richards Field	1	5,767	0	5,767
Riverton Regional (2)	2	16,328	13,444	29,772
Roanoke Regional	3	8,801	10,095	18,896
Rutland (2)	2	50,936	35,158	86,094
San Diego Int'l. (3)	20	229,113	47,022	276,135
San Luis County	1	9,016	0	9,016
Sarasota-Bradenton Int'l.	9	140,070	92,070	232,140
Seattle/Tacoma Int'l. (4)	115	1,343,118	855,041	2,198,159



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FY 2011 NDF Deployment Costs to Airports

Airport	FTEs Deployed	Estimated PC&B	Total Operational Costs	Total Deployment Costs
Sheridan County	1	\$16,100	\$17,510	\$33,610
Sloulin Field	1	15,089	7,767	22,856
Southwest Florida Int'l. (2)	13	202,260	78,604	280,864
Sweetwater County	2	53,140	45,682	98,822
T. F. Green (2)	22	68,003	59,117	127,120
Ted Stevens Anchorage Int'l.	11	103,609	87,562	191,171
Tri-Cities	5	148,928	60,214	209,142
Venango Regional	1	10,089	8,916	19,005
Waynesville Regional	1	12,891	10,654	23,545
Wiley Post/Will Rogers	5	171,153	150,471	321,624
Worland Municipal (3)	3	47,147	32,849	79,996
Yakutat	2	63,542	80,730	144,272
Yampa Valley Regional	15	355,469	272,727	628,196
Yelland	1	61,996	23,482	85,478
Yellowstone	6	169,821	74,335	244,156
Yellowstone Regional	4	96,518	82,724	179,242
Yuma Int'l.	2	31,511	19,189	50,700
TOTALS		\$17,628,873	\$12,760,906	\$30,389,779



Appendix E Reasons for NDO Deployments to Airports

FY 2009 NDO Deployments

Airport	Days	Deployment Type
Albuquerque Int'l.	6	Special Events
	14	Pilot Projects
Anchorage Int'l.	147	Seasonal Support
Aspen Pitkin County	31	Local Hiring
	118	Seasonal Support
	25	Project Reveal
Atlanta Int'l.	40	Pilot Projects
Atlantic City Int'l.	7	Equipment Support
Augusta Regional	9	Special Events
Baltimore/Washington Int'l.	21	Pilot Projects
Barnstable	10	Seasonal Support
Bert Mooney Airport	145	Local Hiring
Bethel Airport	186	Local Hiring
Boise Airport	11	VIPR
	7	Expanded Services
Boston Logan Int'l.	70	Training
Charlottesville/Albemarle	57	Medical Issues
Cherry Capital Airport	70	Seasonal Support
Cheyenne Regional	145	Local Hiring
Cincinnati/Northern Kentucky Int'l.	32	Inline Projects
Cleveland Hopkins Int'l.	16	Training
Cordova Municipal	139	Seasonal Support
Dallas Love Field	13	Inline Projects
Prudhoe Bay/Deadhorse Airport	25	Expanded Services
Dillingham Airport	81	Seasonal Support
Durango La Plata	23	Project Reveal
Eagle County Regional	122	Seasonal Support
Ely Airport	73	Local Hiring
Fairbanks Int'l.	165	Seasonal Support
Friedman Memorial Airport	87	Seasonal Support



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FY 2009 NDO Deployments

Airport	Days	Deployment Type
Gillette-Campbell County	78	Medical Issues
	150	Expanded Services
	218	Local Hiring
Glendive Dawson Community Airport	182	SPP Support
	66	Expanded Services
Grant Int'l.	92	Expanded Services
	26	Local Hiring
Gunnison Crested Butte Regional	61	Local Hiring
	112	Seasonal Support
Gustavus Airport	81	Seasonal Support
Harve Airport	182	SPP Support
	65	Expanded Services
Houston Airport	14	Pilot Projects
Indianapolis Int'l.	31	BDO Operations
Juneau Int'l.	16	Local Hiring
	93	Seasonal Support
King Salmon Airport	82	Seasonal Support
Lewistown-Nez Perce County	186	SPP Support
	181	Expanded Services
Lihue Airport	42	Local Hiring
Mammoth Yosemite Airport	127	Seasonal Support
Martha's Vineyard Airport	70	Local Hiring
	145	Seasonal Support
Massena Int'l.	104	Pilot Projects
McCarran Int'l.	14	Pilot Projects
Miami Int'l.	14	Pilot Projects
	8	BDO Operations
Miles City Airport	187	SPP Support
	159	Expanded Services
Montrose Regional	111	Seasonal Support
Myrtle Beach Airport	103	Seasonal Support
Nantucket Memorial Airport	62	Local Hiring
	152	Seasonal Support
Natrona Int'l.	95	Local Hiring
New Bedford Regional	10	Special Events



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FY 2009 NDO Deployments

Airport	Days	Deployment Type
Nome Airport	367	Local Hiring
Norfolk Int'l.	93	Seasonal Support
North Bend Airport	90	Local Hiring
Ogdensburg Int'l.	14	Local Hiring
Palm Beach Int'l.	34	Seasonal Support
Palm Springs Int'l.	110	Seasonal Support
Pellston Regional	70	Seasonal Support
	5	Special Events
Pittsburgh Int'l. Airport	7	Pilot Projects
Port Columbus Int'l.	6	Pilot Projects
Provincetown Airport	136	Seasonal Support
Pullman/Moscow Regional	104	Local Hiring
Ralph Wien Memorial Airport	367	Local Hiring
	75	Seasonal Support
Regional Southwest Florida Int'l.	43	Training
Riverton Regional	92	Local Hiring
Rock Springs Sweetwater Airport	389	Local Hiring
Rutland State Airport	104	Medical Issues
San Diego Int'l.	32	Equipment Support
San Luis Valley Regional	61	Local Hiring
Sarasota-Bradenton Int'l.	84	Seasonal Support
	4	VIPR
Seattle Tacoma Int'l.	6	Crisis Response
	186	SPP Support
Sidney Richland Int'l.	228	Expanded Services
Sitka Rockey Gutierrez Airport	95	Seasonal Support
	10	Special Events
T. F. Green State Airport	49	Inline Projects
	3	Special Events
Tampa Int'l.	7	Training
Tulsa Int'l.	15	Pilot Projects
Washington Dulles Int'l.	41	Pilot Projects
West Yellowstone Airport	122	Seasonal Support
Wiley Post/Will Rogers	367	Local Hiring
	182	SPP Support
Wokal Field/Glasgow Int'l.	65	Expanded Services



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FY 2009 NDO Deployments

Airport	Days	Deployment Type
Wolf Point Int'l.	182	SPP Support
Worland Airport	353	Local Hiring
Yakutat Airport	116	Local Hiring
Yampa Valley Regional	119	Seasonal Support
Yellowstone Regional	75	Medical Issues
	64	Medical Issues



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FY 2010 NDO Deployments

Airport	Days	Deployment Type
Adak Airport	130	Local Hiring
Albert J. Ellis Airport	230	Local Hiring
Albuquerque Int'l.	7	Special Events
Anchorage Int'l.	147	Local Hiring
Anchorage Int'l.	10	Training
Aspen Pitkin Airport	135	Local Hiring
	24	Local Hiring
Athens/Ben Epps Airport	70	Seasonal Support
Atlanta Int'l.	11	Training
Augusta Regional	9	Special Events
	19	Training
Baltimore-Washington Int'l.	3	Equipment Support
Barnstable Airport	13	Special Events
Bert Mooney	91	Local Hiring
	401	Local Hiring
	91	Seasonal Support
Bethel Airport	3	Training
	28	Equipment Support
Boise Airport	19	Special Events
	115	Local Hiring
	112	Training
Boston Logan Int'l.	10	Equipment Support
Bozeman Gallatin Field Airport	84	Local Hiring
Brunswick Golden Isles Airport	122	Local Hiring
Burlington Int'l.	24	Local Hiring
Charlottesville/Albemarle	109	Medical Issues
Cherry Capital Airport	77	Local Hiring
	98	Equipment Support
Cincinnati/Northern Kentucky Int'l.	22	VIPR
Columbia Regional	52	Local Hiring
	37	Special Events
Cordova Airport	16	Training
	12	Expanded Services
Dallas-Fort Worth Int'l.	3	Training



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FY 2010 NDO Deployments

Airport	Days	Deployment Type
Denver Int'l.	41	Local Hiring
Detroit City Airport	22	Training
Dillingham Airport	81	Seasonal Support
Duluth Int'l.	101	Medical Issues
	119	Seasonal Support
Eagle County Regional	7	Training
Elmira/Corning Regional	25	Training
	259	Local Hiring
Ely Airport	3	Training
Fairbanks Int'l.	228	Local Hiring
	68	Medical Issues
Four Corners Regional	38	Local Hiring
Friedman Memorial Airport	120	Local Hiring
General Mitchell Int'l.	42	Expanded Services
	521	Local Hiring
	35	Equipment Support
Gillette-Campbell County	9	Training
Glendive Dawson Community Airport	77	SPP Support
Gogebic-Iron Airport	85	Local Hiring
Golden Triangle Regional	16	Medical Issues
Grant Int'l.	65	Local Hiring
Gulfport-Biloxi Int'l.	9	Special Events
	111	Seasonal Support
Gunnison Crested Butte Regional	60	Local Hiring
Gustavus Airport	73	Seasonal Support
Havre Airport	98	SPP Support
Honolulu Int'l.	94	Local Hiring
Houston Hobby Airport	4	Training
Indianapolis Int'l.	4	Training
Jacksonville Int'l.	41	Equipment Support
Jamestown Regional	5	Medical Issues
Juneau Int'l.	84	Seasonal Support
Kahului Airport	186	BDO Operations
King Salmon Airport	81	Seasonal Support
Laramie Regional	84	Local Hiring



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FY 2010 NDO Deployments

Airport	Days	Deployment Type
Lewistown-Nez Perce Airport	91	SPP Support
Liberal Airport	358	Local Hiring
Lihue Airport	61	Expanded Services
	1	Training
Los Angeles Int'l.	60	Local Hiring
	4	Training
Magic Valley Regional	107	Expanded Services
	9	Training
Mammoth Yosemite Airport	293	Local Hiring
Martha's Vineyard Airport	69	Seasonal Support
Massena Int'l.	32	Medical Issues
	5	Training
Meadows Field Airport	49	Inline Projects
Memphis Airport	10	Local Hiring
Merced Airport	112	Medical Issues
Merrill C. Meigs Field Airport	6	Equipment Support
Miami Int'l.	49	Pilot Projects
	3	Training
	79	Expanded Services
Miles City	54	SPP Support
Monroe Regional	122	Medical Issues
Montrose Regional	104	Seasonal Support
	62	Equipment Support
Nantucket Memorial Airport	128	Seasonal Support
	65	Local Hiring
Natrona Int'l. Airport	310	Local Hiring
Newark Liberty Int'l.	156	Pilot Projects
	19	BDO Operations
Newburgh, NY	19	BDO Operations
Nome Airport	599	Local Hiring
	12	Special Events
North Bend Airport	154	Local Hiring
	40	Seasonal Support
	10	Special Events
	2	Training



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FY 2010 NDO Deployments

Airport	Days	Deployment Type
Oakland Int'l.	5	Training
Ogdensburg Int'l.	12	Medical Issues
Orlando Int'l.	8	Crisis Response
Orlando Sanford Int'l.	15	Crisis Response
Oxnard Airport	43	Medical Issues
Palm Beach Int'l.	84	Seasonal Support
	3	Training
Palm Springs Int'l.	100	Local Hiring
	68	BDO Operations
Panama City Bay Int'l.	115	Expanded Services
Pasco Tri Cities Airport	97	Local Hiring
Pellston Regional	77	Local Hiring
Pensacola Regional	46	Inline Projects
Petersburg James A. Johnson Airport	118	Local Hiring
	62	Medical Issues
Philadelphia Int'l.	13	Training
Phoenix Sky Harbor Int'l.	167	Layered Security
	37	Equipment Support
	3	Training
Pittsburgh Int'l. Airport	33	Equipment Support
	3	Training
Port Columbus Int'l.	63	Equipment Support
Provincetown Airport	140	Local Hiring
Pullman/Moscow Regional	131	Local Hiring
Ralph Wien Memorial Airport	613	Local Hiring
Regional Southwest Florida Int'l.	72	Seasonal Support
Reno-Tahoe Int'l.	22	Inline Projects
Riverton Regional	171	Local Hiring
	104	Medical Issues
Rock Springs Sweetwater Airport	121	Local Hiring
Rutland State Airport	100	Medical Issues
San Diego Int'l.	79	Local Hiring
	43	Equipment Support
	3	Training



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FY 2010 NDO Deployments

Airport	Days	Deployment Type
San Jose Int'l.	72	Training
San Luis Regional	77	Medical Issues
San Luis Valley Regional	55	Local Hiring
	90	Local Hiring
Santa Barbara Airport	22	Project Reveal
Santa Maria Public Airport	28	Equipment Support
Sarasota-Bradenton Int'l.	62	Seasonal Support
	15	Special Events
Seattle Tacoma Int'l.	8	Training
Sheridan County Airport	82	Local Hiring
Sidney Richland Int'l.	48	SPP Support
	131	Local Hiring
Southwest Georgia Regional	3	Training
Spokane Int'l.	12	Training
	14	Special Events
T. F. Green State Airport	13	BDO Operations
Tri Cities Regional	47	Local Hiring
	10	Special Events
Tucson Int'l.	13	Training
	35	Seasonal Support
Washington Dulles Int'l.	4	VIPR
Wendover Airport	106	Local Hiring
	116	Seasonal Support
West Yellowstone Airport	2	Training
Wiley Post/Will Rogers	599	Local Hiring
Wokal Field/Glasgow Int'l.	96	SPP Support
Wolf Point Int'l.	97	SPP Support
Worland Airport	226	Local Hiring
Yampa Valley Regional	168	Local Hiring
	104	Local Hiring
Yellowstone Regional	67	Medical Issues
Yuma Int'l.	20	Local Hiring



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FY 2011 NDO Deployments

Airport	Days	Deployment Type
Agana Guam Int'l.	25	Expanded Services
	6	VIPR
Albuquerque Int'l.	7	Seasonal Support
	33	Expanded Services
Anchorage Int'l.	112	Seasonal Support
Aspen Pitkin Airport	111	Local Hiring
	163	Local Hiring
Athens/Ben Epps Airport	43	Project Reveal
Augusta Regional	10	Special Events
Baltimore-Washington Int'l.	27	Training
Barrow	134	Local Hiring
Bethel Airport	367	Local Hiring
	12	Special Events
Boston Logan Airport	120	Training
Buffalo Int'l.	53	Expanded Services
Canyonlands Field Airport	131	Local Hiring
	22	Equipment Support
Casper Natrona County Airport	193	Local Hiring
Charlottesville/Albemarle	64	Local Hiring
Cheyenne Regional	35	Medical Issues
Chicago O'Hare Int'l.	61	Local Hiring
Cordova Airport	309	Local Hiring
Dallas-Fort Worth Int'l.	68	Expanded Services
Dane County Regional	3	Special Events
	15	Special Events
Denver Int'l.	127	Local Hiring
Detroit City Airport	74	Pilot Projects
Devils Lake Regional	14	Local Hiring
Dillingham Airport	89	Seasonal Support
Eagle County Regional	121	Local Hiring
Eau Claire Airport	21	Local Hiring
	59	Medical Issues
Elmira/Corning Regional	109	Local Hiring
Ely Airport	177	Local Hiring



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FY 2011 NDO Deployments

Airport	Days	Deployment Type
Fairbanks Int'l.	241	Local Hiring
Fort Leonard Wood Airport	49	Local Hiring
Four Corners Regional	12	Medical Issues
	347	Local Hiring
Friedman Memorial Airport	42	Medical Issues
Garden City Regional	63	Local Hiring
	85	Medical Issues
Gillette-Campbell County	106	Local Hiring
Grand Canyon Airport	72	Local Hiring
Greenville Spartanburg Airport	20	Training
Gulfport Biloxi Int'l.	9	Crisis Response
Gunnison Crested Butte Regional	121	Local Hiring
Gustavus Airport	80	Seasonal Support
Hector Int'l.	7	Equipment Support
Helena Regional	104	Local Hiring
Honolulu Int'l.	48	Equipment Support
	85	Local Hiring
	94	Special Events
	45	Expanded Services
Houston Airport	60	Local Hiring
Hyannis	11	Special Events
Imperial County Airport	140	Local Hiring
Ithaca Tomkins Regional	30	Medical Issues
Jackson Evers Airport	9	Crisis Response
Juneau Int'l.	165	Local Hiring
Kahului Airport	171	BDO Operations
King Salmon Airport	90	Seasonal Support
Kodiak Airport	45	Local Hiring
Kona at Keyhole	7	VIPR
Lakeland Linder Regional	62	Local Hiring
Laramie Regional	316	Local Hiring
Lea County Regional	88	Local Hiring
Liberal Airport	169	Local Hiring
Lihue Airport	87	Project Reveal
Los Angeles Int'l.	43	Expanded Services



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FY 2011 NDO Deployments

Airport	Days	Deployment Type
Mammoth Yosemite Airport	373	Local Hiring
Martha's Vineyard Airport	11	Special Events
	139	Local Hiring
Masena Int'l.	28	Medical Issues
McCarran Int'l.	184	Local Hiring
McCook Ben Nelson Regional	69	Local Hiring
Meadows Field Airport	158	Local Hiring
Merced Airport	61	Medical Issues
Middle Georgia Regional	33	Local Hiring
Minneapolis	32	Training
Mobile Regional	96	Local Hiring
Molokai Airport	112	Local Hiring
Montrose Regional	115	Local Hiring
Myrtle Beach Airport	154	Local Hiring
Nantucket Memorial Airport	4	Training
	75	Seasonal Support
	139	Local Hiring
Nashville Int'l.	15	Inline Projects
New Bedford Regional	11	Special Events
Newark Liberty Int'l.	251	Pilot Projects
	48	Training
Newport News/Williamsburg	82	BDO Operations
Nome Airport	134	Local Hiring
North Bend Airport	31	Local Hiring
	133	Expanded Services
Palm Beach Int'l.	78	Seasonal Support
Palm Springs Int'l.	84	Seasonal Support
Pellston Regional	45	Local Hiring
	130	Medical Issues
Petersburg James A. Johnson Airport	157	Local Hiring
Philadelphia Int'l.	63	Expanded Services
Plattsburgh Int'l.	92	Local Hiring
Portland Int'l.	31	Inline Projects
Portland Int'l. Jetport	49	Inline Projects
Provincetown Airport	153	Local Hiring



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FY 2011 NDO Deployments

Airport	Days	Deployment Type
Pullman-Moscow Regional	90	Medical Issues
Punta Gorda Airport	109	Expanded Services
Ralph Wien Memorial Airport	134	Local Hiring
Reno-Tahoe Int'l.	14	Training
Riverton Regional	71	Local Hiring
Roanoke Regional	14	Training
Rock Springs Sweetwater Airport	120	Local Hiring
Rutland State Airport	180	Local Hiring
	45	Equipment Support
	72	Training
	166	Local Hiring
San Diego Int'l.	166	Local Hiring
San Luis Obispo County Regional	42	Medical Issues
Sarasota-Bradenton Int'l.	70	Seasonal Support
	21	Pilot Projects
	62	Equipment Support
	163	Local Hiring
Seattle Tacoma Int'l.	163	Local Hiring
Sheridan County Airport	74	Local Hiring
Sloulin Field Int'l.	58	Local Hiring
	23	Expanded Services
	92	Seasonal Support
Southwest Florida Int'l.	92	Seasonal Support
Southwest Georgia Regional	42	Local Hiring
St. Thomas Cyril King Airport	128	Local Hiring
	12	Special Events
	21	BDO Operations
TFG Memorial State Airport	21	BDO Operations
Tri Cities Airport	174	Local Hiring
Twin Falls City County	60	Expanded Services
Venango Regional	49	Local Hiring
Washington Dulles Int'l.	3	Special Events
West Yellowstone Airport	126	Seasonal Support
	71	Medical Issues
	186	Local Hiring
Worland Airport	186	Local Hiring
Yakutat Airport	294	Local Hiring
Yampa Valley Regional	121	Local Hiring
Yellowstone Regional	260	Local Hiring
Yuma Int'l.	78	Local Hiring



Appendix F Total NDF Operational Costs for Alaska

Fiscal Year 2009

Airport*	Meals and Incidental Expenses	Lodging Costs	Airfare Costs	Rental Vehicle and Fuel	Total Operational Costs
Bethel (3)	\$213,593	\$340,642	\$63,774	\$36,944	\$654,953
Boundary Bay (2)	35,571	54,469	9,489	0	99,529
Dillingham	30,627	45,831	15,064	3,231	94,753
Fairbanks Int'l.	18,066	45,144	7,002	5,701	75,913
Gustavus	29,600	42,625	9,576	3,606	85,407
King Salmon	22,386	80,025	11,122	5,127	118,660
Kotzebue (2)	191,548	283,012	41,753	657	516,970
Mudhole Smith	9,594	11,760	3,951	8,937	34,242
Nome Airport (2)	86,245	91,700	20,520	22,710	221,175
Prudhoe Bay/ Deadhorse	2,200	4,450	1,570	0	8,220
Sitka Airport	12,640	18,877	3,196	4,010	38,723
Ted Stevens Anchorage Int'l.	432,230	667,118	94,032	51,840	1,245,220
Yakutat	8,816	11,095	1,872	7,258	29,041
Wiley Post/ W. Rodgers (2)	227,768	225,498	63,412	8,314	524,992
TOTAL	\$1,320,884	\$1,922,246	\$346,333	\$158,335	\$3,747,798

*Numbers in parentheses indicate the number of deployments at that particular airport; airports without numbers represent one deployment.

Fiscal Year 2010

Airport	Meals and Incidental Expenses	Lodging Costs	Airfare Costs	Rental Vehicle and Fuel	Total Operational Costs
Adak Island	\$21,251	\$25,124	\$13,392	\$3,412	\$63,179
Bethel (4)	273,754	421,326	69,169	39,903	804,152
Boundary Bay (2)	0	0	0	0	0
Dillingham	36,437	51,708	10,863	6,378	105,386
Fairbanks Int'l.	172,295	221,310	74,780	35,890	504,275
Gustavus	25,773	39,380	7,133	5,541	77,827
King Salmon	44,226	91,200	12,180	5,552	153,158
Kotzebue (3)	423,045	405,537	126,290	0	954,872
Mudhole Smith	5,390	6,460	4,608	159	16,617
Nome Airport (4)	229,474	224,485	64,171	43,786	561,916
Petersburg James A. Johnson (2)	26,497	11,949	10,834	8,984	58,264
Ted Stevens Anchorage Int'l.	332,845	512,230	68,833	55,469	969,377
Wiley Post/ W. Rodgers (3)	313,999	359,648	92,234	26,501	792,382
TOTAL	\$1,904,986	\$2,370,357	\$554,487	\$231,575	\$5,061,405



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Fiscal Year 2011

Airport	Meals and Incidental Expenses	Lodging Costs	Airfare Costs	Rental Vehicle and Fuel	Total Operational Costs
Bethel (2)	\$299,892	\$390,890	\$78,277	\$27,565	\$796,624
Boundary Bay (2)	7,528	8,393	5,783	2,040	23,744
Dillingham	62,049	68,820	16,242	5,956	153,067
Fairbanks Int'l. (3)	153,678	233,935	35,093	16,593	439,299
Gustavus	23,550	31,524	46,700	4,720	106,494
King Salmon	60,924	72,485	14,932	4,123	152,464
Kodiak	5,340	6,204	1,981	1,490	15,015
Kotzebue	128,307	96,353	33,721	0	258,381
Mudhole Smith (2)	62,685	42,096	15,206	10,422	130,409
Nome Airport	68,040	47,574	14,038	11,534	141,186
Petersburg James A. Johnson	30,320	11,831	9,474	11,777	63,402
Ted Stevens Anchorage Int'l. (2)	27,040	45,824	9,682	5,015	87,561
Yakutat (2)	27,342	31,526	6,105	15,755	80,728
Wiley Post/W. Rodgers	62,462	71,720	16,288	0	150,470
TOTAL	\$1,019,157	\$1,159,175	\$303,522	\$116,990	\$2,598,844



Appendix G

Alaska Airports Using NDO Support Most Frequently for Hiring Shortages

FY 2009

Airport	Start Date	End Date	Days	Number of FTEs
Wiley Post/Will Rogers (Barrow)	5/8/2009	1/30/2010	220	6
	8/25/2008	5/9/2009	147	5
Bethel	5/10/2009	1/3/2010	145	12
	3/30/2009	5/9/2009	41	8
Kotzebue	5/8/2009	1/30/2010	220	1
	5/15/2007	5/9/2009	147	6
Nome	5/8/2009	1/30/2010	220	4
	5/15/2007	5/9/2009	147	13
Yakutat	6/7/2009	9/30/2009	116	1

FY 2010

Airport	Start Date	End Date	Days	Number of FTEs
Anchorage	5/2/2010	9/25/2010	147	54
Barrow	1/30/2010	9/30/2010	244	6
	9/30/2010	5/21/2011	234	5
	5/8/2009	1/30/2010	121	7
Bethel	1/3/2010	9/25/2010	266	7
	5/10/2009	1/3/2010	94	8
	8/22/2010	4/7/2011	41	9
Kotzebue	9/30/2010	6/4/2011	248	10
	1/30/2010	9/30/2010	244	7
	5/8/2009	1/30/2010	121	4
Nome	1/30/2010	9/30/2010	244	5
	9/30/2010	5/21/2011	234	4
	5/8/2009	1/30/2010	121	2



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FY 2011

Airport	Start Date	End Date	Days	Number of FTEs
Barrow	5/20/2011	9/30/2011	134	5
Bethel	8/22/2010	4/7/2011	188	9
	4/6/2011	10/1/2011	179	9
Fairbanks	5/20/2011	9/30/2011	134	10
Kotzebue	5/20/2011	9/30/2011	134	10
Nome	5/20/2011	9/30/2011	134	4
Yakutat	12/13/2010	6/30/2011	200	1
	6/29/2011	9/30/2011	94	1



Appendix H

ALASKA HUB AND SPOKE AIRPORTS

Anchorage International

Bethel
Dillingham
Adak Naval Air Station
King Salmon
Homer
Kodiak State
Kenai

Fairbanks International

Prudhoe Bay/Deadhorse
Will Rogers/Wiley Post Memorial (Barrow)
Ralph Wilen Memorial (Kotzebue)
Nome
Valdez
Merle K. "Mudhole" Smith (Cordova)

Juneau International

Yakutat
Gustavus
Sitka Municipal
Petersburg
Ketchikan International
Wrangell



Appendix I Alaska's Retention Initiatives

Alaska Screening Force

In August 2005, ASF was established to address the internal challenges of Alaska's local hiring and to lessen the need for NDF TSO deployments to Alaska. ASF was responsible for staff coverage at all airports in Alaska throughout the year, while NDF TSO support would be needed only for staffing shortages during seasonal surges in airport activities. Each hub was to hire above its FTE allocation; however, Anchorage was the only hub able to hire sufficient FTEs to cover hard-to-fill, year-round requirements. Fairbanks and Juneau continued to use NDF for their hard-to-fill positions at remote spoke airports.

FSDs in Alaska, along with a TSA headquarters official, agreed that if Fairbanks and Juneau were unable to hire sufficient TSOs at their hubs for vacant spoke positions, then the Anchorage FSD would hire for these positions and provide ASF support to the other two hubs. The Anchorage FSD was not able to hire sufficient TSOs to support the three hubs, causing NDO to continue to provide year-round support for Fairbanks and Juneau's spoke airports.

According to TSA officials, challenges associated with ASF operations were the airports' inability to hire sufficient staff, excessive operational costs, and disagreement as to how the program should function.

In July 2008, FSDs from Alaska hub airports, in conjunction with an NDO official, agreed to eliminate ASF, and that NDO would provide support to all FSDs in Alaska. The process for requesting NDF support would be through NDO, with deployment authority remaining within OSO.

Recruitment and Retention Incentives

TSA Management Directive (MD) 1100.57-3 allows TSA to use recruitment and retention incentives if there is difficulty filling positions with qualified employees. According to the MD, TSA can pursue groups of similar positions that have been hard to fill in the past or are unlikely to be filled in the future, and offer a recruitment incentive to employees.

In 2007, Anchorage, Fairbanks, and Juneau submitted proposals requesting that a 25 percent recruitment and retention incentive be established for employees assigned to Alaska's hub airports. The incentives were intended for TSOs, LTSOs, Master TSOs, Expert TSOs, and STSOs.



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In September 2007, TSA approved the proposed 25 percent retention incentives for TSOs in Alaska for 16 of the 19 spoke airports. The approval was based on factors such as the remoteness of areas in Alaska, above-average food prices, high housing costs, and transportation expenses. The retention incentives did not include specific timeframes in which employees could receive the incentives. In May 2009, the 25 percent retention incentive was extended to Transportation Security Managers working in Alaska.

As of June 2012, TSA was conducting a review of all airports with authority to grant retention and recruitment incentives. The objective is to determine whether to continue current incentives, decrease the incentive amounts, or discontinue the incentives program.

In 2007, the Fairbanks FSD requested a 15 percent retention incentive for TSOs who volunteered for 2-week rotational assignments from Fairbanks to Prudhoe Bay/Deadhorse airport for 1 year. According to the official, TSOs had become reluctant to accept voluntary rotational assignments to Prudhoe Bay/Deadhorse due, in part, to extreme weather conditions and the high cost of living. Although the 2-week rotation was primarily voluntary, TSOs were directed to deploy to Prudhoe Bay/ Deadhorse to staff vacant positions if they did not volunteer. TSA approved this request in November 2007.

The following table shows the percentages of recruitment and retention incentives allocated to select Alaskan airports:



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Alaska Recruitment and Retention Incentives

Hub Airports	Airport	Retention Incentive
Anchorage	Adak Naval Air Station	25%
	Bethel	25%
	Kodiak State Airport	25%
	King Salmon	25%
	Dillingham	25%
Fairbanks	Fairbanks International	15%
	Will Rogers-Wiley Post Memorial	25%
	Cordova (Merle K. "Mudhole" Smith)	25%
	Nome	25%
	Kotzebue (Ralph Wilen Memorial)	25%
Juneau	Juneau International	25%
	Ketchikan International	25%
	Petersburg	25%
	Sitka Municipal	25%
	Wrangell	25%
	Yakutat	25%

Fairbanks Signing Bonus

In February 2012, the Fairbanks FSD proposed a \$3,000 signing bonus to attract qualified TSO candidates to its spoke airports for at least 1 year due to hiring difficulties in remote locations. A Recruitment Incentive Service Agreement had to be signed before the candidate reported for duty and had to be specific to the position and geographic location for which accepted.

TSA officials decided to initiate the bonus incentive on the next available candidate for hire. However, the officials later decided to put this initiative on hold pending further evaluation of whether the use of recruitment incentives at this monetary level would have any impact on officer retention, and the feasibility of using this option given the current agency budgetary constraints.



Appendix J

NDF Support Request Approval Process

NDO has established the following guidelines for FSDs who need NDF support:

Step 1: FSDs submit NDO SRFs through NDO's Field Resources iShare site at least 14 days prior to the requested deployment start date to allow sufficient time to complete the approval process. The SRF should be as detailed as possible in describing the airport's need for support, such as seasonal support (the methods airports use to calculate the number of additional TSOs required), local hiring shortfalls (a description of plans and timelines to resolve hiring deficiencies), and equipment support (addresses scheduling and training requirements for equipment installations and/or upgrades). FSDs requesting NDF support should be aware of the following:

- a. Although NDF TSOs are dual-function officers, they are not certified on all types of equipment. Therefore, the SRF should include specific details about any equipment certifications desired.
- b. Staffing support requests are limited by NDF availability during the requested timeframe.
- c. The number of NDF TSOs requested or those with the appropriate equipment certifications may not be available. In such instances, training NDF TSOs on specific equipment may be necessary.

Step 2: NDO receives and forwards requests for support to the appropriate OSO staff for review, including such offices as SSS, OHC, Operational Improvement Branch, and Behavioral Detection Office.

Step 3: Each SRF is evaluated from a cost-benefit perspective to ensure the optimal use of limited resources. SSS reviews airports' Staffing Allocation Model and FTE burn rate to determine whether airports are appropriately using all personnel resources. OHC reviews SRFs to evaluate whether airports are adequately pursuing all local hiring options. The Operational Improvement Branch (OIB) reviews requests for equipment support OIB to evaluate the technical basis for requests. The Behavioral Detection Office reviews requests for BDOs.

Step 4: RDs consider each airport's request and recommendations from the OSO staff to make the final determination to approve, modify, or disapprove the request.

Step 5: NDO notifies the requesting airport of the RD's decision. If the request is approved, an NDO Deployment Analyst provides the requesting FSD with the name and



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contact information of the NDO Area Coordinator/Assistant Area Coordinator (AC/AAC). If the request for support is disapproved, no further NDO action is required.

Step 6: An NDO AC/AAC contacts the requesting FSD's Point of Contact to confirm the details of the deployment.

Step 7: NDO considers all approved requests in its deployment plans to ensure the appropriate allocation of personnel to the requesting airport.

Step 8: NDO issues Deployment Orders to all affected NDF TSOs.

Step 9: Travel and lodging arrangements are made based on the Deployment Orders distributed by NDO.

Step 10: The NDF DPOC for each deployment is notified and receives copies of all itineraries.

Step 11: Deployed NDF TSOs receive their work schedule either prior to or upon their arrival at the airport.



Appendix K

OIG Analysis of Recommendations from *The Transportation Security Administration's National Deployment Force*, OIG-08-49, April 2008⁹

Recommendation #1: Implement a financial management system capable of tracking and reporting on all costs related to National Deployment Force operations. At a minimum, the financial management system should include the number of Transportation Security Officers (TSOs) requested, salary and benefit costs, travel and per diem costs for each TSO, and the deployment duration.

TSA Response Summary: TSA's OSO NDO developed a financial management tracking and reporting system, called Post Deployment Summary (PDS) reports, that addresses OIG's recommendation. PDS reports capture all costs, such as salary and benefits, travel, per diem, and deployment duration, associated with the number of NDF TSOs requested.

OIG's 2012 Analysis: We analyzed TSA's PDS reports and NDO financial data from FYs 2009, 2010, and 2011. We also examined deployment expenditure information contained in NDO's financial database.

NDO financial records contained information such as number of TSOs deployed, PC&B, travel and lodging expenditures, meals and incidental expenses, and total deployment costs. PDS reports are the primary tools used to document deployment expenses and are completed after each deployment. The expenditures identified in PDS reports are used to update the NDO financial database. We concluded that NDO has developed a financial management system capable of tracking and reporting all costs associated with NDF operations.

Recommendation #2: Establish procedures to ensure that (1) all guidance provided by the Office of Human Capital (OHC), Screening Optimization Office (SOO), OSO, and other offices is validated and incorporated into the deployment analysis process; (2) a cost-benefit analysis is conducted and documented for all requests for deployment; and (3) the final disposition of the request is documented and communicated to appropriate staff.

⁹ Recommendation 1 was closed April 30, 2008. Recommendations 2 through 6 were closed September 26, 2008.



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TSA Response Summary: OSO NDO implemented a deployment analysis process that engages stakeholders, incorporates cost considerations, includes relevant guidance from other offices, and documents and communicates final deployment decisions. This process requires that all requests for NDF support be evaluated by OHC and OSO's WUG, whose input is provided to RDs for consideration prior to their final decision to approve, disapprove, or modify such requests.¹⁰ The status of NDF support requests is then documented and communicated to the requesting FSD. These procedures are also documented in a TSA draft directive that details each step in the process.

OIG's 2012 Analysis: We assessed NDO's SRF to ensure that all guidance provided by OHC, SOO, OSO, and other offices was incorporated. We observed NDO staff processing SRFs and interviewed airport, OSO, and NDO staff concerning their knowledge of the SRF approval process

We concluded that NDO has established and documented procedures in the *NDO FSD Guide*, dated December 2011, which describes a standardized SRF approval process and instructions that each form be evaluated from a cost-benefit perspective. We also concluded that the final disposition of requests for support are documented and communicated to NDO and OSO personnel through TSA's iShare database. In addition, we determined that airport and NDF personnel understood the process for requesting and deploying NDF staff.

Although TSA developed and implemented measures to satisfy the recommendation, we found during this follow-up review that consistently conducting and documenting cost-benefit analyses could strengthen the NDO deployment decision-making process.

Recommendation #3: To improve transparency in the process for making deployment assignments, develop and communicate the selection criteria to TSOs and other staff as appropriate.

TSA Response Summary: In February 2007, OSO NDO communicated the assignment selection criteria to NDF TSOs, FSDs, and other staff via the NetHub broadcast messaging system. Additionally, the July 2007 *NDF Handbook* states that NDO uses the following criteria to determine deployments:

- The nature of the request (i.e., seasonal demands, local hiring, special security events, etc.);
- The situation and mission dictate specific deployment needs, such as—
 - the number of positions (STSOs, LTSOs, etc.), and number of male/female officers;

¹⁰ Regional Directors were identified as Area Directors during our previous review.



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- training and/or skills necessary to complete the mission; and
- deployable officers available at the time of deployment.

To the extent possible, deployment opportunities will be fairly and equitably assigned. Officers will normally be rotated among those with the longest deployment duration at one location.

The *NDO Operations Directive*, distributed to all FSDs in June 2008, details the criteria by which NDF deployment opportunities are assigned. NDO plans to include the NDF TSO assignment selection criteria in the *NDO Operations Directive*, expected to become final in late April 2008. Finally, NDO will also post the selection criteria to the NDF SharePoint site and announce the posting to NDF TSOs.¹¹

OIG's 2012 Analysis: We assessed NDO's guidance and criteria relating to the deployment of NDF, interviewed NDF TSOs concerning their knowledge of the selection process, and observed the process by which NDO staff select available NDF TSOs for deployments.

We concluded that TSA developed deployment selection criteria in accordance with the guidance cited above. We also concluded that TSA has improved transparency in making deployment decisions by communicating the selection criteria to NDF TSOs and other staff using its iShare website, which describes the deployment process and allows NDF TSOs to view their placement on a deployment list. Deployment information is also communicated by using TSA's NetHub broadcast messaging system, emails, and formal/informal NDO meetings.

Recommendation #4: Develop, implement, and document a decision-making process for local hiring deployment requests that includes, at a minimum, an assessment of actions taken by the FSD to resolve staffing shortfalls, estimated NDF costs for the deployment, and an assessment of alternative solutions.

TSA Response Summary: NDO implemented a deployment analysis and decision-making process that engages stakeholders, considers actions already taken by FSDs, estimates deployment costs, and assesses alternative solutions. This process is consistently applied to all major NDF TSO requests, including those intended to resolve staffing shortfalls, and will be included in the *NDO Operations Directive*, expected to become final in late April 2008. This procedure was distributed to FSDs via the NetHub

¹¹ The *NDO Operations Directive* and *NDO Handbook* have been incorporated into TSA's current operating procedures, *NDO Handbook for NDF Officers*, *NDO FSD Guide*, and *NDO Transportation Security Officer Volunteers (TSOV) Guide*. Also, SharePoint is currently TSA's iShare website.



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broadcast system in January 2007. The *NDO Handbook*, distributed to all FSDs in June 2008, addresses specific requirements that apply when a request for support is due to a staffing shortfall.

OIG's 2012 Analysis: We reviewed the approval process for all NDO deployment requests, including SRFs for local hiring shortages, examined how NDF estimates costs for these deployments, and interviewed FSDs and OHC staff to evaluate actions considered when resolving hiring shortfalls.

Our examination of SRFs submitted for local hiring shortfalls disclosed descriptions of plans, timelines, and assessments to resolve hiring deficiencies. An NDO official explained that all local hiring requests are reviewed by OHC, which validates that airports have updated their personnel needs, provides a snapshot of the current hiring pipeline for airports, and estimates dates for possible candidates to be hired. All SRFs we reviewed had estimated costs to support deployment requests.

Although we concluded that had TSA developed and implemented measures to satisfy the intent of Recommendation 4, we found during this follow-up review that consistently conducting and documenting assessments of alternative solutions to hiring shortages could enhance NDO's deployment decision-making process.

Recommendation #5: Provide all FSDs with standard operating procedures, NDO handbooks, and all available Internet resources.

TSA Response Summary: Through its SharePoint site and NetHub broadcast messages, TSA NDO has provided FSDs, NDF TSOs, and other stakeholders with access to the *NDO Handbook*, NDF TSO assignment selection guidelines, and NDF support decision-making criteria. OSO will finalize and distribute the NDO Operations Directive to all FSDs and stakeholders when it becomes final in April 2008 and plans to include the *NDO Handbook* and other standard procedures. This communication will be used to emphasize the availability of NDO/NDF information at the NDF SharePoint site, which currently provides stakeholders with access to the handbook, TSO location list, and the Support Request Form. The *NDO FSD Guide*, which provides guidance for NDO operations, was issued to all FSDs in June 2008.

OIG's 2012 Analysis: We interviewed FSDs and NDF TSOs concerning their familiarity with SOPs. NDO personnel demonstrated the various communicative resources used to distribute SOP information. We observed the NDO iShare site, which grants access to airport and TSO staff to view SOPs online. We also observed the NDO NetHub broadcast message system, which disseminates information such as updated SOPs. We also observed hardcopies of the *NDO FSD Guide* in airport management offices.



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We concluded that the *NDO Handbook for NDF Officers*, *NDO FSD Guide*, *NDO TSOV Guide*, and other internet resources have been distributed to FSDs, NDF TSOs, and other TSA personnel requiring this information. FSDs and NDF TSOs were knowledgeable about the contents of the SOPs and their accessibility. NDF TSOs informed us that they received hardcopies of the *NDF Handbook for Officers* upon graduation from the academy and usually carried it while deployed. Both FSDs and NDF TSOs said they were familiar with the iShare site and its contents, as they frequently visit the site to carry out their day-to-day responsibilities.

Recommendation #6: Establish a process to ensure that the *NDO Handbook* includes current policies, procedures, and guidelines for all NDO operations.

TSA Response Summary: NDO and other stakeholders review the *NDF Handbook* annually in May/June to ensure that it contains current and relevant guidance. This review process will be documented in the upcoming NDO Operations Directive expected to become final in April 2008. The *NDO FSD Guide* specifies that NDO will annually update the *NDO Handbook* with officer input and participation. The handbook also specifies that an NDO TSO's responsibility is to participate in updating the *NDO Handbook* by submitting recommendations for process improvements. Additionally, NDO ensures that other relevant stakeholders are engaged as part of the review process.

OIG's 2012 Analysis: We reviewed TSA guidelines pertaining to NDO SOP updates and interviewed NDO managers and members of the TSA Handbook Committee concerning their strategies to ensure continuous SOP updates. We also interviewed NDF TSOs at select locations to verify that updated information was communicated to affected personnel.

The *NDO FSD Guide* indicated that SOPs must be updated and published with NDF TSO input and participation. In March 2012, the Chairman of the Handbook Committee that revised the most current version of the handbook, dated December 2011, informed us that the committee included TSOs, LTSOs, and DPOCs. Also, according to the Chairman, the committee solicited and received input from airport staff. The solicitation was posted on NDO's home page and generated numerous suggestions to improve NDO operations. NDF TSOs confirmed that they were aware of NDF handbook updates. Some TSOs recalled being asked for input, and others were aware of an officers' survey and suggestion option on their TSA home page.

We concluded that NDO has established a process to ensure that NDO SOPs include current policies and guidelines for NDO operations and that procedures are in place to communicate updated handbook information to affected personnel. We confirmed that



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the *NDO FSD Guide* and *NDO Handbook for NDF Officers* were last updated December 2011. We also confirmed that the *NDO TSOV Guide*, originally included in the *NDO Handbook*, was published as a separate SOP in December 2011.



Appendix L

Major Contributors to This Report

Deborah L. Outten-Mills, Acting Assistant Inspector General for Inspections
Jacqueline Simms, Lead Inspector
Tatyana Martell, Senior Inspector
Megan Thompson, Inspector
Rahne Jones, Inspector



Appendix M

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