



**U.S. DEPARTMENT OF
HOMELAND SECURITY**
ANNUAL PERFORMANCE REPORT FY 2023-2025

DEFENDING THE HOMELAND



DHS@20

The threats to our homeland have evolved over the 20 years of the Department of Homeland Security (DHS). One constant is the legacy of service of our workforce. They've delivered results for America every day since 2003 and continue to contribute to a safer tomorrow for all Americans.

Over the past 20 years, the threat landscape has evolved. While we continue to face the threat of international terrorism, new threats and challenges have emerged, including increasing incidents of targeted violence, cyberattacks and several natural disasters, as well as the unprecedented level of transnational organized crime in our hemisphere. The 260,000-strong DHS workforce uses its skills and expertise to meet the challenges of today's world and prepare for the threats of tomorrow, responding with new programs and capabilities, cross-component collaboration, and unflinching dedication to the mission.

Today, DHS spans over two dozen agencies and offices that work collaboratively to protect the American public in the air by securing air travel; on land by securing the border, responding to natural disasters, protecting critical infrastructure, and administering our nation's legal immigration system; at sea by protecting our coastline and waterways; and in cyberspace by bolstering America's cyber defense and investigating cybercrime.



2003-2023

Celebrating 20 Years of DHS



2001

September 11

The deadliest terrorist attacks in American history occur. Two hijacked planes crashed into both towers at the World Trade Center in New York City. Another hijacked plane flew into the Pentagon in Arlington, VA. A final hijacked plane, presumed to fly into either the White House or U.S. Capitol, was overtaken by heroic passengers and crashed into a field in Pennsylvania.

September 22

Eleven days after the 9/11 terrorist attacks, Pennsylvania Governor Tom Ridge was appointed as the first Director of the Office of Homeland Security in the White House. This office oversaw and coordinated a comprehensive national strategy to safeguard the country against terrorism and respond to any future attacks.

The following timeline highlights how DHS was created, along with other key milestones, and displays critical inflection points in the Department's history of creating a strengthened homeland security enterprise and a more secure America better prepared to confront the range of threats we face.



Timeline continues on following pages. →

June

The Department of Homeland Security seal was created and is symbolic of the Department's mission to prevent attacks and protect Americans on the land, in the sea, and in the air.

March 1

22 agencies were unified under a single Department with a common mission: to safeguard the American people.

2002

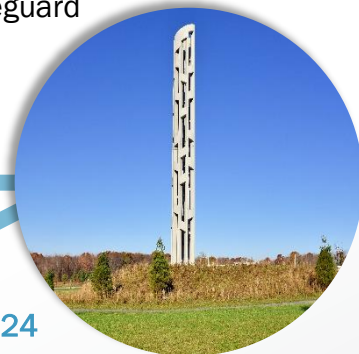


June

President George W. Bush proposed to create the

Department of Homeland Security. The President's proposal to create a new Department of Homeland Security was the most significant transformation of the U.S. government in over a half-century by transforming and realigning a wide range of government activities into a single department whose primary mission is to protect our homeland.

2003



January 24

The Department of Homeland Security officially began operations, but most of the Department's component agencies were not transferred into the new Department until March 1.

November 25

The Homeland Security Act of 2002 was passed by Congress and created DHS. No fewer than 22 agencies were absorbed and combined to create the new Department.

2004

February

The National Incident Management System (NIMS) was created. The purpose of NIMS was to provide a consistent incident management approach for federal, state, local, and tribal governments.



2007

August

President George W. Bush signed the 9/11 Commission Act, which established the Homeland Security Grants Programs, authorized the creation of fusion centers, modernized the Visa Waiver Program, and established the National Biosurveillance Integration Center.

2008

July

The first of the U.S. Coast Guard (USCG) National Security Cutters (NSCs) launches.



Second only in size and technological advancement to USCG's research icebreaker, the NSCs enhanced USCG's capacity and capability in even the most demanding maritime environments.

2009

January

The Transportation Security Administration (TSA) begins implementation of Secure Flight, a risk-based passenger prescreening program that enhances security by identifying low and high-risk passengers before they arrive at the airport by matching information of all travelers against trusted traveler lists and other government watch lists.



April

DHS launched the National Terrorism Advisory System, which replaced the color-coded Homeland Security Advisory System to provide the public with details about imminent threats and the threat landscape.

July

The U.S. Secret Service (USSS) expands its fight on cybercrime by creating the first European Electronic Crime Task Force (ECTF) in Rome, Italy. Based on the successful



U.S. domestic model, this network of public-private partnerships is dedicated to fight high-tech, computer-based crimes.

March

The DHS Science and Technology Directorate's (S&T) Next Generation Incident Command System (NICS) was deployed at the 2011 Los Angeles Marathon. Used today by North Atlantic Treaty Organization (NATO) partners, NICS continues to enhance the efficiency and effectiveness of worldwide humanitarian assistance and disaster relief.

2010

July

DHS launched two national awareness campaigns – "If You See Something, Say Something" and "Blue Campaign" – to encourage the public to report suspicious activity to stop terrorist threats and to educate the public on human trafficking.



2011

2018



June

The Deferred Action for Childhood Arrivals Program is created and is managed by U.S. Citizenship and Immigration Services (USCIS).

October

Congress provides the Federal Emergency Management Agency (FEMA) with expanded authorities by enacting the Disaster Recovery Reform Act of 2018. Following a historic Atlantic hurricane season and extreme wildfire disasters in 2017, emergency management was transformed and focused efforts to build a culture of preparedness, ready the nation for catastrophic disasters, and reduce FEMA's complexity.



2012



December

TSA PreCheck® is initiated, which allows vetted members of the public to receive expedited screening at select airports nationwide.

November



The Cybersecurity and Infrastructure Security Agency (CISA) Act of 2018 is signed into law, elevating the mission of the former DHS National Protection and Programs Directorate and establishing CISA.

2021



December

DHS establishes the Countering Weapons of Mass Destruction (CWMD) Office in 2017, which Congress codified into law in December 2018, to elevate, consolidate, and streamline DHS efforts to protect the homeland from chemical, biological, radiological, and nuclear threats.

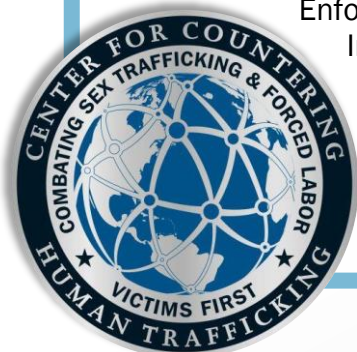
January

In advance of Executive Order 14060, which directed the U.S. government to enhance its posture in combatting transnational organized crime, the DHS Office of Policy established its first Counter Transnational Organized Crime Office and multiple cross-Departmental forums to ensure a whole-of-DHS approach in this critical mission. DHS enhances national security, protects public safety, and promotes economic prosperity by leveraging the Department's authorities and capabilities to combat narcotics trafficking, weapons trafficking, human smuggling, human trafficking, online child sexual exploitation and abuse, and the movement of illicit proceeds.

2020

October

DHS launches the Center for Countering Human Trafficking (CCHT). Led by U.S. Immigration and Customs Enforcement (ICE) Homeland Security Investigations (HSI)—and capitalizing on HSI's operational expertise in human trafficking and forced labor fraud investigations—the CCHT utilizes a whole-of-government approach to combat these crimes.



September

DHS launches the Law Enforcement Coordination Council (LECC). The LECC is the Department's first unified law enforcement coordination body, designed to comprehensively assess a broad range of law enforcement matters including its law enforcement policies and training. The LECC coordinates closely with partners across every level of government, as well as with other key stakeholders.

December 29

The DHS Office of Operations Coordination reorganizes as the Office of Homeland Security Situational Awareness (OSA). OSA, along with the Office of Intelligence and Analysis (I&A), provides information daily to DHS leaders and partners.



August

Operation Allies Welcome is launched, with DHS leading federal efforts to support Afghan nationals as they arrived and resettled in the United States.



March

U.S. Customs and Border Protection (CBP) reports a record-breaking number of migrants encountered on the U.S. Southwest Border (SWB). These elevated levels of encounters are continuing today.

2023

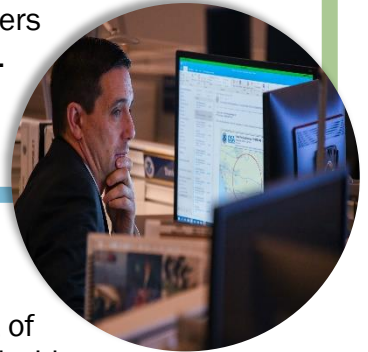
March 1

DHS celebrates its 20th anniversary. Formed out of the tragedy of 9/11, and with an unshakeable resolve to the mission to secure our country and protect the American people, DHS continues its work to make America safer, stronger, and better prepared to meet whatever threat we face.



July

The Federal Law Enforcement Training Centers (FLETC) celebrates its 53rd anniversary. FLETC partners with 125 different federal agencies to provide the services, facilities, infrastructure, and training needed to ensure over 20,000 federal law enforcement officers can begin their jobs each year.



Today, DHS will...

Every day, the 260,000 employees of the Department of Homeland Security carry out the DHS mission—safeguarding the American people, our homeland, and our values with honor and integrity—in cyberspace, in the air, on land, and at sea. [Read more here.](#)



Connect with DHS

Social Media

DHS has multiple social media platforms that allow citizens to keep informed about homeland security issues and activities the Department is taking to make America safe.



<https://www.dhs.gov/facebook>



<https://www.dhs.gov/twitter>



<https://www.dhs.gov/instagram>



<https://www.dhs.gov/linkedin>



<https://www.dhs.gov/flickr>



<https://www.dhs.gov/youtube>

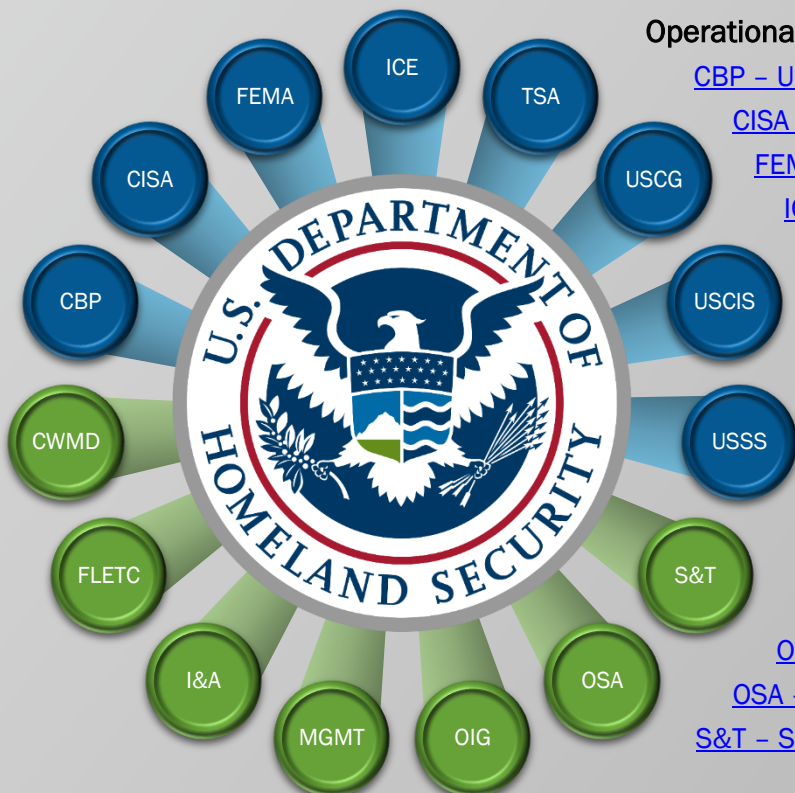
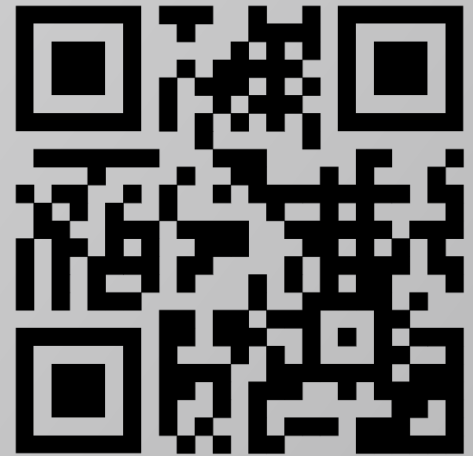


<https://public.govdelivery.com/accounts/USDHS/subscriber/new>

For more information,
please scan the QR code
and visit DHS.gov

DHS Components

DHS's Operational Components (**shaded in blue**) lead the Department's operational activities to protect our Nation. The DHS Support Components (**shaded in green**) provide mission support and business support activities to ensure the operational organizations have what they need to accomplish the DHS mission. Click on the Component links to find out more about DHS and the Components that execute and support the mission. For the most up to date information on the Department's structure and leadership, visit our website at <https://www.dhs.gov/organization>



Operational Components

[CBP – U.S. Customs and Border Protection](#)

[CISA – Cybersecurity and Infrastructure Security Agency](#)

[FEMA – Federal Emergency Management Agency](#)

[ICE – U.S. Immigration and Customs Enforcement](#)

[TSA – Transportation Security Administration](#)

[USCG – U.S. Coast Guard](#)

[USCIS – U.S. Citizenship and Immigration Services](#)

[USSS – U.S. Secret Service](#)

Support Components

[CWMD – Countering Weapons of Mass Destruction Office](#)

[FLETC – Federal Law Enforcement Training Centers](#)

[I&A – Office of Intelligence and Analysis](#)

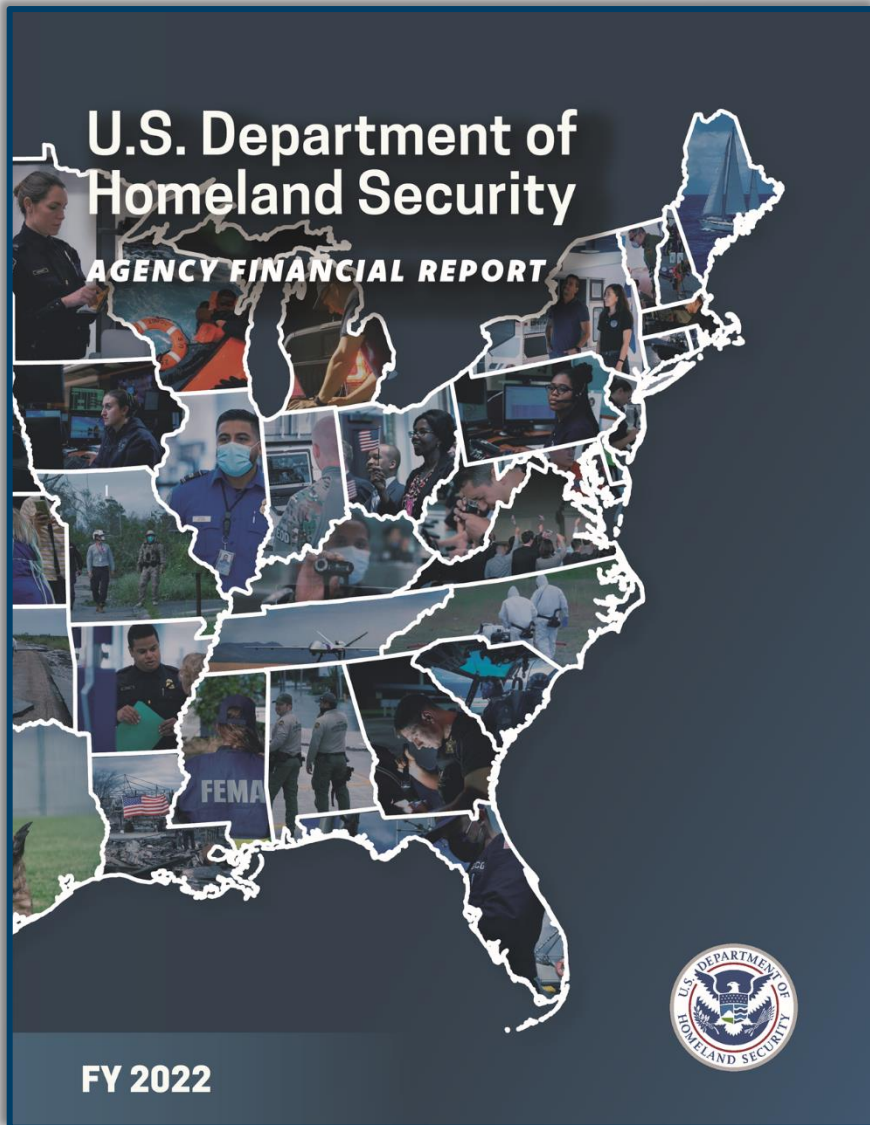
[MGMT – Management Directorate](#)

[OIG – Office of Inspector General](#)

[OSA – Office of Homeland Security Situational Awareness](#)

[S&T – Science and Technology Directorate](#)

Certificate of Excellence in Accountability Reporting



In May 2023, DHS received its tenth consecutive Certificate of Excellence in Accountability Reporting (CEAR) from the Association of Government Accountants (AGA) for its Fiscal Year (FY) 2022 Agency Financial Report.

The [CEAR Program](#) was established by the AGA, in conjunction with the Chief Financial Officers Council and the Office of Management and Budget, to further performance and accountability reporting. [AGA](#) is an association for professionals that work in the areas of financial management, accounting, auditing, IT, budgeting, policy, grants management, performance management, and other business operations areas to help government work more efficiently and effectively.



About This Report

The U.S. Department of Homeland Security's Annual Performance Report (APR) for FY 2023-2024 presents a summary of the Department's performance for FY 2023, with performance measure results, explanations, and targets for FY 2024-2025 included.

The APR presents summaries of the Department's performance for each DHS Mission outlined in the 2023 Quadrennial Homeland Security Review (QHSR). It also highlights key performance information, including measures and results for the Department's Objectives outlined in the QHSR.

The report further summarizes information on key initiatives in the DHS Performance Management Framework related to the Strategic Review and our Agency Priority Goals (APGs). Also included are other key management initiatives, and a summary of our performance challenges and high-risk areas identified by the DHS Office of the Inspector General (OIG) and the Government Accountability Office (GAO). The APR is consolidated to incorporate our Annual Performance Plan (APP).

For FY 2023, the Department's Performance and Accountability Reports consist of the following two reports:

- [DHS Agency Financial Report | Publication date: November 15, 2023](#)
- [DHS Annual Performance Report | Publication date: March 11, 2024.](#) This report is submitted with the Department's Congressional Budget Justification.

When published, both reports will be located on our public website at:

<https://www.dhs.gov/performance-financial-reports>

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This report is available at: <http://www.dhs.gov/performance-accountability>

If viewing a virtual copy of this year’s report, Appendix A and B are provided under separate cover at the above link.



Section 1: Overview

The Overview section includes a brief review of the Department’s organizational structure followed by a description of the DHS Organizational Performance Management Framework and the Department’s Missions and Objectives. Also provided are a brief summary of Departmental results and a review of our Agency Priority Goals.

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Introduction

A female police officer in a black uniform with a tactical vest and a yellow flashlight is smiling and interacting with a young child. The officer's vest has an American flag patch and the word "POLICE" with "UNITED STATES COAST GUARD SERVICE" below it. The background shows a busy outdoor event with other people and a white van.

This report presents our performance results for Fiscal Year (FY) 2023, along with our performance plan for FY 2024-2025, and satisfies the requirement to publish the Department's FY 2023 Annual Performance Report (APR) and the FY 2024 Annual Performance Plan (APP).

DHS uses the strategic set of measures contained in this report to communicate our progress and the value the Department provides to our stakeholders through our Component programs and by our Missions and Objectives while providing an accountability structure for the agency.

The following pages present an overview of the Department's organization, our performance management framework, our Missions and Objectives, our performance results, and our Agency Priority Goals.

Organization

The Department of Homeland Security has a vital mission: to secure the nation from the many threats we face. This requires the dedication of more than 260,000 employees in jobs that range from aviation and border security, administering our lawful immigration system, to emergency preparedness and response, strengthening cybersecurity, and critical infrastructure protection. Our duties are wide-ranging, and our goal is clear – keeping America safe. For the most up to date information on the Department’s structure, visit our web site at <https://www.dhs.gov/organization>

Below is a listing and description of the Components of DHS.

Operational Components

[U.S. Customs and Border Protection \(CBP\)](#)

CBP is one of the world’s largest law enforcement organizations and is charged with keeping terrorists and their weapons out of the U.S. while facilitating lawful international trade and travel.



[Cybersecurity and Infrastructure Security Agency \(CISA\)](#)

CISA leads the national effort to understand, manage, and reduce risk to our cyber and physical infrastructure.



[Federal Emergency Management Agency \(FEMA\)](#)

FEMA helps people before, during, and after disasters. FEMA does this by supporting our citizens and first responders to ensure that, as a Nation, we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.



FEMA

[U.S. Immigration and Customs Enforcement \(ICE\)](#)

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



U.S. Immigration and Customs Enforcement

[Transportation Security Administration \(TSA\)](#)

TSA protects the Nation’s transportation systems to ensure freedom of movement for people and commerce.



[U.S. Coast Guard \(USCG\)](#)

USCG is one of the six military services, one of the eight uniformed services of the United States and the only component within DHS that has both military and law enforcement duties.



[U.S. Citizenship and Immigration Services \(USCIS\)](#)

USCIS upholds America’s promise as a nation of welcome and possibility with fairness, integrity, and respect for all we serve.



U.S. Citizenship and Immigration Services

[U.S. Secret Service \(USSS\)](#)

USSS has an integrated mission of protecting national leaders, visiting heads of state and government, designated sites, and National Special Security Events, as well as safeguarding the Nation’s financial infrastructure and payment systems to preserve the integrity of the economy.



Organization

Support Components

[Countering Weapons of Mass Destruction Office \(CWMD\)](#)

CWMD leads DHS efforts and coordinates with domestic partners to safeguard the United States against weapons of mass destruction and chemical, biological, radiological, and nuclear threats.

[Federal Law Enforcement Training Centers \(FLETC\)](#)

FLETC provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently.

[Office of Intelligence and Analysis \(I&A\)](#)

I&A equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.

[Management Directorate \(MGMT\)](#)

MGMT is responsible for budget, appropriations, expenditure of funds, accounting and finance; procurement; human resources and personnel; information technology systems; facilities, property, equipment, and other material resources; providing biometric identification services; and identification and tracking of performance measurements relating to the responsibilities of the Department.

[Office of Inspector General \(OIG\)](#)

OIG was established by the Homeland Security Act of 2002 (P.L. 107-296) by an amendment to the Inspector General Act of 1978 (92 Stat. 1101). OIG has a dual reporting responsibility to the Secretary of DHS and to Congress. OIG serves as an independent and objective audit, inspection, and investigative body to promote economy, effectiveness, and efficiency in DHS programs and operations, and to prevent and detect fraud, waste, and abuse.

[Office of Homeland Security Situational Awareness \(OSA\)](#)

OSA provides situational awareness, a common operating picture, and decision support for the homeland security enterprise on threats, incidents, hazards, and events impacting the homeland.

[Science and Technology Directorate \(S&T\)](#)

S&T is the primary research and development arm of the Department. It provides federal, state, and local officials with the technology and capabilities to protect the homeland.



Countering Weapons
of Mass Destruction



Federal Law
Enforcement
Training Centers



Intelligence
and Analysis



Management
Directorate



Office of
Inspector General



Office of Homeland Security
Situational Awareness



Science and
Technology

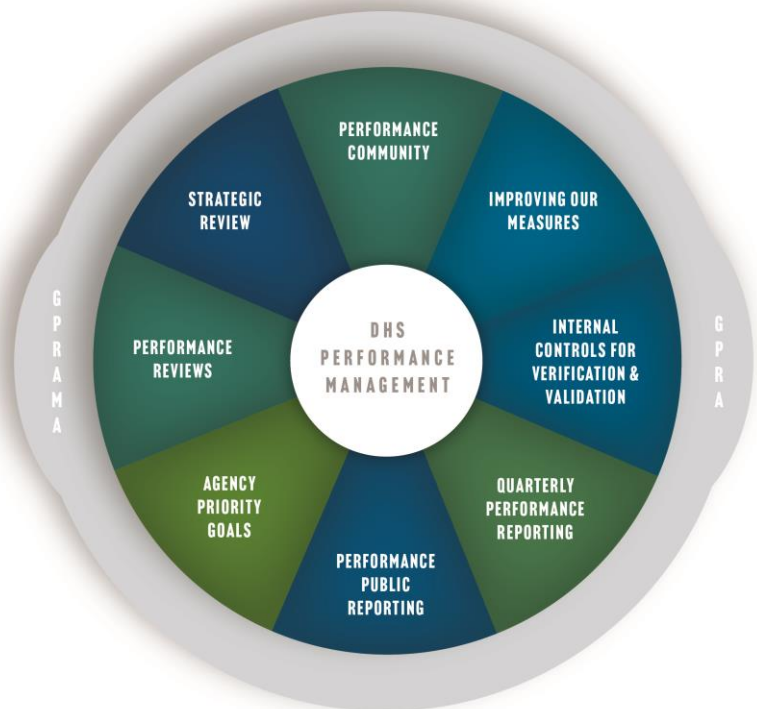
Organizational Performance Management Framework

Overview

With the enactment of the Government Performance and Results Act (GPRA) of 1993, federal agencies were required for the first time to develop Strategic Plans, annual performance plans, and Annual Performance and Accountability Reports [Agency Financial Report and Annual Performance Report (APR)] to communicate progress made against strategic plan goals and objectives to the public and other stakeholders.

Efforts continued to mature the organizational performance management framework, resulting in the passage of the GPRA Modernization Act of 2010 (GPRAMA). GPRAMA sets the statutory foundation for the Federal Performance Framework as we know it today, which is a more integrated and coordinated government-wide performance management approach.

DHS uses a robust organizational performance management framework to implement GPRA and GPRAMA and assess the progress of our mission programs or “programs.”¹ We leverage data and evidence to help define and monitor success for the organization, ensure measure results are reliable, engage leaders, and drive the delivery of value to external stakeholders. The graphic to the right shows how this performance management framework incorporates the initiatives that come from both GPRA and GPRAMA.

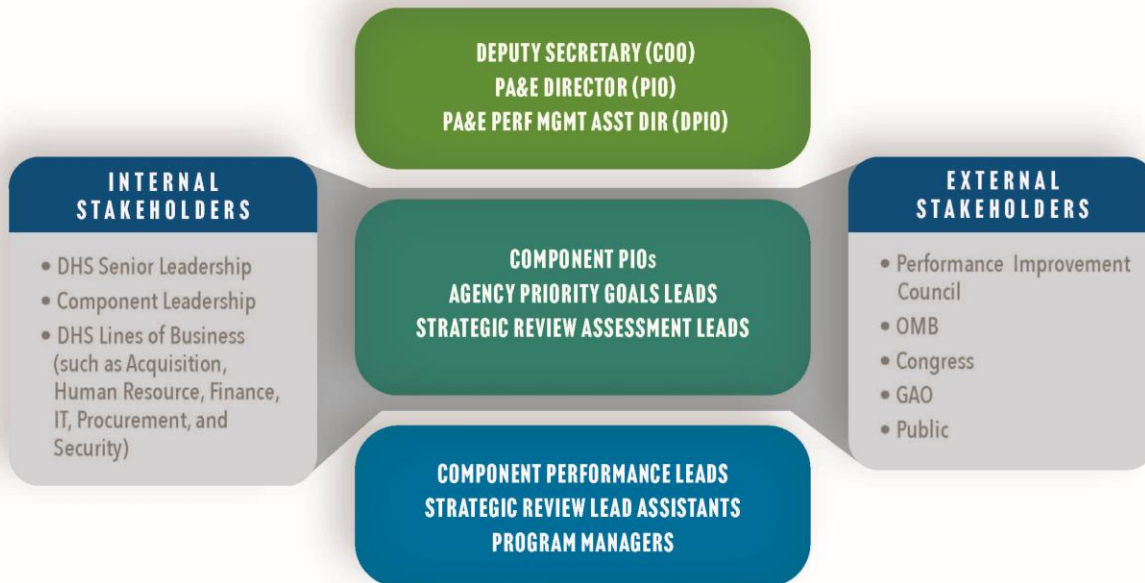


¹ Since DHS is a complex and Federated organization, it primarily uses its Components and Level I Budget Programs, Projects, and Activities (PPA)—otherwise known as mission programs or programs—as the primary units of analysis for performance-related purposes. A mission program or program is a group of activities acting together to accomplish a specific high-level outcome external to DHS and includes operational processes, skills, technology, human capital, and other resources. All programs uphold privacy, civil rights, and civil liberties throughout their performance. The Support Components and their related offices deliver needed capability and capacity to strengthen the enterprise and provide specific assistance and guidance to other DHS Components and external organizations.



Performance Community

The DHS Performance Community is led by the Chief Operating Officer (a core function assigned to the Deputy Secretary of DHS), the Performance Improvement Officer (PIO) who is also the Director of Program Analysis and Evaluation (PA&E), and the Deputy PIO (DPIO) who is also the Assistant Director for Performance Management in PA&E. These leaders are supported by Performance Analysts in PA&E under the DHS Chief Financial Officer (CFO) in the Management Directorate of DHS. The PIO, DPIO, and PA&E Performance Analysts are the liaisons to our DHS Component performance management leaders and collaborators, along with various external stakeholders interested in performance management (shown in the graphic below).



DHS Component PIOs, Agency Priority Goal (APG) Leads, and Strategic Review Assessment Leads are senior leaders driving performance management efforts in their respective Components. Component Performance Leads are the critical liaison between DHS PA&E and Component leadership and program managers for all performance management initiatives. They assist with communicating guidance and initiatives, provide advice to programs on measure development, collect and review measure results, and coordinate with their leadership on performance management initiatives. Strategic Review (SR) Assessment Leads are responsible for SR Team efforts annually and delivering key findings from the review process. Program Managers across DHS Components are key contributors to the SR assessment, generating ideas for performance measures, producing measure data, and using information to manage and improve operations. The DHS Performance Community meets quarterly to discuss the implementation of key initiatives and share best practices.

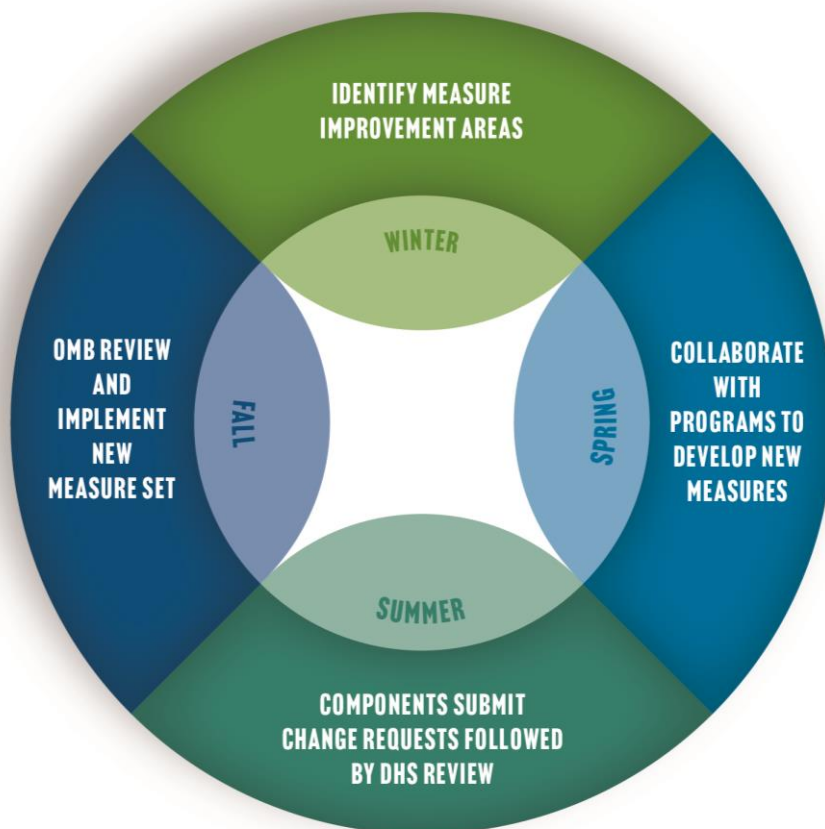
Improving our Measures

PA&E initiates an annual measure improvement process (see below graphic) to enhance our set of publicly reported measures. Although the Department has many enduring measures in the Annual Performance Plan (APP) that convey activities of our core mission areas, measures must be dynamic in order to gauge changing priorities and initiatives and more

Section 1: Overview

effectively convey the results of our mission programs. Measure improvement ideas are derived from multiple sources:

- DHS and Component Strategic Plans
- Administration and leadership priorities and initiatives
- Government Accountability Office (GAO) and OIG recommendations
- Office of Management and Budget (OMB) suggestions to achieve greater visibility into program performance and connections to resources
- President’s Management Agenda and Customer Service initiatives
- Consultation with Congress
- Measure gaps identified from Strategic Review findings
- Elevation of existing internal data to publicly reported information
- Budgetary changes
- Review of existing measures to ensure consistency with current operations and guidance



PA&E works with Components each spring to help them develop and document measures and their targets on the Performance Measure Definition Form (PMDF), which is the change control document and artifact of the measure improvement process. The PMDF is used to propose new measures, make changes to existing measures, and to retire measures from our measure sets.



Once measure changes are approved by DHS and OMB, measures are entered into the Performance Management (PM) system and Components begin collecting and reporting data from the beginning until the end of the fiscal year.

The results of this process constitute our publicly reported measures associated with our performance budget deliverables each year that are incorporated in the Annual Performance Report, the Overview chapter of each Component's Congressional Budget Justification (see the DHS Budget), and the Future Years Homeland Security Program (FYHSP) Report.

Internal Controls for Measure Verification and Validation

The Department recognizes the importance of complete, accurate, timely, and reliable performance data that is shared with leadership and external stakeholders. Performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. OMB Circular A-136, Financial Reporting Requirements, OMB Circular A-11, Preparation, Submission, and Execution of the Budget, and the Reports Consolidation Act of 2000 (Public Law (P.L.) No. 106-531) further delineate this responsibility by requiring agencies to ensure completeness and reliability of the performance data they report by putting management assurance procedures in place.

DHS implemented a multi-pronged approach to effectively mitigate risks and reinforce processes that enhance the Department's ability to report complete and reliable data for performance measure reporting. This approach consists of:

- An annual measure improvement and change control process described in the previous section using the PMDF
- The PM system information technology repository for performance measure information
- Measure verification and validation assessments by an independent review team
- The Performance Measure Checklist for Completeness and Reliability
- Quarterly Performance Reporting

Component program managers work with Component performance staff to collect, review, and enter results, forecasts of the likelihood of meeting measure targets, and meaningful explanations in the PM System on a quarterly basis, or as specified in the measure's data collection methodology. Information is shared quarterly with the DHS PIO and DPIO, posted on a DHS intranet site, and available to all DHS senior leaders and program managers to support their on-going program management activities. Additionally, many Components have their own internal processes and reports by which they regularly review performance data for management and decision making.²

² Note: Circular A-11, PART 6, THE FEDERAL PERFORMANCE FRAMEWORK FOR IMPROVING PROGRAM AND SERVICE DELIVERY, Section 240.28. Data limitations. In order to assess the progress towards achievement of performance goals, the performance data must be appropriately valid and reliable for intended use. Significant or known data limitations should be identified to include a description of the limitations, the impact they have on goal achievement, and the actions that will be taken to correct the limitations. Performance data need not be perfect to be valid and reliable to inform management decision-making. Agencies can calibrate the accuracy of the data to the intended use of the data and the cost of improving data quality. At the same time, significant data limitations can lead to bad decisions resulting in lower performance or inaccurate performance



Section 1: Overview

Performance Public Reporting

The Department follows the OMB Circular A-11 and A-136 requirements to produce the following performance and accountability reports to communicate key financial and performance information to stakeholders:

- DHS Agency Financial Report; and
- DHS Annual Performance Report (this report).

When published, both reports are located on our DHS.gov public website at Performance & Financial Reports.

DHS also integrates performance information in our performance budget deliverables to Congress. The Overview Chapter of the Congressional Justification (referred to as the Strategic Context) contains program descriptions and their associated measures by Component. We include our measures in the Executive Summary section of the FYHSP Report to Congress to again emphasize the connection between funding and performance. The last avenue for performance public reporting is through the Agency Priority Goals discussed below.

Agency Priority Goals

Agency Priority Goals (APGs) provide a tool for senior leadership to drive the delivery of results on key initiatives over a two-year period. PA&E collaborates with Components and OMB to develop APG plans and provide quarterly progress reports to the public at the OMB web site performance.gov. Additional information on the Department's APGs is provided later in Section 1.

Performance Reviews

Performance Reviews are a means for senior leadership to be engaged in the management of efforts to deliver results relevant to stakeholders. Meetings may be held with APG Goal Leads, senior leaders, subject matter experts, and performance leadership and staff to discuss current results, progress, and challenges on APGs and other performance initiatives to drive improvement.

Strategic Review

Per OMB Circular A-11, DHS conducts an annual Strategic Review of progress each spring that examines program execution accomplishments and challenges, risks, and next steps to improve. The SR integrates numerous government-wide organizational initiatives into the assessment methodology including the Program Management Improvement Accountability Act (PMIAA), Enterprise Risk Management (ERM), and the Foundations of Evidence-based Policy Making Act (Evidence Act). The review serves multiple purposes for the Components, DHS, and OMB:

- Assesses the effectiveness of programs and capabilities
- Identifies next steps and opportunities for improvement
- Develops initial evidence-building questions

assessments. Examples of data limitations include imprecise measurement and recordings, incomplete data, inconsistencies in data collection procedures and data that are too old and/or too infrequently collected to allow quick adjustments of agency action in a timely and cost-effective way..



- Makes key findings available to inform planning, budgeting, and management decisions
- Facilitates best practices of a learning organization
- Drives a focused conversation with OMB on significant issues and informs management and budget activities

PA&E manages the process to produce the SR findings. Component Assessment Teams, led by a Senior Executive Service leader, gauge program progress, and recommend a rating using a variety of qualitative and quantitative evidence. Assessment Team Leads present written findings and oral briefings to the PIO and other Department leadership. The Headquarters Review Team conducts a cross-cutting review of assessment results, and progress ratings are agreed upon in concert with the PIO, DPIO, and senior program leadership. PA&E prepares a Summary of Findings to inform targeted discussions with OMB. Findings are also used to inform the Department's Planning, Programming, Budgeting, and Execution (PPBE) cycle, and are published in the APR to inform stakeholders. The results from the 34 teams that participated in the DHS SR from October 2022 – February 2023 are integrated in Section 2.

Progress Ratings in FY 2023

DHS used the following criteria to determine progress ratings during the FY 2023 Strategic Review:

- Noteworthy Progress
 - Mission program execution of operations are working well
 - Innovation and improvement are evident
 - Notable impact was delivered to customers and stakeholders
 - Performance measures gauge relevant activities and deliver value
 - Challenges and risks are known and managed
- Focus Area
 - Mission program faces challenges in execution of its operations
 - Lack of innovation and improvement
 - Strategies and actions lack impact of significant magnitude
 - Measures lack relevant value and gaps exist
 - Challenges are not well understood, the risk environment has excessive uncertainty, and/or known risks exceed current mitigation strategies

If a program was neither a Focus Area nor a Noteworthy Progress, its progress rating was Satisfactory Progress. Individual program progress ratings are reflected in the Performance Tables in Section 2.

DHS Missions and Objectives

DHS' overview of its performance results is organized consistent with the Third Quadrennial Homeland Security Review (QHSR).

Released in April 2023, the QHSR assesses the threats and challenges the Department faces today and into the future and lays out the approaches DHS and the homeland security enterprise are adopting to carry out its missions.³ The QHSR reaffirms the five enduring homeland security missions – and adds a new sixth mission: Combat Crimes of Exploitation and Protect Victims. Overall, this strategic guidance and updated mission framework will inform existing Departmental processes for translating priorities into resources, including the DHS Strategic Plan and the annual budget development process.

MISSION 1: COUNTER TERRORISM AND PREVENT THREATS

- 1.1 Collect, Analyze, and Share Actionable Intelligence and Information
- 1.2 Prevent and Disrupt Terrorist and Nation State Threats
- 1.3 Protect Leaders and Designated Individuals, Facilities, and Events
- 1.4 Identify and Counter Emerging and Chemical, Biological, Radiological, and Nuclear Threats

MISSION 2: SECURE AND MANAGE OUR BORDERS

- 2.1 Secure and Manage Air, Land, and Maritime Borders
- 2.2 Expedite Lawful Trade and Travel
- 2.3 Counter Transnational Criminal Organizations and Other Illicit Actors

MISSION 3: ADMINISTER THE NATION'S IMMIGRATION SYSTEM

- 3.1 Administer the Immigration System
- 3.2 Enforce U.S. Immigration Laws

MISSION 4: SECURE CYBERSPACE AND CRITICAL INFRASTRUCTURE

- 4.1 Support the Cybersecurity of Federal Civilian Networks
- 4.2 Strengthen the Security and Resilience of Critical Infrastructure
- 4.3 Assess and Counter Evolving Cyber and Emerging Technology Risks
- 4.4 Combat Cybercrime

MISSION 5: BUILD A RESILIENT NATION AND RESPOND TO INCIDENTS

- 5.1 Coordinate Federal Response to Incidents
- 5.2 Strengthen National Resilience
- 5.3 Support Equitable Community Recovery
- 5.4 Enhance Training and Readiness of First Responders

MISSION 6: COMBAT CRIMES OF EXPLOITATION AND PROTECT VICTIMS

- 6.1 Enhance Prevention through Public Education and Training
- 6.2 Identify, Protect, and Support Victims
- 6.3 Detect, Apprehend, and Disrupt Perpetrators

ENABLE MISSION SUCCESS BY STRENGTHENING THE ENTERPRISE

- E.1 Mature Organization Governance
- E.2 Champion the Workforce
- E.3 Harness Data and Technology to Advance Mission Delivery

³ Pub. L. No. 107-296 provides the legal requirement for the QHSR in Section 707 of the *Homeland Security Act* of 2002, as added by the *Implementing Recommendations of the 9/11 Commission Act* of 2007 (Pub. L. No. 110-53).

Summary of Performance Results

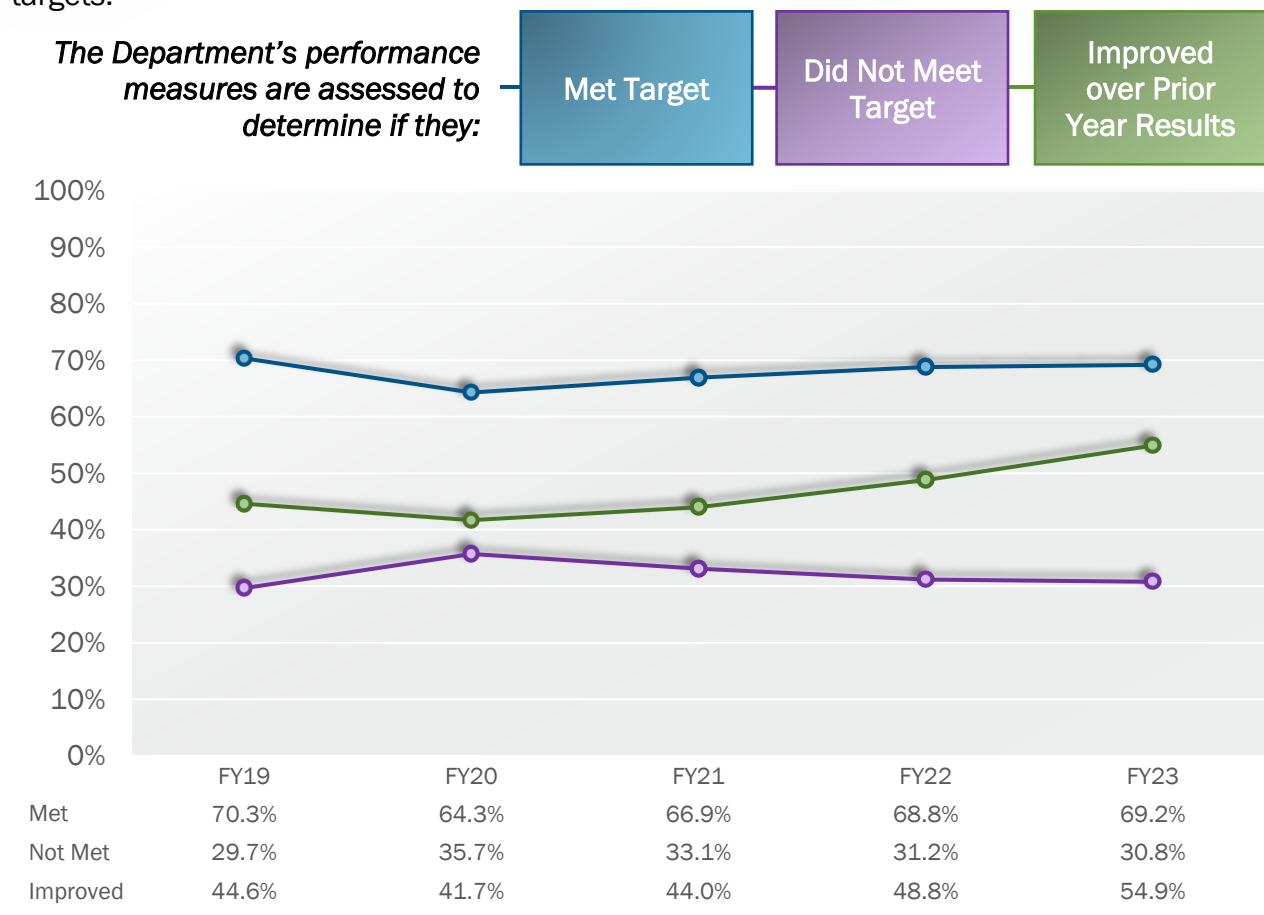
The APR provides the final analysis of the Department’s performance measures for FY 2023.

Using a color coding scheme, the Department’s performance measures are rated as having met their target (blue), not met their target (purple), and improved over prior year results (green).

The DHS FY 2023-2025 Annual Performance Report (APR) provides the complete list of all strategic performance measures, targets, final results, and explanations. It and all previous reports can be found at: <https://www.dhs.gov/performance-financial-reports>.

DHS-Wide Performance Results

The below chart displays the Department’s performances results from FY 2019 through FY 2023. Consistent with historical trends, 69.2% of the Department’s performance measures met their targets in FY 2023 and 30.8% did not. Across all measures for FY 2023, 54.9% of results improved over the prior year, inclusive of measures that met and did not meet targets.⁴



⁴ From the Department’s suite of performance measures, 224 strategic and management measures are being assessed in the above and below trend charts for FY 2023. The FY 2019 sample size was 184 measures; FY 2020 was 156; FY 2021 was 141; and FY 2022 was 207. In addition to these trend charts, the APR communicates the Department’s final performance results and explanations for our FY 2023 strategic measures and establishes our Annual Performance Plan (APP) with strategic measures and performance targets for FY 2024-2025. A full listing of our strategic and management performance measure results, explanations, and targets will also be included with the Overview Chapter of the DHS Congressional Budget Justification (referred to as the Strategic Context).



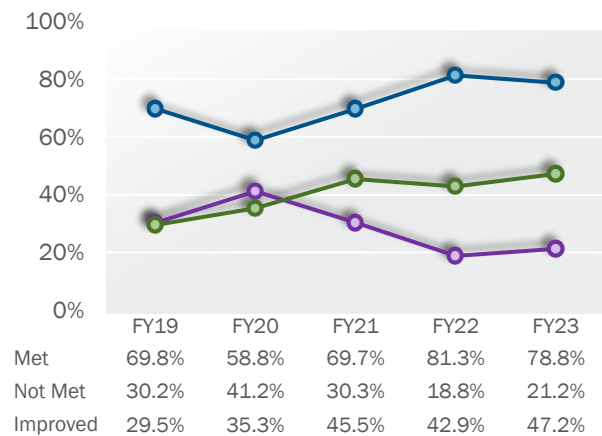
DHS Performance Results by Mission

The below charts display the Department’s performances results by Mission for FY 2019 through FY 2023. As the Department’s FY 2024 Annual Performance Plan (APP) is the first that is aligned with the new QHSR Mission, *Combat Crimes of Exploitation and Protect Victims*, trend results for the Mission are not included below.

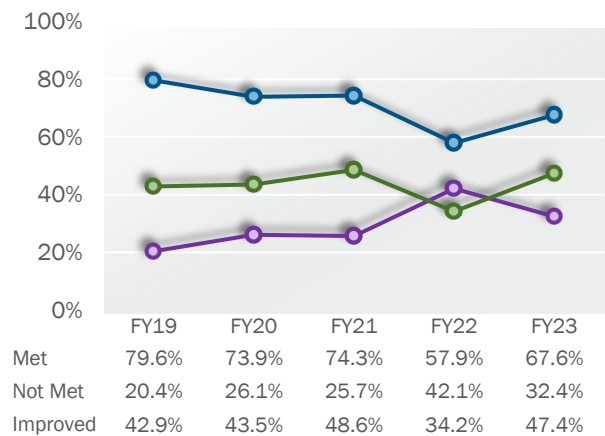
The Department’s performance measures are assessed to determine if they:



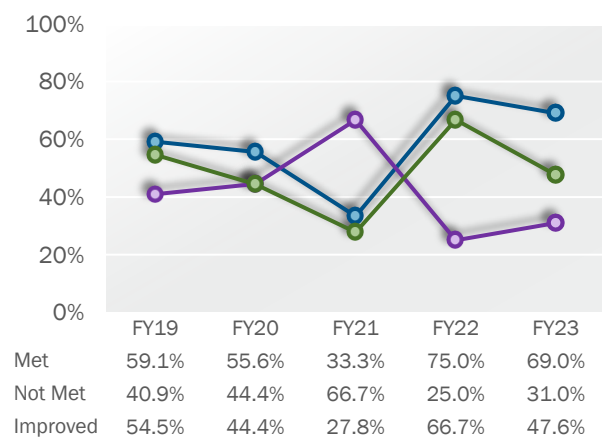
Mission 1: Counter Terrorism and Prevent Threats



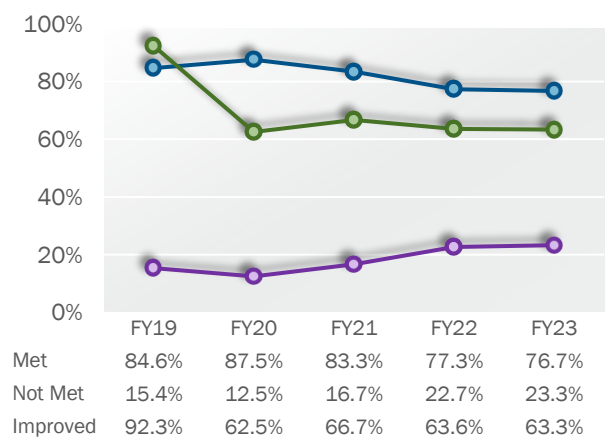
Mission 2: Secure and Manage Our Borders



Mission 3: Administer the Nation’s Immigration System

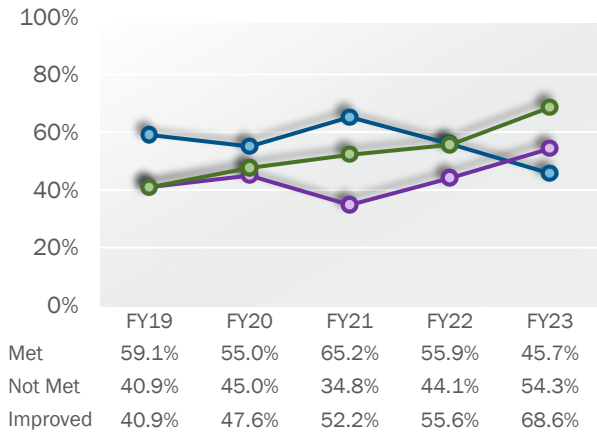


Mission 4: Secure Cyberspace and Critical Infrastructure

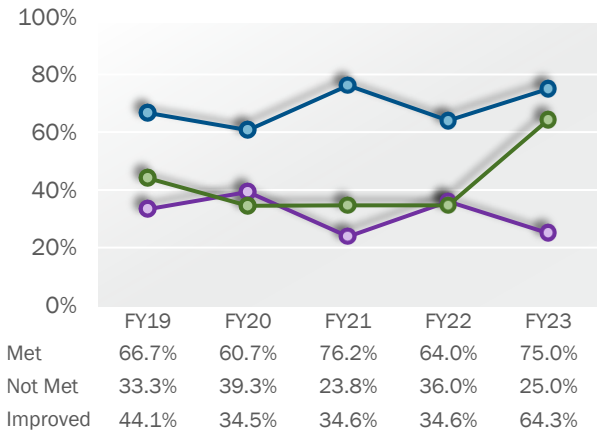




Mission 5: Build a Resilient Nation and Respond to Incidents



Enable Mission Success by Strengthening the Enterprise



Since DHS is a complex and Federated organization, it primarily uses its Components and Level I Budget Programs, Projects, and Activities (PPA)—otherwise known as programs—as the primary units of analysis for performance and budget related purposes. A full listing of the Department’s programs is available in the DHS Budget, available at: <https://www.dhs.gov/dhs-budget>.

DHS programs are groups of activities that work in concert to accomplish a specific high-level outcome external to DHS and include operational processes, skills, technology, human capital, and other resources. Programs have performance goals, performance measures, performance targets, and are aligned to the DHS strategy. An example of this structure is provided in the figure to the right. This structure enables the Department to collect, analyze, and disseminate performance

Example	
DHS Objective:	2.2 Expedite Lawful Trade and Travel
Component:	CBP
Program:	Travel Operations
Program Performance Goal:	The Travel Operations program welcomes international travelers into the United States through inspection of foreign visitors, intending immigrants, legal permanent residents, and returning U.S. Citizens.
Performance Measure:	Percent of Global Entry members with no security-related violations

information that is consistent with internal and external resource allocation processes and foster better understanding of our Statement of Net Cost, presented in the DHS AFR.

FY 2023 performance information is highlighted in Section 2 of this report by Mission, along with high-level information about Component and program performance this past year, success stories and informative vignettes about our many efforts, and forward-looking notes about where the Department is heading. Information on performance targets and a detailed analysis and discussion of all the Department’s strategic performance measure results are included in the Section 2 Performance Tables.

Agency Priority Goals

APGs provide a tool for senior leadership to drive the delivery of results on key initiatives over a two-year period.

DHS collaborates with Components and OMB to develop APG plans and provide quarterly progress reports to the public at the OMB web site [performance.gov](https://www.performance.gov).

For the FY 2022-2023 cycle, the Department implemented one APG on improving cybersecurity. For the FY 2024-2025 cycle, the Department will implement three APGs, one on advancing customer experience and missions delivery; one on combatting human trafficking, labor exploitation, and child exploitation; and one on removing barriers to disaster resilience and recovery programs. Below is the goal statement and an overview of outcomes for the FY 2022-2023 APG, as well as the goal statements for the FY 2024-2025 APGs. Action plans and updates are available at: <https://www.performance.gov/agencies/dhs/>

FY 2022 – FY 2023 Agency Priority Goal: Strengthen Federal Cybersecurity



Impact Statement: Defend and secure the Federal Enterprise through a collaborative risk management effort with departments and agencies to coordinate risk response and interagency policy actions.

Achievement Statement: By September 30, 2023, 50% of federal agencies will meet the end of year Binding Operational Directive-22-01 [Known Exploited Vulnerabilities] requirement for leveraging automated Continuous Diagnostics and Mitigation reporting and CISA will achieve measurable progress toward enhancing operational visibility within the Federal Civilian Executive Branches by improving asset discovery and vulnerability enumeration.

Outcomes:

- The Executive Order on Improving the Nation's Cybersecurity empowers DHS with additional authority to gain visibility into the federal enterprise and take action to safeguard systems.
- Increased use of CISA-approved standardized tools and shared services have made federal networks more defensible and secure. For example, the Vulnerability Disclosure Policy Program uses security researchers to protect the security of internet-accessible federal systems. Agencies are notified of detected vulnerabilities and provided actionable vulnerability information to enable remediation before they become threats.
- Expanded operational visibility has expanded CISA's ability to identify cross-agency threats and vulnerabilities at the Federal Enterprise Level to provide a holistic view of the cyber threat, including access to host-level data and integration of data sources from across CISA's cyber programs.



Key Measure Result: Target Met

FY 2024 – FY 2025 Agency Priority Goal: Advance Customer Experience and Mission Delivery



Impact Statement: Advance the customer experience and mission delivery by enhancing our most critical services through the use of innovative technologies at airport security checkpoints and promoting paths for customers to connect directly with TSA.

Achievement Statement: By September 30, 2025, 80% of customers surveyed will continue to report an overall positive satisfaction rating for TSA, and the agency will incorporate measures of “trust” into its customer experience (CX) surveys.

FY 2024 – FY 2025 Agency Priority Goal: Combat Human Trafficking, Labor Exploitation, and Child Exploitation

Impact Statement: Decrease the ability of persons and transnational criminal organizations or individuals to engage in human trafficking, labor exploitation, and child exploitation by disrupting and dismantling their operations, assisting victims, and increasing awareness and education of crimes of exploitation.

Achievement Statement: By September 30, 2025, DHS will have disrupted or dismantled 643 transnational criminal organizations or individuals engaged in significant human trafficking, labor exploitation, and child exploitation criminal activity.



FY 2024 – FY 2025 Agency Priority Goal: Remove Barriers to Disaster Resilience and Recovery Programs



Impact Statement: Remove barriers to disaster resilience and recovery programs through a people first approach to achieve equitable outcomes for those we serve.

Achievement Statement: By September 30, 2025, 40% of benefits from Justice40-covered programs will flow to disadvantaged communities. For more on the whole-of-government Justice40 initiative, please refer here: <https://www.whitehouse.gov/environmentaljustice/justice40/>



Section 2: Performance Report and Plan

The Performance Report and Plan section summarizes both the results delivered and those planned for each of our Missions, Objectives, Components, and programs.

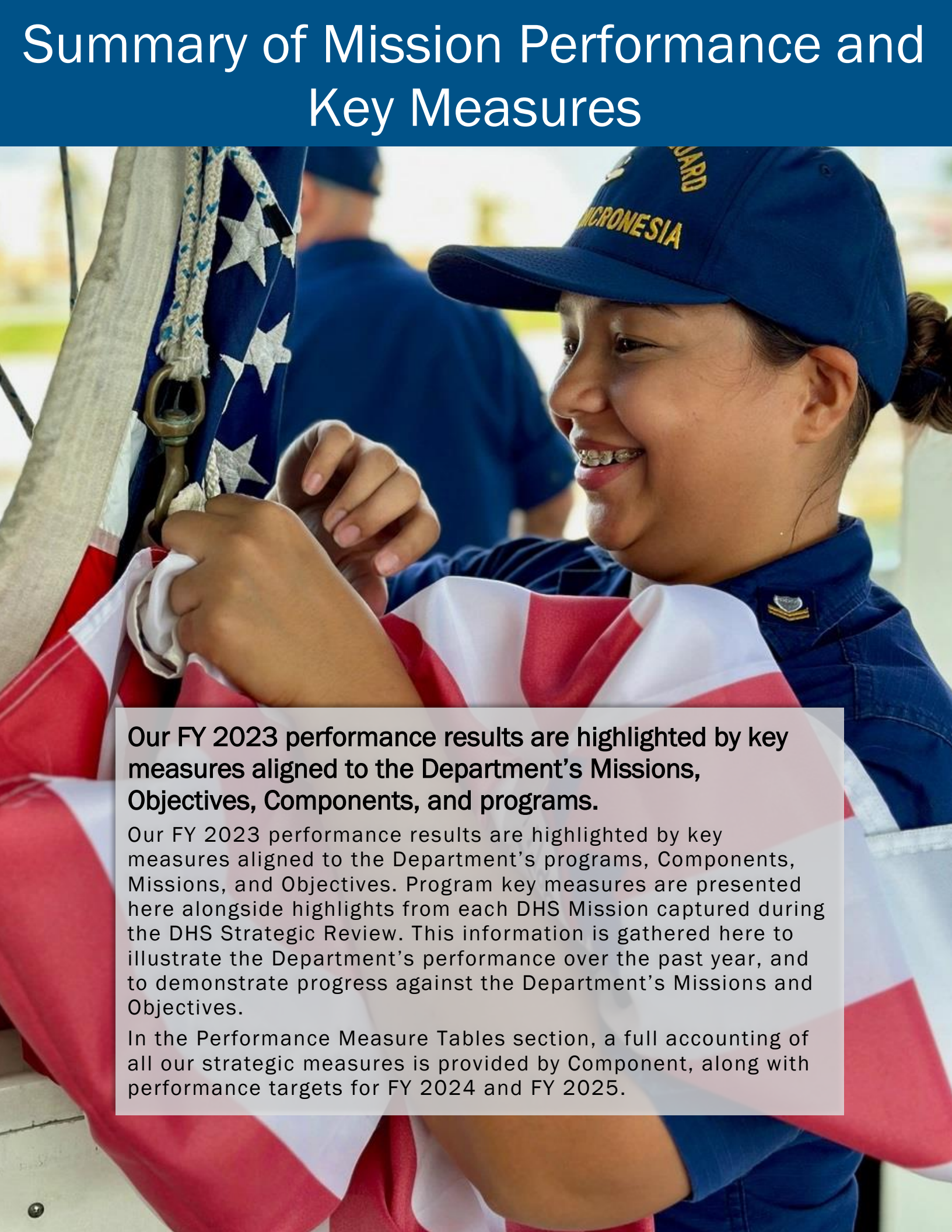
Each DHS Mission section starts with an overview narrative, followed by performance highlights captured during the most recent Strategic Review, and which showcase Component and program activities and results. Key measures for each program are also included to provide additional context to our performance. Each DHS Mission section concludes with select examples of the Department’s forward-looking initiatives. Performance highlights showcase program activities and results.

In the Performance Measure Tables section, a full accounting of all our strategic measures is provided by Component.

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Summary of Mission Performance and Key Measures



Our FY 2023 performance results are highlighted by key measures aligned to the Department's Missions, Objectives, Components, and programs.

Our FY 2023 performance results are highlighted by key measures aligned to the Department's programs, Components, Missions, and Objectives. Program key measures are presented here alongside highlights from each DHS Mission captured during the DHS Strategic Review. This information is gathered here to illustrate the Department's performance over the past year, and to demonstrate progress against the Department's Missions and Objectives.

In the Performance Measure Tables section, a full accounting of all our strategic measures is provided by Component, along with performance targets for FY 2024 and FY 2025.



Mission 1: Counter Terrorism and Prevent Threats



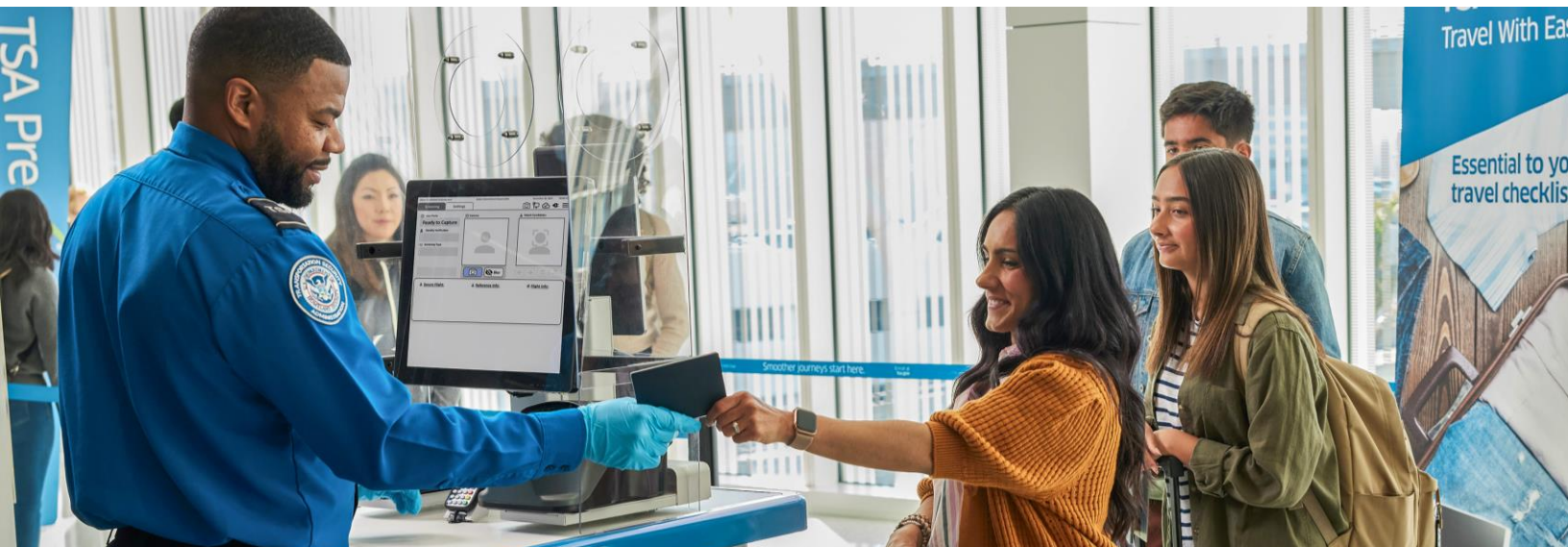
Overview

One of the Department’s top priorities is to protect Americans from terrorism and other homeland security threats by preventing domestic and international actors who engage in terrorist or criminal acts from threatening the homeland.

While the Department has made significant progress and diminished the terrorist threat to the United States, the country continues to face a diverse and dynamic threat environment from a broad array of actors.

DHS@20

After 9/11, joining the DHS workforce was a way for many Americans to answer a call to service to help ensure a safe and secure future for our country. Over 32,000 people, or 12% of the DHS workforce, are “plank holders” who have served the Department since its inception in 2003. This dedication to mission is at the heart of all we do in the Department every day — our workforce’s legacy of service will ensure we accomplish our mission for the next 20 years and beyond.



TSA Pay Equity, investing in TSA’s workforce

In FY 2023, TSA followed through with a pledge to commit to its people by implementing a pay initiative to bring employee salaries on par with their federal counterparts, effective in July 2023. Congress approved and President Biden signed the plan through passage of the FY 2023 omnibus spending bill. The funding impacted all non-executive TSA employees and provided TSA screening officers with an average 26% pay raise. The plan led to a significant increase in the agency’s retention rate and employee morale.

Section 2: Performance Report and Plan

Today, the most significant domestic terrorist threat facing the homeland stems from lone offenders and small groups of individuals. They are motivated by a broad range of racial, ethnic, political, religious, anti-government, societal, or personal ideological beliefs and grievances—often exacerbated by conspiracy theories and false and misleading narratives spread online. To counter domestic terrorist threats, DHS, working closely with interagency partners, will continue to align its mission to the core pillars of the first [National Strategy for Countering Domestic Terrorism](#).

Did you know?

I&A partnered with the Wisconsin Department of Justice (DOJ) and the Wisconsin Department of Public Instruction (DPI) to release an eLearning module for the public titled, “Foundations of Targeted Violence Prevention.” Since its release in February 2023, over 8,400 community members from across the country have taken this training – learning how to recognize threats or potentially concerning behaviors, where to report information of concern, and how the reported information is used to keep their communities safe.

The threat of international terrorism to the homeland remains as well, as foreign terrorist organizations have proven adaptable and resilient over the past two decades and individuals inspired by their ideologies—homegrown violent extremists (HVEs)—have continued to launch attacks in furtherance of political and social objectives proposed by those foreign terrorist organizations. In the years since September 11, 2001, DHS has enhanced our nation’s ability to identify and prevent individuals affiliated with these organizations from traveling to or entering the United States to conduct attacks. However, terrorists have and will continue to adapt to changing security environments and seek new and innovative ways to target the homeland. DHS will remain vigilant against all forms of terrorism, both domestic and international.



First International Operations Center Directors Meeting

The DHS National Operations Center (NOC) virtually hosted the first International Operations Center Directors Meeting comprised of operations centers from Australia, Canada, New Zealand, and the United Kingdom. The forum now meets monthly to maintain working relationships, discuss common interests, share best practices, and ensure lines of communication are open during a crisis.



Mission 1: Key Measure Highlights

Objective 1.1 Collect, Analyze, and Share Actionable Intelligence and Information							
Component	Program			Measure Name			
I&A	Intelligence and Analysis			Percent of intelligence reports rated satisfactory and useful by customers			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target ⁵	FY23 Result	FY24 Target	FY25 Target
---	---	90%	89%	80%	93%	80%	80%
OSA	Office of Homeland Security Situational Awareness			Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
100%	97.7%	94.6%	94.2%	94%	96.5%	94%	94%

Objective 1.2 Prevent and Disrupt Terrorist and Nation States							
Component	Program			Measure Name			
TSA	Aviation Screening Operations			Percent of passenger data submissions that successfully undergo Secure Flight watch list matching			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
100%	100%	100%	100%	100%	100%	100%	100%



TSA invests in critical screening technology

In April 2023, TSA awarded nearly \$1.43 billion in contracts for Credential Authentication Technology (CAT-2) and Computed Tomography (CT) to enhance airport security screening. CAT-2 includes an integrated camera and self-service capabilities and substantially improves identity verification, validates the authenticity of a passenger’s ID, confirms pre-screening status, and validates flight reservations. CT scanners create 3D rotatable images to help officers detect explosives and prohibited items.

⁵ Unless otherwise identified, target modifiers throughout the report are greater than or equal to (i.e., ≥), meaning the goal is to achieve or surpass the target. Target modifiers that are the exception to this rule will be identified, namely target modifiers that are less than or equal to (i.e., ≤), meaning the goal is to not exceed the target threshold.



Objective 1.2 Prevent and Disrupt Terrorist and Nation States (cont'd)							
Component		Program		Measure Name			
TSA		Other Operations and Enforcement		Percent of air carriers operating from domestic airports in compliance with standard security programs			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
89%	86%	92%	92%	90%	92%	90%	90%
USCG		Maritime Security Operations		Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
—	27%	32%	31.7%	40%	35.5%	40%	40%

Objective 1.3 Protect Leaders and Designated Individuals, Facilities, and Events							
Component		Program		Measure Name			
USSS		Protective Operations		Percent of protectees that arrive and depart safely			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
100%	100%	100%	100%	100%	100%	100%	100%



U.S. Secret Service trains DOD Service Members assigned to CMCA

In June 2023, the U.S. Secret Service trained more than forty service members that are part of the Communications Management and Control Activity (CMCA). CMCA provides the Secret Service with communications support for National Special Security Events and other high-profile events. Within days of graduation, they deployed to the National Capital Region to prepare equipment used to support the 2023 U.N. General Assembly in New York City and the 2023 Asian Pacific Economic Cooperation in San Francisco.



Objective 1.4 Identify and Counter Emerging and Chemical, Biological, Radiological, and Nuclear Threats								
Component		Program		Measure Name				
CWMD		Countering Weapons of Mass Destruction		Percent of Acquisition programs to counter CBRN threats that meet their Acquisition Program Baseline (APB) schedule, cost, and performance thresholds				
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
---	---	---	---	100%	86%	100%	100%	

Performance Highlights

Across Mission 1, performance improved despite challenges resulting from travel volume and supply chain logistics in the post-pandemic environment, which have affected DHS internal operations and external customers alike.

Examples of DHS performance in this space include:

- Intelligence products continue to be efficiently and effectively distributed to relevant stakeholders who rate those products as satisfactory and useful in customer surveys.
- Air carrier compliance with standard security programs has improved over the past two years, up from a slight

Did you know?

TSA's deployed capabilities support and protect the nation's transportation systems. Daily, TSA screens 2.3 million passengers, 3.3 million carry-on bags, and 1.3 million pieces of checked baggage for explosives and other dangerous items. To enhance these efforts, TSA has integrated proven canine detection and deterrence capabilities, with over 1,000 canine teams at over 100 locations across the United States.



Securing the Cities

CWMD's Securing the Cities program started in 2007 to assist major metropolitan areas acquire radiological and nuclear (R/N) detection equipment and train their law enforcement and first responders in its use. In FY 2023, the program conducted tabletop exercises in San Francisco (CA), Boston (MA), Atlanta (GA), and Denver (CO). These exercises enable city and regional leaders to review roles, responsibilities, and critical decisions required to effectively protect their areas against R/N threats.



Section 2: Performance Report and Plan

decrease during COVID because of new security requirements and the inability to conduct in-person inspections and engagements to assess compliance.

- TSA implemented a career progression program for Transportation Security Officers (TSOs), which will be bolstered by TSA’s new [Pay Equity initiative](#). Additionally, TSA anticipates the Checkpoint Property Screening System (CPSS) will enable remote screening of multiple lanes from a single location to help address labor challenges in high cost of living areas.
- The percent of risk reduction from coordinated anti-terrorism activities in the maritime transportation system has increased despite temporarily heightened fuel costs driven by post-pandemic related and other supply chain issues.
- 100% of protectees continued to arrive and depart safely, and the National Threat Assessment Center (NTAC) is taking steps to better measure and monitor its engagement with customers.

DHS@20

DHS Operational Components interact more frequently on a daily basis with the American public than any other federal department, from travelers moving through air, land, and seaports of entry, to businesses importing goods into the country, to immigrants applying for services.

Looking Forward

DHS is improving the customer experience for many of its most critical services and programs.

- For example, [TSA has integrated the Secure Flight prescreening system into CBP's Travel Verification System \(TVS\)](#) to provide a better customer experience for travelers,



Record year for firearm and unusual catches at airport checkpoints across the U.S.

TSA stopped 6,737 firearms at airport checkpoints during 2023. TSA has increased the maximum civil penalty for a firearms violation to \$14,950. Additionally, passengers with firearms at the checkpoint will lose TSA PreCheck® eligibility for at least five years, may require enhanced screening, and are subject to applicable state and local laws. Unusual catches in 2023 included firearms hidden in a chicken and peanut butter, grenades, knives, drugs, and other contraband.



leveraging facial identification to verify a passenger's identity at secure checkpoints and streamlining the standard identity verification process.

- TSA also continues to expand [TSA PreCheck®](#), including touchless identification, which will streamline and improve the customer experience for travelers. TSA has also seen an increase in TSA PreCheck® enrollments, with almost all renewals now happening entirely online.

DHS is increasing prevention efforts to counter the threat of domestic violent extremists (DVEs), one of the most persistent and lethal threats facing our nation today.

- For example, [the NTAC](#), which leads the field of threat assessment and targeted violence prevention, conducted over 250 events for over 25,000 participants in FY 2022, representing a historical high. To accommodate this new level of throughput, USSS is taking steps to enhance how it monitors engagement with NTAC customers.
- DHS is also increasing its capabilities to plan and implement security operations for National Special Security Events (NSSEs) and is enhancing DHS-wide incident management capabilities. These efforts are especially important given the DVE threat and an unprecedented number of NSSEs expected to occur between 2024 and 2028 (e.g., 2026 FIFA World Cup, 2028 Summer Olympics).



Enhancing targeted violence and terrorism prevention efforts nationwide

I&A continues to empower our homeland security partners to adapt to the changing threat environment by equipping communities with the tools and resources required to prevent acts of terrorism and targeted violence. I&A's National Threat Evaluation and Reporting (NTER) Program Office's Master Trainer Program, launched in 2020, has grown to over 320 Master Trainers across 42 states. These Master Trainers are certified in the instruction of behavioral threat assessment and management and are helping train their local communities in established methods and best practices proven to help public safety partners and community members identify persons of concern and provide opportunities for intervention to prevent acts of targeted violence. Collectively, this Master Trainer Network has now trained over 5,600 partners and is playing a key role in growing the nation's overall capacity to prevent targeted violence.



Mission 2: Secure and Manage Our Borders



Overview

Across the world, more people are displaced from their homes than at any time since the Second World War, and over the past decade there has been a fundamental change in migratory patterns that has far-reaching impacts for DHS and the broader U.S. immigration system. The Department’s mission to secure and manage our borders has been bolstered by our investments and reinvigoration of the legal immigration system, as well as our work to leverage an all-of-DHS approach and collaboration with our partners across the federal government. We have shown that we can both enforce our laws and treat those in our custody with dignity and respect, while also improving logistics, coordination, technology, innovation, intelligence, consequence delivery, and accountability.

Before 2013, the majority of noncitizens attempting to cross the border entered without being caught. In the last decade we have made tremendous progress, and the estimated annual apprehension rate over the last few years has averaged 78%. Still, over the past



The growing impact of the Team Awareness Kit (TAK) to USBP Operations

U.S. Border Patrol (USBP) deployed over 18,000 Team Awareness Kits (TAKs), a digital tool that enhances access to real-time intelligence and enables collaboration for multi-jurisdictional response teams. USBP worked with the DHS Components like S&T to tailor the TAK devices to USBP’s unique operational needs and deploy it at an enterprise level to strengthen public-safety measures and maintain shared tactical awareness across organizations during disaster and national-security events. TAK’s exceptional operational value to the USBP border-security mission has been proven with over 16,000 USBP personnel trained, improving operational effectiveness and efficiency, and providing a leading and innovative solution in the mission to secure the border.



decade there has been a fundamental change in migratory patterns. Until 2013, more than 90% of individuals encountered at the U.S. Southwest Border (SWB) were single adults, and the vast majority were Mexican citizens. In 2014, the United States began experiencing an increase in migration of family units and unaccompanied children, which present unique humanitarian concerns and have accounted for more than half of all encounters since 2018.

The composition of migrant encounters continues to evolve, requiring the Department to maintain maximum flexibility in its operations and processing capabilities. Today, DHS is facing an increase in migration from non-traditional countries, including nationals from Eastern Hemisphere countries, such as Ukrainian citizens who have been displaced by Russia's invasion of Ukraine. Repressive regimes in Cuba, Nicaragua, and Venezuela have also fueled migration throughout the hemisphere, leading to a large diaspora, including millions of Venezuelans who have fled to Brazil, Peru, Ecuador, Colombia, Costa Rica, and elsewhere in South America.

DHS@20

We are dramatically expanding Non-Intrusive Inspection technology at U.S. Ports of Entry (POEs). By installing new large-scale scanners at multiple land POEs along the Southwest Border, CBP plans to increase its inspection capacity for passenger vehicles to 40% and for cargo vehicles to 70%. This technology is already significantly enhancing the Department's ability to screen and detect fentanyl and other drugs, as well as currency, guns, ammunition, illegal merchandise, and people being smuggled or trafficked into the country, while minimally impacting the flow of legitimate travel and commerce.



Restoring maritime commerce after natural disasters

The accessibility of U.S. waterways and vitality of marine ecosystems enable economic activities across the United States to flourish. The Coast Guard plays a key role in DHS efforts to facilitate lawful trade and travel by maintaining and ensuring the accessibility of U.S. waterways and maritime resources. After Hurricane Ian made landfall in Florida in September 2022, Coast Guard personnel saved or assisted over 800 people in distress. As part of the critical effort to facilitate opening federal waterways to commerce and rescue supplies, the Coast Guard immediately completed aids to navigation assessments at ports in Florida, Georgia, South Carolina, North Carolina, and Virginia, returning 10 of the 13 major ports to normal operating status within 36 hours of the storm.



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DHS is focused on solutions and has implemented a robust plan to humanely manage the border through deterrence, enforcement, and diplomacy, leveraging an approach that combines strengthened enforcement and increasing lawful pathways.

Partnerships are vital in this mission. While CBP, ICE, and the U.S. Coast Guard wield powerful law enforcement authorities on land and at sea, DHS is also working with other partners across the homeland security enterprise—including state, local, tribal, and territorial (SLTT) law enforcement agencies—and is coordinating with international partners to ensure border-security operations are conducted in a safe, humane, orderly, and secure manner. Securing and managing our borders also means addressing trade and investment flows that touch us all. Land, sea, and air borders are important economic gateways that account for trillions of dollars in trade and travel each year, are found in many of our nation’s largest cities, and are integral parts of many American communities. Protecting our borders from the illicit movement of weapons, drugs, contraband, and people, while promoting lawful entry and exit, and lawful trade, is essential to homeland security, economic prosperity, and national sovereignty, and DHS works closely with its partners to achieve this mission.

DHS@20

The Department is home to more than 75,000 sworn law enforcement officers, the greatest number of law enforcement officers in the federal government. DHS is committed to increasing the representation of newly hired women in law enforcement or related occupations at DHS to 30% by 2023.



CBP creates approach to combat synthetic drugs like fentanyl

CBP’s fentanyl seizures have increased more than 800% since FY 2019. In April 2023, the agency established the CBP Synthetic Cell, within the National Targeting Center (NTC), to provide a comprehensive and whole of government approach to anticipate, identify, mitigate, and disrupt fentanyl producers, suppliers, and traffickers. CBP serves as the nation’s frontline of defense against contraband moving through clandestine means across our borders and throughout the interior of the U.S. This strategy has already brought unique and formidable capabilities for CBP to combat the illicit synthetic trade and build capacity with our partners—domestic and international—to ensure the safety of Americans.



Mission 2: Key Measure Highlights

Objective 2.1 Secure and Manage Air, Land, and Maritime Borders

Component	Program		Measure Name					
CBP	Air and Marine Operations		Percent of detected conventional aircraft incursions resolved along all borders of the United States					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
99.1%	100%	100%	100%	98.5%	100%	98.5%	98.5%	
CBP	Border Security Operations		Rate of interdiction effectiveness along the Southwest Border between ports of entry					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
86.3%	79.4%	82.6%	75.9%	81%	75.6%	81%	81%	

Objective 2.2 Expedite Lawful Trade and Travel

Component	Program		Measure Name					
CBP	Trade Operations		Percent of imports compliant with U.S. trade laws					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
98.37%	98.37%	99.96%	99.69%	97.5%	99.35%	97.5%	97.5%	



Countering the IUUF threat at home

On April 14, 2023, the Coast Guard seized over 1,000 pounds of shark caught by foreigners fishing illegally off the coast of South Texas. Illegal, unreported, and unregulated fishing (IUUF) is a threat to local economies and sustenance around the globe. Coast Guard law enforcement personnel from Stations Galveston and South Padre Island routinely interdict fishermen attempting to illegally catch highly valuable species, such as shark or red snapper, in U.S. waters.



Objective 2.2 Expedite Lawful Trade and Travel (cont'd)							
Component	Program			Measure Name			
CBP	Travel Operations			Percent of Global Entry members with no security-related violations			
FY19 Result 99.9%	FY20 Result 99.7%	FY21 Result 99.9%	FY22 Result 99.8%	FY23 Target 99.5%	FY23 Result 99.8%	FY24 Target 99.5%	FY25 Target 99.5%
USCG	Marine Transportation System Management			Availability of maritime navigation aids			
FY19 Result 96.8%	FY20 Result 96.5%	FY21 Result 96.2%	FY22 Result 96.3%	FY23 Target 97.5%	FY23 Result 95.49%	FY24 Target 97.5%	FY25 Target 97.5%
USCG	Maritime Law Enforcement			Fishing regulation compliance rate			
FY19 Result 98%	FY20 Result 97.4%	FY21 Result 97.2%	FY22 Result 98.9%	FY23 Target 97%	FY23 Result 99.1%	FY24 Target 97%	FY25 Target 97%



Non-Intrusive Inspection enhances CBP cargo security

The Non-Intrusive Inspection Division continues to innovate and find the latest and greatest technology on the market. Non-Intrusive Inspection (NII) systems are an integral part of CBP’s layered enforcement strategy to assist personnel screening for illicit goods. Currently, CBP officers use over 370 Large-Scale and more than 4,000 Small-Scale NII systems to scan cargo and vehicles. NII equipment allows frontline personnel to review the contents of a cargo container in a matter of minutes whereas a physical examination could take hours. This translates to billions of dollars in savings to both CBP and the trade industry. For example, in FY 2023, CBP utilized Large Scale NII to conduct more than 9.4 million exams, resulting in more than 1,000 seizures of nearly 52,219 kgs. of drugs and \$2.5 million of undeclared U.S. currency.



Objective 2.3 Counter Transnational Criminal Organizations and Other Illicit Actors

Component		Program		Measure Name			
ICE		Homeland Security Investigations		Number of significant Homeland Security Investigations cases that resulted in a disruption or dismantlement			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
---	---	698	1,083	545	1,111	550	556

Performance Highlights

While DHS continued to deliver its core programs and services, Mission 2 performance was challenged by external factors such as post-pandemic travel volumes and supply chain challenges, as well as operations to address irregular migration.

Examples of DHS performance in this space include:

- Persistent DHS-wide efforts to respond to elevated levels of irregular migration at the SWB put a strain on DHS resources and personnel. The Maritime environment was also affected early in FY 2023, though maritime migration significantly dropped after a parole process was put in place in May 2023 that included Haitians and Cubans, and consequences were implemented for encounters in the maritime environment, including maritime encounters losing eligibility for parole processes.
- Diversion of assets to respond to other priorities in the maritime environment impacted USCG operations, such as ensuring the availability of aids to navigation, the percent of time high priority waterways in the Great Lakes and along the eastern seaboard are open during ice season, and maintaining operational presence in the Arctic.
- Lawful trade and travel was impacted by post-pandemic volume changes, yet DHS continued to innovate in ways that improved effectiveness and efficiency in the delivery of services to stakeholders and customers.
- As part of the work done to prepare for the end of the Centers for Disease Control and Prevention’s (CDC) Title 42 public health Order on May 11, 2023, DHS coordinated with DOJ to issue the Circumvention of Lawful Pathways Final Rule to incentivize the use of lawful pathways for migration.⁶ Title 42 was CDC’s 2020 public-health order intending to mitigate COVID risks. Title 42 subjects were expelled from the United States as expeditiously as possible and faced no legal consequence. The final rule is designed to discourage irregular migration by encouraging migrants to use lawful, safe, and orderly processes for entering the United States and other partner nations; impose conditions on asylum eligibility for those who fail to do so; and support the swift return of migrants who do not have valid protection claims. As a complement to this final rule, DHS has expanded its use of expedited removal, or

⁶ When Title 42 ended on May 11, 2023, the United States returned to fully enforcing Title 8 immigration authorities to expeditiously process and remove individuals who arrive at the U.S. border unlawfully and do not have a legal basis to stay. For more information, please refer here: <https://www.dhs.gov/immigrationlaws>



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hearing migrants' credible fear claims, to deliver more timely consequence or relief, but our ability to do so at large scale is limited by resources.

DHS is leveraging the tremendous amount of work done across the Department to counter transnational criminal organizations (TCOs) and combat the threat of fentanyl and other illicit narcotics.

Examples of DHS performance in this space include:

- In September 2023, ICE Homeland Security Investigations (HSI) released its [Strategy for Combating Illicit Opioids](#), an intelligence-driven approach to disrupting and dismantling TCOs and keeping dangerous substances like illicit fentanyl and other synthetic narcotics off America's streets. In the past five years, HSI has seized more than 54,000 pounds of fentanyl and interdicted over 2.2 million pounds of synthetic drug precursor chemicals. HSI's 2023 strategy leverages the agency's experience in combatting this threat along with its unique authorities and counter-network approach to reduce the international and domestic supply of illicit opioids; combat the enablers of illicit opioid trafficking; and conduct outreach with private industry.
- CBP released the [CBP Strategy to Combat Fentanyl and Other Synthetic Drugs](#). This 2023 strategy aligns resources, enhances partnerships, and builds on the successful enforcement intelligence and data-driven operations CBP executed in FY 2023, while leveraging CBP's vast expertise and data holdings to disrupt the TCOs responsible for the production, distribution, and trafficking of illicit fentanyl, its analogues, and other synthetic drugs in the U.S. This strategy complements the HSI strategy to combat illicit opioids, among other DHS efforts targeted to address these critical issues.



UAS deployment to Panama to combat Transnational Organized Crime

In January 2023, Air and Marine Operations (AMO), in coordination with Joint Interagency Task Force – South (JIATF-S), and Servicio Nacional Aeronaval (SENAN), conducted an integrated air and sea operation in Panama for 99 days utilizing Unmanned Aircraft System (UAS) technology to detect, identify, and facilitate the interdiction of maritime surface vessels attempting to use the Eastern Pacific, Central Caribbean, and Panamanian Territorial Waters to traffic people and contraband. The operation included 938 mission hours and resulted in 11,362 lbs. of cocaine and 23,261 lbs. of marijuana seized or disrupted.



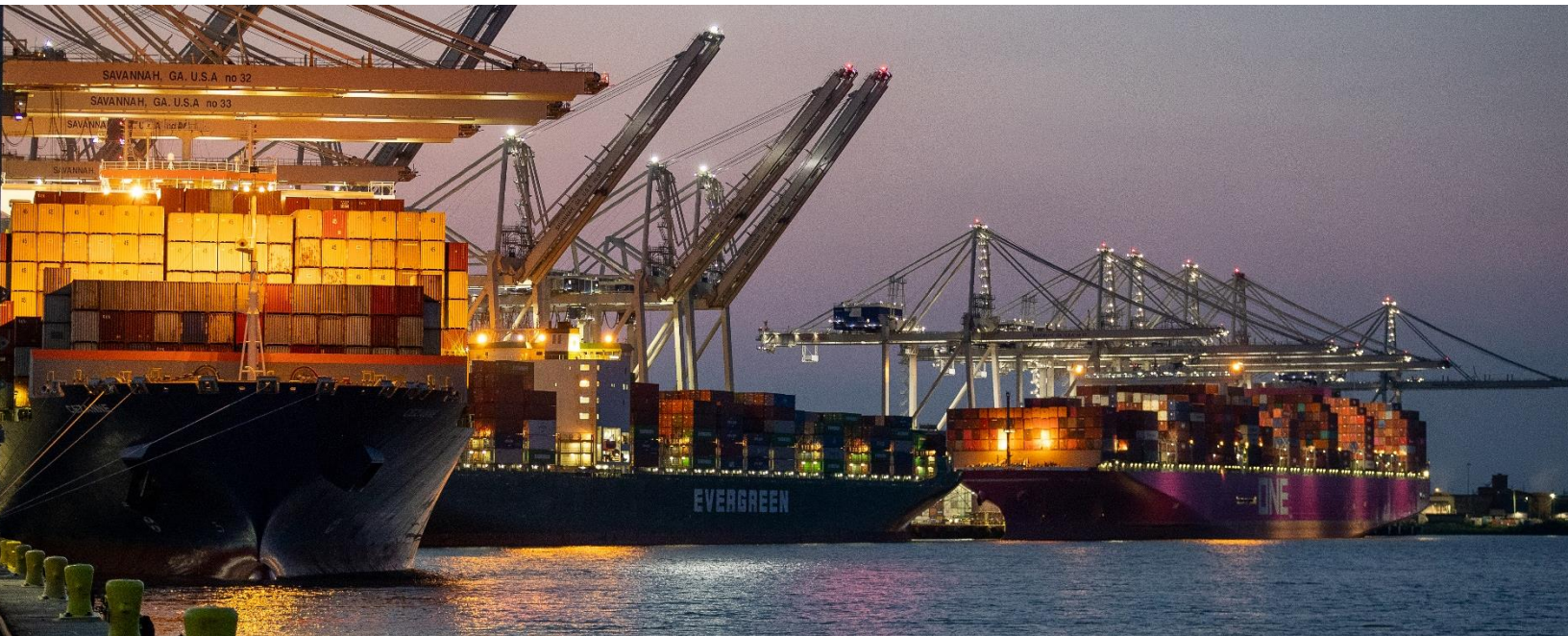
Looking Forward

DHS is taking steps to ensure the capacity and capability of its workforce to respond to the historically high numbers of migrants arriving at our nation's SWB.

- For example, CBP is identifying workforce management solutions to close critical gaps in recruiting and retention efforts and is focused on developing incentives that improve the retention of skilled and experienced agents, establishing training for law enforcement and mission support personnel across career lifecycles, and continuing to implement the [Border Patrol Processing Coordinator \(BPPC\)](#) role to ease agent workload and enable agents to focus their time on core law-enforcement competencies.
- In addition to recent pay differential initiatives undertaken by HSI for difficult to staff positions, ICE Enforcement and Removal Operations (ERO) is also taking steps to train Enforcement and Removal Assistants (ERAs) to provide Non-Detained Docket (NDD) caseload support and enable ERO personnel to focus their time in core mission areas.

Did you know?

The Coast Guard operates on all seven continents and maintains over 60 bilateral agreements to leverage foreign partnerships to combat international threats like drug trafficking and illegal, unreported, and unregulated fishing. The Coast Guard also facilitates \$5.4 trillion in annual economic activity via the MTS.



CBP hosts the first Green Trade Innovation and Incentives Forum

On July 11, 2023, CBP hosted the first ever Green Trade Innovation and Incentives Forum, where members of industry, non-governmental organizations, Government personnel, and experts in academia, research, and technology exchanged ideas related to green trade innovation, incentivizing clean and sustainable supply chains and environmental stewardship, and international trade decarbonization. The Forum supported CBP's Green Trade Strategy, which establishes the agency as a leader of environmental stewardship in the trade space – exemplifying higher green standards for global trade.



DHS is working to plan for the short- and long-term factors that drive irregular migration to the U.S.—including abuses perpetrated by authoritarian regimes, food insecurity, violence, corruption, lack of opportunities, and systemic poverty.

- DHS technology and systems enable near real-time sharing of information on local and short-term migration trends. For example, the U.S. Border Patrol (USBP) is implementing its Common Operating Picture (COP) at Tactical Operations Centers, which fuses live input from surveillance technologies and other operational data into an automated system capable of assisting agents in making decisions in real-time.
- In the maritime environment, the U.S. Coast Guard is implementing new performance measures regarding migrant interdiction and other related activities which will help inform situational awareness regarding risks, impacts, and tradeoffs for Coast Guard efforts.



DHS agencies and partners countering the threat of fentanyl and other narcotics

In May 2023, DHS announced the results of Operations Blue Lotus and Four Horsemen, surge efforts to curtail the flow of illicit fentanyl smuggled into the U.S. across the SWB. Operation Blue Lotus leveraged advanced analytics and intelligence capabilities at CBP and HSI. The operation consisted of a focused deployment of HSI personnel alongside CBP Officers at POEs, where over 90% of fentanyl is trafficked in cars and trucks, so that HSI could immediately pursue investigations as contraband was discovered. Working with federal, state, tribal and local partners, the investigations in turn helped expose the criminal networks. The complementary CBP operation, Operation Four Horsemen, focused between POEs and at check points near the border. Over two months, Operation Blue Lotus along with Operation Four Horsemen seized nearly 10,000 pounds of fentanyl, and more than 10,000 pounds of narcotics like cocaine and methamphetamines. In its last week alone, Blue Lotus saw a 2000% percent increase in seizures at a single port of entry and arrested 284 people on fentanyl charges.



DHS is streamlining and improving the accessibility of many key services and programs involved in securing and managing the nation's borders.

- For example, ICE ERO has translated over 40 forms into Spanish, Portuguese, Punjabi, French, and Haitian Creole, and the ICE Health Service Corps (IHSC) has acquired national care guidelines to support oversight of medical referral pre-authorizations, inpatient care and services, and expanded telehealth programs, and has made updates to its [public facing](#) website for change of address applications.
- CBP also continues to improve the [CBP One™ App](#), a mobile application that serves as a single portal to a variety of CBP services, and is offering added convenience to travelers under the Trusted Traveler Program (TTP) with the Enrollment on Arrival (EoA) program. The EoA program will enable approved Global Entry (GE) applicants to complete enrollment interviews while clearing CBP processing and has further benefited from CBP's continued rollout of [Biometric Facial Comparison Technology \(BFCT\)](#), which has reduced the average GE facial comparison transaction from 40-45 seconds at a legacy GE kiosk to less than 10 seconds with the new technology. CBP has deployed BFCT solutions to air, land pedestrian, and sea environments on entry and continues to refine BFCT deployment in the land vehicle environment.

DHS@20

The Coast Guard is the Nation's oldest, continuous, sea-going service, having been created as the Revenue Marine in 1790. The modern Coast Guard was formed in 1915 and is a combination of five historical federal agencies: the Revenue Cutter Service, the Lifesaving Service, the Lighthouse Service, the Steamboat Inspection Service, and the Bureau of Navigation.

States.



HSI's largest commercial fraud loss of revenue investigation

Six importers were sentenced in federal court to five years' probation and ordered to pay \$1.83 billion in restitution for participating in a conspiracy to defraud the U.S. via a customs-and-wire fraud scheme in which China-origin aluminum extrusions were disguised as "pallets" and imported fraudulently to avoid \$1.8 billion in antidumping and countervailing duties. The case stemmed from a massive, multi-year probe conducted by HSI, CBP, and the Internal Revenue Service.



Mission 3: Administer the Nation's Immigration System



Overview

DHS has combined an expansion of lawful pathways with significantly strengthened consequences to reduce irregular migration. At the same time, we have worked to support improvements to the legal immigration system, which has enabled DHS to respond to humanitarian crises, respond to U.S. labor needs, and reunify families.

Following the evacuation of U.S. and allied forces from Afghanistan, DHS led a whole-of-government effort to coordinate the screening, vetting, entry, domestic processing, and resettlement of Afghans into the United States. DHS also established the Uniting for Ukraine



Preparing tomorrow's citizens

On September 28, 2023, USCIS awarded over \$22 million in grants to 65 organizations in 29 states to help prepare lawful permanent residents for naturalization. The Citizenship and Integration Grant Program provides funding to organizations that prepare immigrants for naturalization and promote civic integration through increased knowledge of English, U.S. history, and civics. In addition to the traditional programs that fund citizenship and English acquisition classes, FY 2023 grants include opportunities for creative and innovative approaches to preparing immigrants for naturalization.



process to make it possible for Ukrainians with sponsors in the United States to travel and stay in the country and to be eligible for a work permit for a temporary period. In response to an increase in the number of Venezuelans, Cubans, Haitians, and Nicaraguans encountered at the SWB, DHS established a similar process for nationals of those countries meeting certain criteria to be screened, vetted, and approved in advance to travel and stay temporarily in the country. DHS has strengthened consequences for those who cross the SWB without authorization by implementing the Circumvention of Lawful Pathways regulation and complementary measures, including processes to streamline and maximize expedited removal processing, allowing voluntary returns for certain populations, and increasing USCIS capacity to train and prepare additional staff. To provide a lawful, safe, and orderly alternative to irregular migration for families awaiting visa availability, DHS created and updated parole processes to reunite families from certain Western Hemisphere countries, including Colombia, Cuba, Ecuador, El Salvador, Guatemala, Haiti, and Honduras. These processes increased national security by allowing DHS to screen and vet individuals who would have potentially unlawfully entered the United States.



DHS support of the enforcement of labor and employment laws

DHS plays an important role in ensuring that our nation's workplaces comply with our laws by supporting federal, state, and local labor and employment agencies to accomplish their important work enforcing wage protections, workplace safety, labor rights, and other laws and standards. See the Oct. 12, 2021, [DHS Policy Statement 065-06](#), "Worksite Enforcement: The Strategy to Protect the American Labor Market, the Conditions of the American Worksite, and the Dignity of the Individual." Workers are sometimes afraid to report violations of law by exploitative employers or to cooperate in employment and labor standards investigations because they fear removal or other immigration-related retaliation due to reports by an abusive employer. The Department's practice of offering discretionary protection on a case-by-case basis to victims who lack employment authorization directly increases the ability of labor and employment agencies to more fully investigate worksite violations. Offering discretionary protection also supports these agencies in fulfilling their mission and holding abusive employers accountable, which protects all U.S. workers. The process changes implemented through DHS Policy Statement 065-06 have streamlined the exercise of DHS's existing authority to grant such protection.

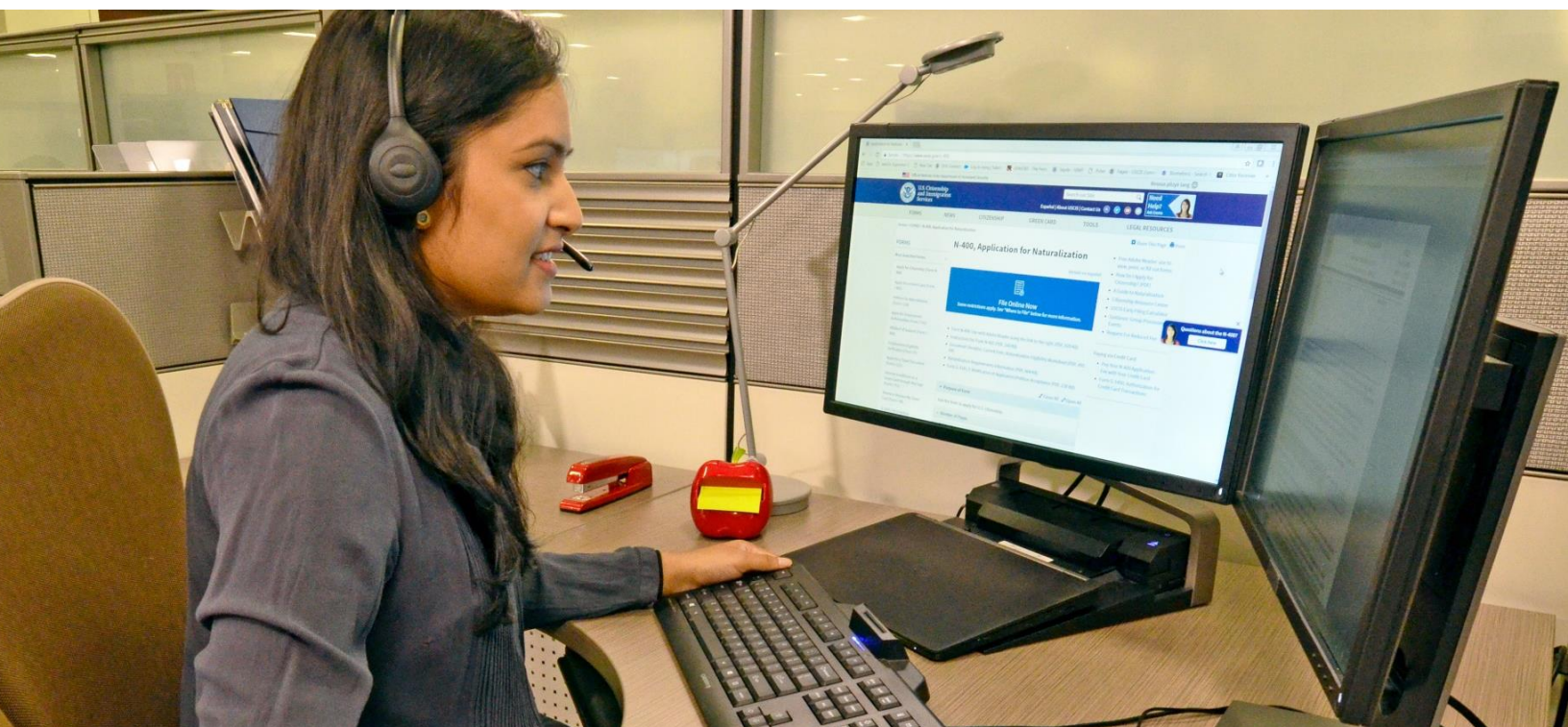
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DHS will continue to work with the Department of State to expand access to legal pathways for migrants seeking opportunity or protection in the United States, and to help enhance reception and reintegration for returnees to their home countries. In addition, DHS is enabling opportunities for safe and orderly migration through the Central American Minors program, in which certain U.S.-based parents and legal guardians can petition for children in their home country for access to a lawful pathway to the United States. We are also promoting labor pathways, specifically through the H-2A and H-2B programs, for temporary agricultural and non-agricultural workers, including allocating additional H-2B visas for certain Western Hemisphere countries under a time-limited statutory authority.

Increasing migratory flows and the changing composition of border encounters will require the Department to continue to develop innovative solutions to longstanding challenges with the processing and detention of individuals seeking protection. No matter the challenge, DHS will continue to promote access to immigration benefits and services for all who are eligible to receive them.

DHS@20

Every day, DHS welcomes 3,800 new citizens at naturalization ceremonies across the country, including 42 members of the U.S. Armed Forces, and grants legal permanent resident status to 2,100 people.



Expanding accessibility and enhancing the customer experience

USCIS continues to expand its online presence, increasing the number of forms available to file online, delivering on an agency priority to make operations more efficient and effective for the agency and its stakeholders, applicants, petitioners, and requestors. To help manage this process, the USCIS Contact Center has online tools and resources to give users the same information they would get by speaking to a representative. This information is available 24 hours a day, 7 days a week, from a cell phone, tablet, or computer.



Mission 3: Key Measure Highlights

Objective 3.1 Administer the Immigration System								
Component	Program				Measure Name			
USCIS	Employment Status Verification				Percent of workers determined to be Employment Authorized after an initial mismatch			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
.21%	.23%	.13%	.11%	≤ .30%	.13%	≤ .30%	≤ .30%	
USCIS	Fraud Prevention and Detection				Percent of completed social media checks found in compliance with applicable privacy policies			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	New Measure		FY24 Target	FY25 Target	
---	---	---	---			95%	95%	
USCIS	Immigration Services				Percent of approved Applications for Naturalization that were appropriately decided			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
99%	99%	0%	100%	99%	100%	99%	99%	

Objective 3.2 Enforce U.S. Immigration Laws								
Component	Program				Measure Name			
ICE	Enforcement and Removal Operations				Percent of detention facilities that meet the National Detention Standards Program during their full annual inspection			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	New Measure		FY24 Target	FY25 Target	
---	---	---	---			95%	95%	
ICE	Office of the Principal Legal Advisor				Client satisfaction based on the annual OPLA Voice of the Client Survey			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
---	---	---	---	71%	83%	72%	73%	

Performance Highlights

While there are challenges driven by external factors in the regulatory and policy environment and by the increasing need for the Department to respond to irregular migration, some improvements in effectiveness and efficiency were realized as a result of the transition to a virtual work environment.

Examples of DHS performance in this space include:

- USCIS continues to address its case backlog and is digitizing many of its forms and processes to externally improve accessibility and the customer experience, and to

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internally improve effectiveness and efficiency, such as through a digital oath process for military naturalization and through establishing the Humanitarian, Adjustment, Removing Conditions and Travel Documents (HART) Service Center to support humanitarian-based workloads.

- Although COVID reduced office capacity domestically, USCIS officers deployed overseas to conduct in-person refugee interviews and expanded teleconferencing to conduct naturalization interviews.
- The ICE Office of the Principal Legal Advisor (OPLA) implemented new virtual capabilities to address attorney shortages relative to the expansion of the Executive Office for Immigration Review (EOIR).

Did you know?

The ICE National Criminal Analysis and Targeting Center (NCATC) plays a leading role in identifying criminal and other priority noncitizens who pose a threat to our nation's communities, including foreign fugitives wanted for serious offenses committed abroad who flee to the U.S. to elude justice. Data is analyzed for lead development and information referrals, which are disseminated to ERO law enforcement officials nationwide and are used to locate, arrest, and remove these individuals from the U.S.



Continuous training and education in the Department

In FY 2023, OPLA's Strategic Management Division (SMD) produced extensive classroom and virtual training opportunities for OPLA employees nationwide. SMD executed three OPLA 101 new attorney training events, two OPLA 201 experienced attorney training events, one OPLA 301 training event for attorneys working on national security cases, one training event for attorneys working on HSI-related matters, two training events for the OPLA Field Legal Operations Deputy Chief Counsels, one trial advocacy training event for OPLA headquarters attorneys, and two training events for OPLA Headquarters and Field Legal Operations supervisors. Ensuring the Department's employees are equipped with the knowledge, skills, and abilities to successfully administer our nation's immigration system continues to be a central priority.



Looking Forward

DHS continues to streamline and improve access to many of the key programs and services involved in administering our nation's immigration system.

- For example, since January 2021, USCIS has implemented process efficiencies and leveraged hiring surge support to reduce the number of pending naturalization cases by approximately 450,000, a significant achievement in DHS and USCIS efforts to streamline case processing and reduce the backlog of pending naturalization cases.
- In FY 2023, USCIS received 10.9 million filings and completed more than 10 million pending cases in total—both record-breaking numbers in the agency's history. In doing so, [USCIS reduced overall backlogs by 15%](#).
- In November 2023, ICE-ERO launched the ICE Portal, a public-facing website that centralizes communications between noncitizens and the federal government.
- ICE-ERO expanded its [Virtual Attorney Visitation \(VAV\)](#) program from 13 to 24 of its detention facilities, increasing access to legal representatives by enabling them to meet with clients virtually and confidentially.
- ICE-ERO developed a web-based [Cash Electronic Bonds \(CeBONDS\)](#) system, providing a fully automated, online capability to verify bond eligibility, make payments, and send notifications to bond obligors.



USCIS Opens the Humanitarian, Adjustment, Removing Conditions and Travel Documents (HART) Service Center

The HART Service Center is the first to USCIS service center to focus primarily on humanitarian cases. HART will promote cohesive and consistent adjudicative operations. Its dedicated workforce will improve the quality and efficiency of our humanitarian caseload processing. This workforce will continue to receive the robust, specialized training currently provided to employees who are processing these forms. These applications and benefits affect the most vulnerable of noncitizens, and the opening of this service center will make a positive impact in the quality, timeliness, and scale of our humanitarian processing abilities.



To address the increasing complexities facing our nation's immigration system, DHS is taking steps to ensure immigration processes and systems are delivered in a safe, orderly, and humane manner, upholding civil rights, civil liberties, and privacy in ways that embody our nation's highest values.

- For example, since the Supreme Court's decision paving the way for continued implementation of the Secretary's 2021 Priorities for Civil Immigration Enforcement, DHS Components have focused limited enforcement resources on those individuals who present threats to border security, public safety, and national security.
- In January 2023, DHS announced a policy promoting process enhancements to support labor investigations, under which certain noncitizen workers who are victims of, or witnesses to, the violation of labor rights, can access a streamlined and expedited deferred action request process. Deferred action requests are handled by USCIS or ICE and supported by a statement of interest filed by the labor agency conducting the investigation. In January 2024, DHS announced a renewals process pursuant to this policy.
- Since January 2023, CBP has begun accepting advance information via the CBP One mobile app to expedite processing for certain individuals who wish to present at POEs. CBP has steadily expanded access and reduced barriers for those who wish to seek appointments, and the CBP One mobile app provides a safe, orderly, and lawful process by which a set number of individuals each day can schedule a time and place to present at a POE.
- The ICE [Office of the Principal Legal Advisor \(OPLA\)](#) is working to prioritize immigration court docket coverage for cases of public safety, national security, or where there would be an injustice if the agency was not represented. To facilitate these efforts, OPLA is expanding the use of video technology so that court coverage in understaffed locations can be augmented through nationwide assistance.



Mission 4: Secure Cyberspace and Critical Infrastructure



Overview

DHS will continue to protect the American people by preventing and mitigating active cyber threats, strengthening the nation’s cyber resilience, driving a “security-by-design” approach with partners, and developing a cybersecurity workforce with the size, skills, diversity, and training necessary to meet our mission, protect our businesses and families, defend critical infrastructure, and forge a more secure future.

Nation-state threat actors are becoming increasingly sophisticated, targeting federal, state, and local government agencies, critical infrastructure, and others. Likewise, cyber criminals have increased their malicious activities motivated by the significant profits they can make from using relatively accessible and affordable ransomware and malware tools. Today, almost anyone can become a hacker.

Whether motivated by profit or ideology, cyber adversaries are willing to harm the American people by targeting businesses, schools, hospitals, police departments, state and local governments, and critical infrastructure.

This includes America’s election infrastructure, which is why the Department remains committed to supporting election officials in safeguarding and securing election infrastructure, including continuing efforts to secure all upcoming and future election cycles. There are also actors who have used ransomware during an unprecedented and ongoing global pandemic, disrupting hospitals dealing with surges of COVID-19 patients. We need only look at recent events, such as the SolarWinds supply chain compromise or the ransomware attacks affecting Colonial Pipeline, to see the impacts. In furtherance of the National Cybersecurity Strategy released in March 2023, DHS will continue to manage cyber risk through CISA as the

DHS@20

Today, DHS leverages the Cyber Talent Management System (CTMS) to fill mission-critical cybersecurity positions more effectively and efficiently than through traditional hiring tools, screening applicants based on demonstrated competencies, competitively compensating employees, and reducing the time it takes to be hired into the Department. Employees hired through this system will join the new DHS Cybersecurity Service, the Nation’s preeminent federal cybersecurity team working to protect U.S. critical infrastructure and the American people from cybersecurity threats and increase nationwide resilience.



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nation’s cyber defense agency and national coordinator for critical infrastructure security and resilience. DHS will also work with other Components, including I&A, ICE, TSA, USCG, and USSS; private sector, SLTT, and like-minded international partners; and the Intelligence Community, the interagency, and law enforcement; as part of a whole-of-ecosystem approach.

Because the majority of the nation’s critical infrastructure is owned by the private sector, effective responses to threats demand close coordination between the public and private sectors. CISA will continue advancing national efforts to secure and protect against critical infrastructure risks, including by implementing a national plan that recognizes both the expanding scale of terrorism and other threats and the emerging cybersecurity challenge of increasingly networked and internet-enabled infrastructure systems. The Department, in close partnership with Sector Risk Management Agencies (SRMAs), will continue its role as the coordinator of the national effort for critical infrastructure security and resilience.

Mission 4: Key Measure Highlights

Objective 4.1 Support the Cybersecurity of Federal Civilian Networks						
Component		Program		Measure Name		
CISA		Cybersecurity		Percent of vulnerable systems notified under the Ransomware Vulnerability Warning Pilot that have been mitigated		
FY19 Result	FY20 Result	FY21 Result	FY22 Result	New Measure	FY24 Target	FY25 Target
---	---	---	---		40%	40%



Cybersecurity workforce development and challenges for academia

DHS is working with our nation’s private industry, academia, and government to develop and maintain an unrivaled, globally competitive cyber workforce. One of the biggest challenges is the lack of consistency in the way “cybersecurity” is defined. Job descriptions and titles for the same job roles vary from employer to employer. This makes it harder for universities and colleges to prepare students for their first job. Employers spend time and resources retraining new hires and employees don’t have clear career options. The National Initiative for Cybersecurity Education (NICE) Workforce Framework is the foundation for increasing the size and capability of the U.S. cybersecurity workforce. It provides a common definition of cybersecurity, a comprehensive list of cybersecurity tasks, and the knowledge, skills, and abilities required to perform those tasks. In FY 2023, CISA developed 6 NICE Cybersecurity Challenges focused on commonly seen security issues at an electrical substation. The challenges map to the NICE Cybersecurity Workforce Framework and enable students to learn the tasks, knowledge, and skills needed to perform cybersecurity workforce roles. The challenges developed will be used in cybersecurity curriculum developed by the 400+ National Centers of Academic Excellence in Cybersecurity (NCAE-C) designated institutions.



Objective 4.2 Strengthen the Security and Resilience of Critical Infrastructure

Component	Program		Measure Name					
CISA	Emergency Communications		Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
99.5%	99.7%	95%	99.5%	99%	99.1%	99%	99%	
CISA	Infrastructure Security		Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resiliency enhancements					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
88%	86%	85%	91%	85%	93%	85%	85%	
CISA	National Risk Management Center		Number of Committee on Foreign Investment in the United States (CFIUS) related cases reviewed, analyzed, and processed					
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
---	---	---	---	1,500	1,183	1,560	1,570	



CDM is transforming government cybersecurity operations

CISA's updated Continuous Diagnostics and Mitigation (CDM) Federal Dashboard enabled CISA analysts to quickly detect vulnerable systems related to a recent exploit on federal agency networks. Within minutes, CISA leveraged this host-level visibility into federal agency infrastructure to confirm potential risks, alert affected agencies, and actively track mitigation – preventing an active exploit from causing widespread harm across agency systems and impacting essential services upon which Americans depend.



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Objective 4.4 Combat Cybercrime							
Component		Program		Measure Name			
USSS		Field Operations		Financial Crime Loss Recovered (in billions)			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
---	---	---	---	\$1.00	\$1.11	\$1.00	\$1.00

Performance Highlights

Mission 4 performance improved, with DHS taking steps to increase cybersecurity in Federal Civilian Executive Networks. Despite challenges in competing with private industry, DHS also continues taking steps to attract, hire, and retain cyber skilled professionals.

Examples of DHS performance in this space include:

- CISA increased its capacity and capability to detect and respond to vulnerabilities, threats, and attacks in Federal Executive Civilian Branch (FECB) networks by reducing the Domain Name System egress traffic bypassing CISA’s Domain Name System filtering capabilities and implementing cyber-related Binding Operational Directive (BOD) initiatives.



First Nationwide Alert, Warning & Notification Meeting

In April 2023, CISA’s Emergency Communications Division, along with FEMA and the Federal Communications Commission (FCC), co-hosted the first ever Nationwide Alert, Warning, & Notification Meeting in St. Louis. The meeting brought together over 100 representatives from federal agencies, states, tribal nations, cities, and counties to share best practices and challenges to getting timely information out to the public during immediate crisis. Topics included multilingual alerts, reaching the deaf and hard of hearing community, crafting alerts to gain the best action, and future rulemaking for Wireless Emergency Alerts.



- USSS Field Operations processed steadily increasing volumes of data (over 26 petabytes during FY 2022) in efforts to combat pandemic-related and other cybercrime.
- CISA's Infrastructure Security Division (ISD) has increased engagements with election stakeholders, and despite pandemic and post-pandemic related challenges, critical infrastructure owners and operators continue to adopt recommendations to enhance security and resiliency at an increasing rate.

Did you know?

The National Summit on K-12 School Safety and Security, hosted by CISA, on November 1–3, 2022, was a first-of-its-kind, virtual event convening federal, state, and local school leaders to share actionable recommendations that enhance safe and supportive learning environments in K-12 schools.

Looking Forward

DHS continues leveraging the strength of its partnerships to address the proliferation of cyber threats facing our nation today.

- In 2021, CISA established the Joint Cyber Defense Collaborative (JCDC), which brings together partners from the federal government, SLTT governments, and private industry, and our international allies, to address significant cyber threats. With diverse representation from nearly all 16 critical infrastructure sectors, the JCDC improves operational collaboration, communication, and cooperation between industry and government. Through the JCDC, CISA continues to build strong, trusted operational alliances with the cybersecurity community; enhances visibility and insight into the cyber threat landscape; draws from diverse resources and expertise to fuel creative cybersecurity solutions; and vastly amplifies the nation's capacity to gather, analyze, and share information and jointly defend against cyber threats. Paired with the pre-planning capabilities of CISA's Cybersecurity Advisory Committee (established in 2021) and the after-action analysis capabilities of the Department's Cyber Safety Review Board (CSRB) (established in 2022), DHS will continue to leverage the JCDC for crisis action planning during cyber events and real-time event coordination to defend the nation against malicious cyber actors.

DHS continues its efforts to combat the illicit use of virtual currencies and digital assets, leveraging partnerships, new technologies, and other process improvements to counter this quickly evolving threat.

- While HSI's Cyber Crimes Center is working to enhance and expand HSI's intrusion response and investigative capabilities, the HSI Financial Crimes Unit (FCU) is leveraging its newly

DHS@20

Today, DHS will prevent millions of dollars of potential loss through cybercrime investigations, seize more than \$14.5 million in currency and assets as a result of cybercrime investigations, triage more than 100 cyber incidents reports, complete 3 cybersecurity assessments for government agencies and private organizations, and process 110 requests for technical assistance for cyber threats, 4 of which will involve cases of ransomware.

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created Cyber Financial Section (CF) (established FY 2022) to educate and support HSI special agents with virtual currency investigations.

- The USSS National Computer Forensics Institute (NCFI) continues to successfully leverage innovative technology and experienced instructors to train state and local law enforcement officers, prosecutors, and judges on digital evidence collection and analysis, and the USSS Cyber Fraud Task Forces (CFTFs)

continue to stand as a proven model for collaboration, ensuring special agents and support personnel have access to the tools, capabilities, training, and infrastructure to combat advanced criminal cyber actors that threaten the nation’s financial systems.

DHS@20

In CISA’s role as the nation’s cyber defense agency and the national coordinator for critical infrastructure security, CISA works with critical infrastructure partners every day to address the evolving threat landscape. CISA’s 2023-2025 Strategic Plan is the agency’s first, comprehensive strategic plan since CISA was established in 2018, and represents a major milestone for the agency.

DHS remains committed to developing a cybersecurity workforce with the size, skills, diversity, and training necessary to forge a more secure future.

- The Department’s Cyber Talent Management System (CTMS) is being leveraged by DHS Components to move more quickly than under traditional federal hiring authorities; compete with private sector compensation; and hire applicants based on skills, and aptitude. Components whose core missions have a cyber nexus—like CISA, ICE HSI, and USSS—are continuing to engage with the Cyber Community through conferences like Women in Cybersecurity, coordinate in-person hiring and job fairs, and are aligning efforts to reach key talent pools (e.g., veterans). DHS continues to place diversity, equity, inclusion, and accessibility at the center of its cyber talent hiring and retention efforts because this is a challenge that affects all Americans, and every perspective is needed at the table.



Sharing resources and building capacity in partner nations

CISA Office of the Chief Learning Officer (OCLO) delivered a Cybersecurity Workforce Development Workshop in the Philippines in April 2023. Sponsored by CISA International and developed in coordination with a NIST colleague, the 3-day workshop gave representatives of the Filipino government information and best practices on development of a cybersecurity awareness program and to build, educate and train a national cybersecurity workforce. The 45 students represented 4 agencies and expressed excitement to use the tools presented to implement their national cybersecurity workforce strategy.



Mission 5: Build a Resilient Nation and Respond to Incidents



Overview

The Department is working to create a set of tools and reforms to promote national resilience and adaptation, bolster innovation and partnerships, and look internally at its own roles and responsibilities to decrease the risks posed to our nation by climate change.

Even with significant interventions, climate change will continue with increasingly serious impacts on the American people and on DHS's missions and its workforce. Severe and frequent natural disasters, rising ocean temperatures, shrinking sea ice, rising sea levels, wildfires, heatwaves, droughts, and ocean acidification all produce serious threats. We have already experienced record rain events and wildfires, as well as increases in the number of coastal storms and inland flooding. Rising temperatures and natural disasters also increase the risk of infectious diseases. Such events disrupt our economy, result in loss of life and



Improving potable water supply through Hazard Mitigation Grants

In January 2023, FEMA announced the approval of the first phase for the construction of a reservoir in the Valenciano River and expansion of the Valenciano Water Treatment Plant to address ongoing drought conditions in Guaynabo, Puerto Rico, and improve potable water supply. The reservoir will have a capacity of 12.7 million cubic meters of water and receive more than \$18.5 million of funding from FEMA's Hazard Mitigation Grant Program (HMGP). The project will offer enough water storage and pumping capacity to ensure a steady water supply for the area.

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property, and cause suffering for millions of Americans and their communities. Moreover, chronic underinvestment in underserved communities leave residents more susceptible to the effects of severe weather events and make recovery more difficult afterwards.

To address these challenges, the Department is enhancing national resilience to ensure that a warmer country is not a more dangerous one, promoting climate literacy, driving innovation, and creating new incentives for resilience and adaptation. While we work to develop community resilience, we must also create the response capabilities that the nation needs in this new era of climate change-exacerbated natural disasters. Increasingly, DHS Components are responding year-round to severe weather events and other climate-related disasters, placing great strain on resources and personnel. To succeed in this environment, the Department is focused on reducing its carbon footprint, on creating a workforce structure that can function on a sustainable deployment and reset cycle, and on establishing a robust, integrated surge force capable of rapidly responding year-round to events.

DHS will continue to prioritize programs and projects based on their contribution to resilience, sustainability, energy, water efficiency, and benefit to disadvantaged communities with environmental justice concerns, while supporting the execution of DHS missions. We will continue to identify and consider potential effects of DHS's actions to ensure there is not a disproportionate impact on low-income or minority populations.

Did you know?

Just one inch of water inside an average home can cause upwards of \$25,000 in damage. Flood damage is generally excluded from standard homeowners' insurance policy. Insurance provided by FEMA's National Flood Insurance Program is a keyway to protect homes and property from flood losses.



Recovery and investigation of the Titan submersible

From June 19-22, 2023, the Coast Guard led a Unified Command in the search for and recovery of the missing submersible Titan in the Northern Atlantic. The search effort included over 10 ships and remotely operated submersibles, as well as six aircraft across a lateral area of over 10,000 square miles and depths of over 4,000 feet. The Coast Guard convened a Marine Board of Investigation and is working with counterparts from Canada, France, and the United Kingdom to determine the causes of the incident.



Mission 5: Key Measure Highlights

Objective 5.1 Coordinate Federal Response to Incidents								
Component	Program			Measure Name				
USCG	Maritime Prevention			Three-year average number of serious marine incidents				
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
764	612	605	522	≤ 626	488	≤ 612	≤ 598	
USCG	Maritime Response			Percent of people in imminent danger saved in the maritime environment				
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
78%	86.5%	81.7%	83.3%	80%	88.5%	80%	80%	
Objective 5.2 Strengthen National Resilience								
Component	Program			Measure Name				
FEMA	Grants			Percent of capability building Homeland Security Grant Program projects that align to closing state, territory, and urban area identified capability gaps				
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
---	79.5%	91.9%	86.2%	90.5%	84.8%	92%	93.5%	
FEMA	Mitigation			Percent of U.S. population (excluding territories) covered by planned mitigation strategies				
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target	
87%	84.4%	83.2%	85.5%	85%	83.9%	85%	85%	



Helping survivors recover after Hurricane Ian

FEMA's National Flood Insurance Program (NFIP) responded to more than 48,000 policy holders across Florida, Georgia, South Carolina, North Carolina, and Virginia following Hurricane Ian in September 2022. As of July 2023, the NFIP had paid more than \$4.3 billion in claims, and the average payment on closed claims for Hurricane Ian is over \$111,000. Across the nation the NFIP insures more than 4.7 million Americans and \$1.3 trillion in assets against the financial devastation created by flooding.



Objective 5.2 Strengthen National Resilience (cont'd)							
Component	Program			Measure Name			
FEMA	National Flood Insurance			Number of properties covered with flood insurance (in millions)			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
4.3	4.1	4.0	3.8	5.0	4.7	5.2	5.5
FEMA	Preparedness and Protection			Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
62%	68%	59%	55%	52%	57%	53%	54%
FEMA	Regional Operations			Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
29.2%	25.9%	26.4%	17.7%	≤ 17.9%	33.8%	≤ 17.9%	≤ 17.9%

Objective 5.3 Support Equitable Community Recovery							
Component	Program			Measure Name			
FEMA	Response and Recovery			Percent of applicants satisfied with simplicity of the Individuals and Households Program			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
78.1%	82%	80%	76.6%	90%	78.1%	91%	91%



Confronting extreme heat

Ahead of FEMA's first ever "#SummerReady" campaign, Region 5 (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin) hosted the first annual Extreme Heat Summit, where subject matter experts discussed the challenges extreme heat poses. This campaign will not only offer easy-to-understand messaging and safety tips for the public but will also provide government stakeholders, emergency managers, and members of the media with FEMA resources they can use to communicate these risks to residents and mitigate the impacts of extreme heat events in their communities.



Objective 5.4 Strengthen National Resilience (cont'd)							
Component	Program			Measure Name			
FEMA	Education, Training, and Exercises			Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training			
FY19 Result 89.4%	FY20 Result 92.2%	FY21 Result 92.5%	FY22 Result 93.3%	FY23 Target 87%	FY23 Result 92.1%	FY24 Target 87%	FY25 Target 87%

Performance Highlights

Mission 5 was impacted by workload increases in the post-pandemic environment, and the growing severity, frequency, and occurrence of disasters is contributing to downward trends in performance.

Examples of DHS performance in this space include:

- In response to the COVID emergency and managing the transition into the post-pandemic environment, FEMA provided front-line support through mass vaccination sites and coordination across regions, providing over \$87 billion in assistance for COVID-related events and developing COVID-19 Resource Roadmaps to help communities navigate pandemic recovery.



2023 Caribbean readiness initiative

From May 22-25, 2023, FEMA supported 17 exercises across ten locations in the United States Virgin Islands. The exercises included more than 300 participants and provided an opportunity for federal and territorial partners to evaluate disaster response plans, address gaps in evacuation and sheltering operations, and discuss long-term recovery considerations. These exercises also enhanced coordination efforts and strengthened the territory’s knowledge of all phases of disaster management.

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- The growing severity of disasters increases the time it takes for communities to recover, further complicated by repeat events in areas already struggling to bounce back. FEMA is implementing disaster customer service initiatives and other programmatic innovations such as Justice40 (see DHS APG) to advance equity across disadvantaged communities.
- Requirements for FEMA's capabilities are growing. These requirements are driven by Stafford Act Declarations, and increasingly, requests for support to non-Stafford Act Incidents. These increasing demands create challenges for operational capacity.
- The Coast Guard continues to respond to people in imminent danger in the maritime environment at approximately the same rate as historic trends, despite increases in maritime migration and the volume of recreational boaters in the post-pandemic environment.

DHS@20

As the nation celebrated the 33rd anniversary of the Americans with Disabilities Act (ADA) in July 2023, FEMA commemorated its ongoing efforts to advance accessibility in the agency's mission to help people before, during and after disasters. The ADA guides FEMA's commitment to improving services and programs to be equitably available to people with disabilities and others with access and functional needs.



Chemical, Ordnance, Biological and Radiological (COBRA) training facility upgrades

FEMA's Center for Domestic Preparedness (CDP) recently completed more than \$3 million in upgrades to its Chemical, Ordnance, Biological and Radiological (COBRA) Training Facility—the only place in the country where civilian responders train with chemical agents and toxic biological materials. The upgrades provide more dynamic and challenging scenarios for the 2,500 responders who train in the facility each year to gain the confidence to deal with hazardous substances in real-world incidents.



Looking Forward

DHS is taking steps to address climate change that include new incentives for resilience and adaptation, modernizing grant programs, and increasing equity in preparedness and response efforts as underserved communities are often disproportionately impacted by climate change.

- Together with FEMA’s Flood Mitigation Assistance and Hazard Mitigation Grant Programs, DHS will continue to prioritize making resources accessible to all communities, including those in underserved areas, and to empower them to take actions that reduce risk and increase resilience to environmental threats to life and property.
- As part of these forward-looking efforts, FEMA is developing a service delivery model for providing integrated, place-based assistance to disadvantaged communities; enhancing Building Resilient Infrastructure and Communities (BRIC) grant program direct technical assistance; and improving access to FEMA programs through Benefit-Cost Analysis (BCA) enhancements across all mitigation programs.

DHS is leveraging data and technology to improve the services and programs that help to create a nation that is more resilient and better prepared to respond to incidents.

- For example, FEMA is conducting foundational research and development with S&T for a new interoperable fire information and analytics platform that will include direct data capture, analytics, dashboard reporting, and data exchange via an Application Programming Interface (API).
- In other areas, FEMA’s Future of Flood Risk Data (FFRD) initiative is working to provide a more comprehensive picture of the country’s flood hazards and risks by

Did you know?

FEMA is implementing the Community Disaster Resilience Zones Act (2022) to build disaster resilience across the nation. On September 6, 2023, FEMA announced the 483 Community Disaster Resilience Zones. These zones—the first of their kind—cover all 50 states and the District of Columbia and are being used to provide targeted support to the most at-risk and in-need communities.

DHS@20

DHS staff often deploy to support response and recovery efforts. 2012 was the first activation of the DHS surge capacity force, with 1,100+ DHS employees working to respond to Hurricane Sandy. In 2017, 2,740 DHS surge force members responded to a series of devastating hurricanes (Harvey, Irma, and Maria) and to the California wildfires. Again in 2021, DHS employees surged to support the nation during the COVID-19 pandemic, providing critical support at vaccination centers.

leveraging new technologies to include more efficient, accurate, and consistent flood risk information across the nation, and to communicate that information in new and innovative ways to motivate people to take action.

- Looking ahead, FEMA will continue efforts to develop enterprise data services, analytics, and geospatial capabilities and implement the FEMA 2023-2027 Data Strategy to create a “share by default” vision and culture across the agency.

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DHS is taking steps to address the strain put on personnel and resources as DHS increasingly responds year-round to severe weather events and other climate-related disasters.

- FEMA remains focused on developing and implementing a workforce readiness cycle that accounts for sustained increases in operational tempo while allowing for adequate training, rest, and rest periods, with an additional focus on improving recruitment and retention efforts and enhancing training and professional qualification opportunities.
- DHS will continue to strengthen the National Response Coordination Center and Regional Response Coordination Centers, and to establish a robust, integrated surge force capable of rapidly responding year-round to events.

Did you know?

FEMA's Grants Management Technical Assistance program is available at no cost to state, local, tribal, and territorial partners. Three hundred and ninety-four individuals attended the Fundamentals of Grants Management course in FY 2023, which covers the grant lifecycle for federal financial assistance. The program also includes a digital resource library for independent learning.



Responding to the Maui wildfires

The wildfires that occurred on the Hawaiian island of Maui in August 2023 were among the deadliest on record in the U.S. and devastated local communities. The Department responded to this crisis, working closely with state, county, and federal partners to aid active response and recovery efforts. More than 190 search and rescue team members and 420 FEMA employees were deployed to assist Hawaii residents in their greatest time of need, including 98 Disaster Survivor Assistance staff. As part of FEMA's response efforts, FEMA also authorized Critical Needs Assistance (CNA) which provides a onetime payment of \$700 per household to applicants who were displaced from their homes and have critical needs. CNA provides for lifesaving and life-sustaining items such as water, food, prescriptions, personal hygiene items, and fuel for transportation. Other DHS Components also assisted in response and recovery efforts. CISA conducted assessments of critical infrastructure and communication systems and coordinated with private sector partners to establish temporary communication solutions, the Coast Guard performed underwater surveys of the Lahaina harbor using sonar technology to identify structural damage, and CBP had special teams working around the clock providing search, rescue, and security assistance to the brave people of Maui. The Department continues to be engaged in long term recovery efforts to rebuild Maui and its communities.



Mission 6: Combat Crimes of Exploitation and Protect Victims



Overview

The Department is enhancing its efforts to combat crimes of exploitation—child sexual exploitation and abuse (CSEA), human trafficking, and labor exploitation—and protect victims.

These crimes, which occur at alarmingly high rates, represent not only a direct attack on our values and personal and public safety, but also threaten our physical and virtual borders, our immigration and customs systems, our prosperity, and our national security. DHS and its partners identify crimes of exploitation and protect victims through expanded education, digital forensic technology, support services, and partnerships with federal, state, local, tribal, territorial, international, and private sector partners. However, DHS cannot defeat crimes of exploitation solely by investigating, arresting, and prosecuting perpetrators. The lack of public awareness about these crimes creates space for them to flourish. To remedy this, DHS is committed to educating our workforce, our partners, and the public on how to identify and prevent crimes of exploitation.

DHS is also institutionalizing a victim-centered approach that seeks to minimize additional trauma, mitigate undue penalization of victims, and provide needed stability and support to victims of trafficking and exploitation. This approach helps survivors begin to repair their lives and enables law enforcement to better detect, investigate, and prosecute perpetrators. Accordingly, the Department has redoubled its efforts to combat these crimes and is committed to further enhancing its work in this space. Going forward, DHS will continue to enhance and mature its work to combat crimes of exploitation.

Performance Highlights

Mission 6 workload increases are being driven in part by the growth in crimes committed in the virtual environment, which saw a dramatic spike during the COVID-19 pandemic.

Examples of DHS performance in this space include:

- ICE HSI expanded the HSI Victim Assistance Program (VAP) in FY 2022 and continued expanding the program throughout FY 2023, leading to increases in the identification of victims of child sexual abuse and human trafficking, victim referrals for social services in local communities, and forensic interviews using trauma-informed, victim-centered methods.



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- In FY 2023, HSI rescued or assisted 731 adult and minor victims as a result of human trafficking investigations, and 2,195 as a result of child exploitation investigations, for a total of 2,926 victims rescued or assisted for the fiscal year. This is up 53.7% over FY 2022 when HSI reported 1,904 victims rescued or assisted. HSI has achieved these results by integrating a victim-centered approach, whereby equal value is placed on the identification and stabilization of victims and on the deterrence, investigation, and prosecution of targets.

DHS@20

The HSI Victim Assistance Program (VAP) was established in 2008 in HSI to provide full time designated professionals to assist victims in HSI criminal investigations. VAP personnel consist of Forensic Interview Specialists, Victim Assistance Program Specialists, and Headquarters personnel. Since 2008, VAP has significantly contributed to HSI criminal investigations by recommending resources to help stabilize crime victims and conducting forensic interviews of victims to obtain details beneficial to the investigation.

- USSS supports the protection of minors through forensic assistance via polygraph support, photo/video enhancement, analysis of questioned documents, and assistance on cases related to missing or exploited children. For example, the Secret Service conducted 141 forensic exams at the request of the National Center for Mission and Exploited Children (NCMEC) in FY 2023.



DHS efforts to combat today’s most heinous crimes

In light of the prevalence and severity of crimes of exploitation—including human trafficking, labor exploitation, and child exploitation—DHS has enhanced its efforts to combat these heinous crimes. This prioritization is reflected in their inclusion in the Department’s 2022 and 2023 priorities, Departmental budget requests for fiscal years 2023 and 2024, and now the Third QHSR where this work is recognized as a full mission of the Department. This is the first time the mission to Combat Crimes of Exploitation and Protect Victims has been included as a homeland security mission in the QHSR. This step reflects the overriding importance of supporting victims and stopping perpetrators, as well as the heroic work of the DHS workforce and our partners in the homeland security enterprise. Every day they work to investigate, apprehend, and prosecute offenders, and to identify, protect, and support victims. DHS works to raise awareness of these threats and provides training to those who may encounter victims of human trafficking and other crimes of exploitation. This work will continue to grow and its identification as a full mission of the Department lays the groundwork for necessary enhancements, including planning, increased budget requests, operational cohesion, and partnerships.



- S&T develops and deploys new forensic tools that are used by DHS Components and law enforcement worldwide to identify and locate child victims and reduce the time spent on investigations from weeks to hours.

Looking Forward

DHS leverages leading-edge technology to counter crimes of exploitation and protect victims.

- S&T takes in requirements from across DHS components to identify new technologies and research that can benefit CSEA investigations- Generative AI is a new and challenging problem in CSEA investigations and S&T is working with worldwide partners to identify/develop new technologies to detect generative AI in casework.

DHS continues efforts to address crimes of exploitation and protect the victims of CSEA, human trafficking, and labor exploitation.

- DHS more than doubled its number of permanent employees at the DHS Center for Countering Human Trafficking (CCHT) to advance counter human trafficking law enforcement operations, protect victims, and enhance prevention efforts.
- DHS made several recommendations to the federal Forced Labor Enforcement Task Force (FLETF) to add entities to the Uyghur Forced Labor Prevention Act (UFLPA) entity list, and the FLETF formally added seven entities to the UFLPA entity list. DHS, together with the Departments of State, Treasury, Commerce, Labor, and the Office of the U.S. Trade Representative, issued an Addendum to the 2021 Updated Xinjiang Supply Chain Business Advisory.



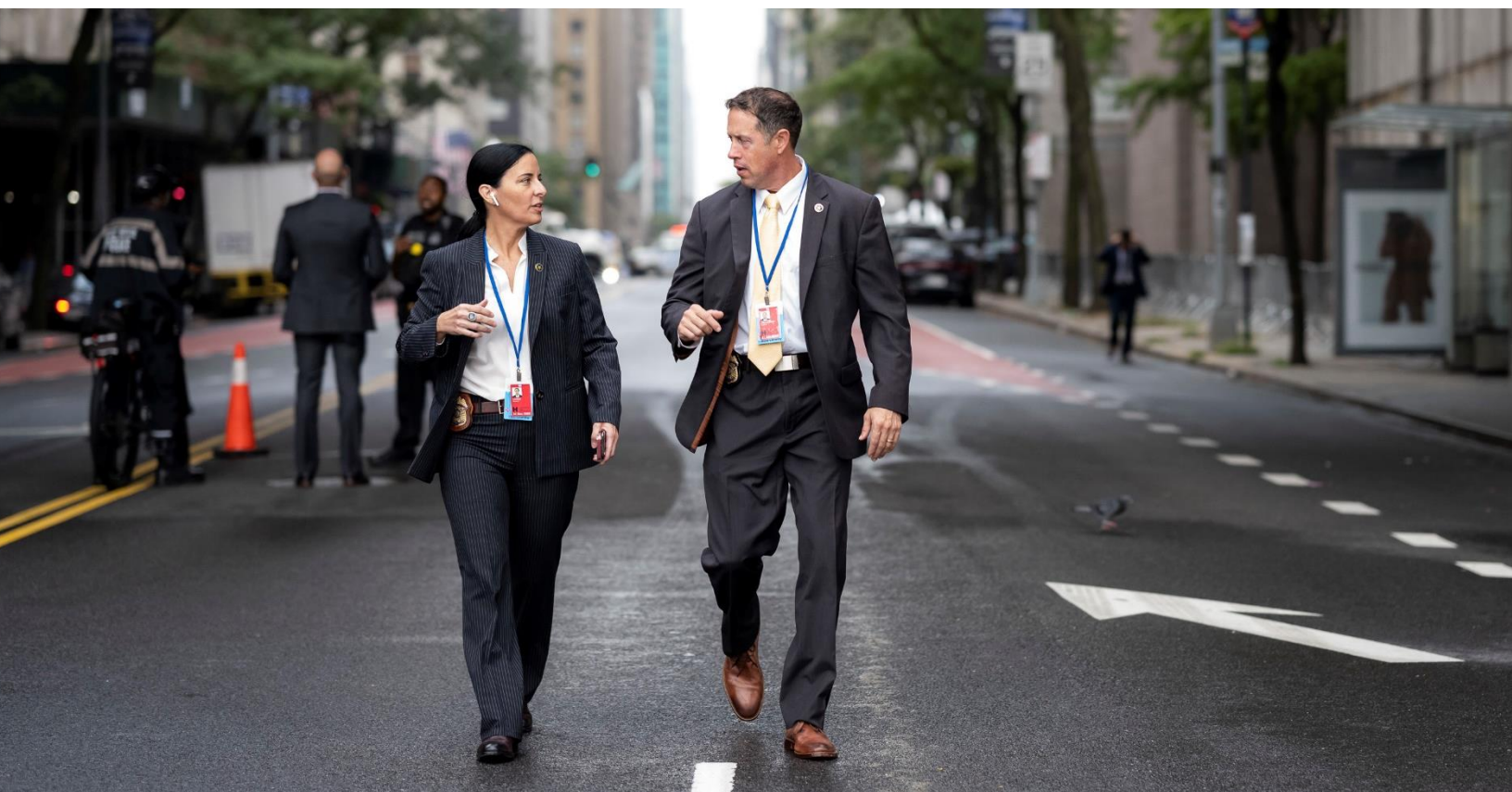
CBP hosted Forced Labor Technical Expo and launched interactive dashboard

From March 14-15, 2023, CBP hosted the Forced Labor Technical Expo, creating a global platform for industry to share best practices on the latest technologies in supply chain transparency from around the world. At the same time, CBP launched the Uyghur Forced Labor Prevention Act (UFLPA) enforcement statistics dashboard to provide the public with a single source of easily accessible data on UFLPA enforcement. Both efforts supported CBP's fight against forced labor, which is a top priority for the agency and the Department of Homeland Security. CBP is committed to transparency and working as a partner to industry looking to comply with forced labor laws.



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- HSI conducted a three-week task force operation (Operation Renewed Hope) with the support of federal, state, and foreign law enforcement as well as the NCMEC, working together to identify previously unknown victims of online child sexual exploitation and abuse. As a result of this operation, 316 referrals with possible identifications or country of origin have been sent to HSI domestic field offices and international law enforcement partners. 87 victims have been positively identified, including 35 minor children. There have been 55 positive identifications by HSI in domestic locations and 32 international identifications, as well as 3 offender arrests. Operation Renewed Hope was the first operation of its kind to be led in the United States.
- DHS announced process enhancements to support labor and employment agency investigations by streamlining the handling of workers' requests for deferred action. DHS also hosted more than 50 interagency, congressional, and stakeholder engagements with federal and state labor agencies, unions, and worker advocates to provide guidance on the streamlined process for handling deferred action requests and to provide guidance on the H-2 programs.



Raising public awareness about human trafficking

Part of the DHS CCHT, the Blue Campaign is a national public awareness campaign designed to educate the public, law enforcement, and other industry partners to recognize the indicators of human trafficking, and how to appropriately respond to possible cases. The Blue Campaign works closely with DHS Components to develop general awareness trainings, as well as specific educational resources to help reduce victimization within vulnerable populations. The Blue Campaign leverages partnerships with the private sector, non-governmental organizations (NGO), law enforcement, and state/local authorities to maximize national public engagement on anti-human trafficking efforts. The Blue Campaign's educational awareness objectives consists of two foundational elements, prevention of human trafficking and protection of exploited persons.



- DHS will also build on existing prevention and education efforts at CISA, USSS and HSI, by launching a new national public awareness campaign, Know2Protect, to counter the rapidly escalating crisis of online CSEA, with the goal of educating children, caregivers, policymakers, and the broader public about this growing threat.

DHS labor exploitation enforcement and other related efforts continue to have a significant impact on the well-being of individuals and the fairness of the labor market, with DHS efforts focused on addressing unscrupulous employers who exploit the vulnerability of undocumented workers and on upholding the dignity of the individual.

- As DHS continues its efforts to assist victims and combat and prevent crimes of exploitation such as human trafficking, labor exploitation, and CSEA, DHS will continue to deliver trainings and outreach as part of its nationwide efforts to raise public awareness and encourage victim identification.

DHS@20

In 2010, Executive Order 13558 created the Export Enforcement Coordination Center (E2C2). The E2C2 is administered by DHS and is led by an interagency management team, with a full-time senior officer of HSI serving as director. The E2C2 leads a whole-of-government approach to export enforcement by ensuring interagency coordination, facilitates multi-agency collaboration, minimizes duplication of efforts, and strengthens the critical links between law enforcement, the intelligence community, and the export licensing agencies.



DHS has become a global leader in forced labor enforcement

CBP is the only U.S. government agency, and one of the few in the world, with the legal authority to take enforcement action against goods produced with forced labor to prevent entry into domestic commerce. CBP is also actively engaged in Uyghur Forced Labor Prevention Act (UFLPA) enforcement. For FY 2023, CBP stopped an unprecedented 4,415 shipments with a total value of more than \$1.46 billion for possible forced labor violations, including 4,053 shipments stopped with a total value of more than \$1.44 billion for UFLPA enforcement actions. Through robust enforcement, CBP combats the economic incentive behind forced labor and undermines the profitability of forced labor practices while encouraging strong labor reforms from producers in international supply chains.



Enable Mission Success by Strengthening the Enterprise



Overview

DHS will continue to build its capacity to conduct its critical missions and anticipate the challenges to come. Essential to this is better understanding and protecting against threats from emerging technologies, as well as developing our most important assets: people, physical assets, data, and technology.

DHS will focus on developing and deploying new technologies and capabilities to execute our missions efficiently and effectively. DHS must be a leader in the responsible use and adoption of emerging technologies, including AI and biometric capabilities. At the same time, we must be alert to the ways in which threat actors could leverage such technologies and develop the necessary policies and means to mitigate those risks.



FLETC conducts ribbon cutting on new dormitory at FLETC-Artesia

On April 12, 2023, FLETC conducted a ribbon cutting ceremony for the opening of a new dormitory at the FLETC-Artesia, New Mexico Training Delivery Point (TDP). The dormitory is a state-of-the-art facility utilizing the latest innovative technology in construction, energy conservation, and information technology. It will provide FLETC a greater capacity to train America's future law enforcement officers. The new dorm contains 121 rooms and provides an additional 242 bed spaces for FLETC-Artesia. Construction started in August 2021, with the project concluding in March 2023.



Recognizing the value of science to many aspects of the homeland security mission, the Department is also seeking to expand its work in foundational and emerging research. To get solutions into the hands of operators, we must develop new business opportunities to promote technology transfer and commercialization of DHS-funded research.

The Department's ability to eliminate or reduce gaps in transitioning from innovation to deployment will benefit the entire homeland security enterprise, increasing mission effectiveness and supporting a distinct market for homeland security solutions.

In addition to these capability building efforts, the Department is focused on building capacity for the core of the homeland security mission—the DHS workforce, together with our partners across the homeland security enterprise. The Department is committed to strengthening the homeland security enterprise by increasing workforce morale; improving recruitment, hiring, and retention efforts; enhancing career development opportunities; and improving performance management. As the third-largest department in the Federal Government by staffing and the nation's largest law enforcement agency, the health and well-being of our workforce is at the center of the Department's efforts to put our people first and elevate the human experience at DHS.

Did you know?

S&T's National Biodefense Analysis and Countermeasures Center is the only high containment facility in the country dedicated to providing biological threat characterization and forensic analysis on biological agents and features the nation's only Biosafety Level-4 aerosol capability.



Reaching the public faster and more effectively

S&T hosted a demonstration of its Wildland Urban Interface capability, highlighting research and development to enhance public emergency alerts. In partnership with FEMA and other organizations, S&T identified opportunities to integrate unattended flood and fire systems with FEMA's Integrated Public Alert & Warning System and create new alert delivery endpoints. Real-time alerting can save many lives while mitigating risks that pose an economic and environmental threat to the country.



Section 2: Performance Report and Plan

As the third largest department in the Federal Government, DHS collects and holds significant amounts of data. It is critical to leverage this data and improve our technologies, processes, and services to the greatest effect possible to accomplish our missions, while ensuring legal requirements and privacy safeguards are met. DHS is entrusted with handling the sensitive

personal information of Americans, visitors, and businesses when there is a nexus to homeland security, and it is our duty to handle it responsibly and securely. To do this effectively, we must conduct this work in a manner worthy of the public's trust. While DHS endeavors to build its capacity and capability, we also recognize that the homeland security enterprise has never been more fit for the mission before us: we safeguard the American people with honor and integrity. The core capabilities of our Department have become key to solving the challenges of tomorrow.

DHS@20

As of September 30, 2023, FLETC has trained over 1.7 million federal, state, local, territorial, tribal, and international law enforcement officers in support of FLETC's mission to safeguard America's people, property, and institutions.



Big Wing

As the result of a cooperative developmental effort with S&T, CBP delivered the first MQ-9 Unmanned Aircraft System in the Big Wing configuration. Big Wing incorporates an enhanced de-ice capability and is designed to fly over the horizon via satellite for over 30 hours (a 50% endurance/range increase) while safely operating in both civil and international airspace, enabling DHS to provide real-time situational awareness day or night in the land and maritime domains.



Enabling Mission Highlights

Objective E.2 Champion the Workforce							
Component	Program			Measure Name			
FLETC	Federal Law Enforcement Training Centers			Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
100%	100%	94%	93%	92%	98%	92%	92%

Objective E.3 Harness Data and Technology to Advance Mission Delivery							
Component	Program			Measure Name			
S&T	Science and Technology			Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise			
FY19 Result	FY20 Result	FY21 Result	FY22 Result	FY23 Target	FY23 Result	FY24 Target	FY25 Target
--	66%	72%	68%	72%	83%	72%	72%



Multi-energy portal demonstration

S&T installed, tested, and fixed multi-energy drive-through systems to enable CBP to non-intrusively inspect cargo at some Ports of Entry. The systems use low energies to safely scan an occupied cab and have higher penetrating x-rays to scan cargo. This is the first pre-primary cargo inspection system for CBP, and it has increased the daily average of cargo scanned from 24% to over 80%.



Performance Highlights

DHS interacts with more members of the public every day than any other federal agency, and is focused on using technology and other levers to improve customer experience, enhance service delivery, and maximize the Department’s capacity and capability.

- As COVID-related travel and safety restrictions subsided, FLETC experienced high demand, training nearly 67,000 federal, state, local, tribal, and international officers and agents in basic and advanced programs, and FLETC continued to receive high customer satisfaction scores.
- New FLETC facilities and other physical infrastructure improvements are beginning to come online, which will help address training capacity challenges.
- In general, mission support offices (e.g., OSEM, MGMT) did not see significant (or any) decreases in performance and results remained overall steady despite the transition to virtual and hybrid work solutions in the post-pandemic environment.

DHS@20

On September 19, 2022, DHS became the first federal agency to debut a battery electric vehicle (EV) fitted for performing law enforcement functions at the FLETC Office of Cheltenham Operations. The Ford Mustang Mach-E is the first of a variety of EVs DHS plans to field across its different law enforcement missions throughout the homeland. DHS is proactively seeking to reduce greenhouse gas emissions, EVs have the potential to significantly improve federal fleet efficiency and reduce vehicle operation and maintenance costs.

Looking Forward

DHS is working to plan for and respond to advances in emerging technologies, which will present opportunities for improvements in commercial activity, public health, critical infrastructure, network connectivity, and aviation security.

- S&T is supporting this effort across DHS Components, coordinating with TSA to deliver a new, compact version of an advanced carry-on baggage screening system; with USCG to leverage space-based technologies and the versatility of commercially available solutions to improve the effectiveness and efficiency of its iceberg monitoring program; with CBP to develop technologies to increase the detection capability of CBP’s existing fleet of standard wing MQ-9 Unmanned Aircraft Systems (UAS); and across DHS Components to deploy Team Awareness Kits (TAK) to support federal agency response during natural disasters and coordinated operations.
- DHS is also looking ahead and planning for the opportunities presented by trustworthy artificial intelligence (AI), quantum information science, advanced communications technologies, microelectronics, nanotechnology, high-performance computing, biotechnology and biomanufacturing, robots, advanced manufacturing, financial technologies, undersea technologies, and space technologies. For example, the DHS AI Task Force (AITF) is conducting a program and mission space analysis, and a Quantum Information Sciences and Technologies Workshop occurred late August 2023.



DHS continues to test, train, and integrate new UAS detection and mitigation equipment to protect the homeland in collaboration with the Federal Aviation Administration (FAA) and interagency partners.

Did you know?

All detection systems in place at U.S. airports, from carry-on baggage checks to on-person screening systems, were tested and evaluated at S&T's Transportation Security Laboratory.

- For example, CBP AMO plans to conduct a technology demonstration of the medium UAS (M-UAS) in the maritime environment to characterize the performance and utility of M-UAS in an operational environment. The technology demonstration of M-UAS will provide evaluators with a proof of concept of a technology that could potentially bridge the gap between AMO's traditional light enforcement aircraft support and U.S. Border Patrol requirements in between ports of entry.
- Among other efforts, CISA is also partnering with S&T and the National Urban Security Technology Laboratory to establish counter UAS (C-UAS) interoperability guidance between federal and SLTT authorities. CISA is also developing UAS guidance for federal, SLTT, and private sector organizations owning and operating UAS to support sensitive or national security operations.



The evolving FLETC mission

Since it was established in 1970, the FLETC has provided basic and advanced training to federal, state, local, rural, tribal, territorial, and international law enforcement personnel. With decades of experience meeting the training needs of multiple law enforcement communities, the FLETC was poised to embrace a broadened mission when it formally transferred from the Treasury Department to the Department of Homeland Security in 2003. The transition to DHS prompted a refocusing of many FLETC training programs as well as the creation of new ones to meet emerging needs, such as anti/counter-terrorism, flying armed, intelligence awareness and critical infrastructure protection. The rapid advancement of technology and the borderless nature of many crimes highlighted a need for enhanced training in technical areas such as computer forensics, cyber investigations, and financial fraud. The recognition that terrorism can occur anywhere at any time led to a rural training initiative that ensures officers working in the most remote areas have access to critical training.



Section 2: Performance Report and Plan

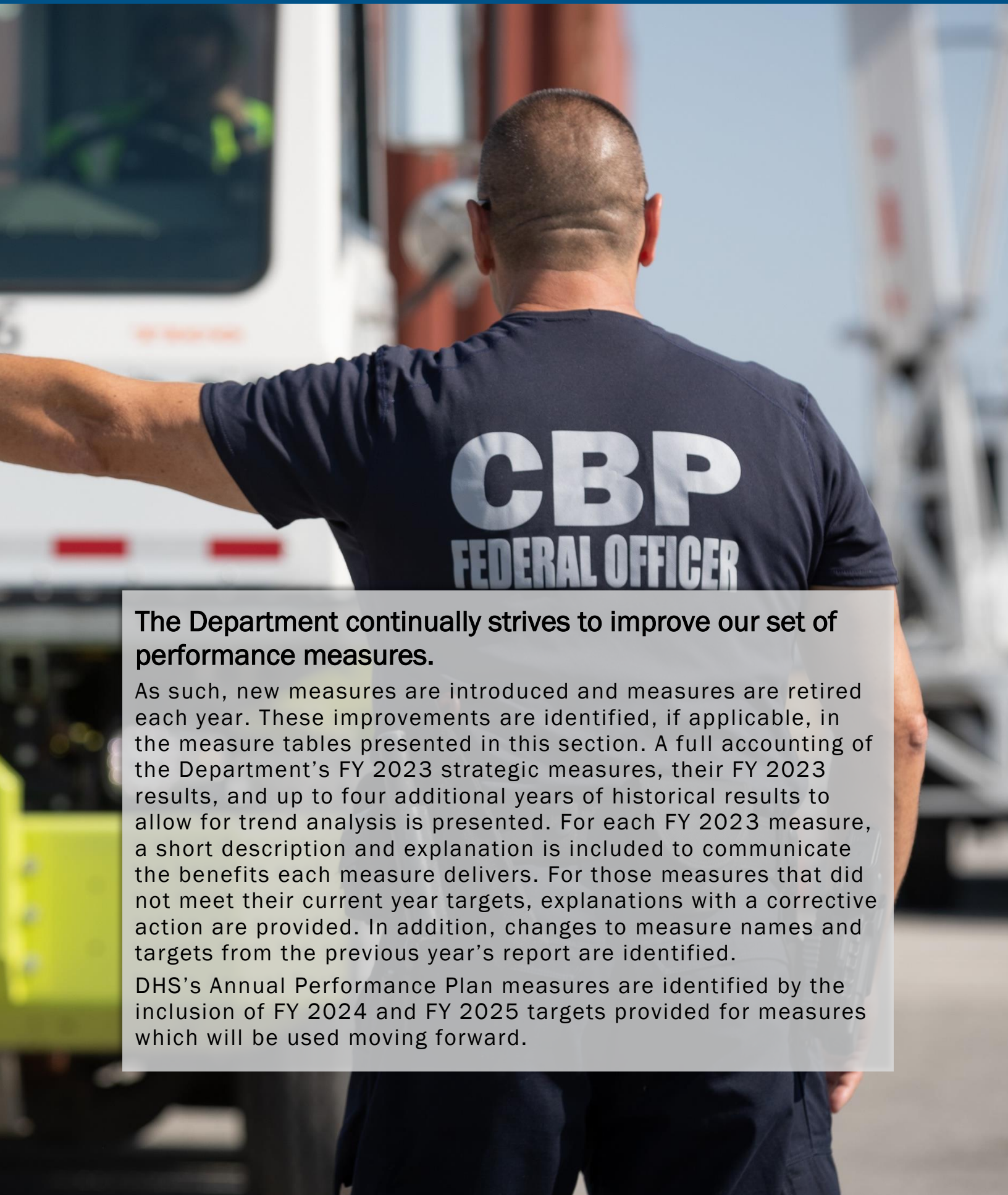
DHS continues to leverage digitization and automation to reduce the amount of time employees and partners spend on manual, repetitive tasks and to increase the time they spend on their critical homeland security missions.

- For example, ICE is continuing to modernize systems to enable law enforcement partners to receive intel-based leads tied to Title 8 violations, criminal activity, and national security risks. ICE will further develop Title 8 data to allow partners to track cases from start to finish, including real-time bedspace availability and individual transport and removal status.
- USSS is also working to develop a standardized infrastructure package for USSS field offices to support basic investigative tasks, ensuring that special agents and support staff have access to the technological resources and capabilities needed to counter advanced cyber actors that pose a threat to the country's financial systems.
- USCIS also continues to implement enterprise digitization efforts, with a focus on digitizing forms and transitioning USCIS operations to a fully electronic environment.

Did you know?

FLETC manages some unique facilities. For example, Danis City, opened in 2013, is a 35+ acre Urban/Suburban Training Facility that features replicas of commercial and residential training environments such as a café, pawn shop, police station, tavern, storage facility, mobile home park, apartments, medical facilities, and government offices. FLETC also manages the Forensic Science Training Complex, a 40,000 square foot facility that features 9 specialized classrooms, 3 forensic laboratories, a 4-bay garage, 14 crime scene modules, 16 staff offices, and a forensic library.

Performance Measure Tables



The Department continually strives to improve our set of performance measures.

As such, new measures are introduced and measures are retired each year. These improvements are identified, if applicable, in the measure tables presented in this section. A full accounting of the Department's FY 2023 strategic measures, their FY 2023 results, and up to four additional years of historical results to allow for trend analysis is presented. For each FY 2023 measure, a short description and explanation is included to communicate the benefits each measure delivers. For those measures that did not meet their current year targets, explanations with a corrective action are provided. In addition, changes to measure names and targets from the previous year's report are identified.

DHS's Annual Performance Plan measures are identified by the inclusion of FY 2024 and FY 2025 targets provided for measures which will be used moving forward.



U.S. Customs and Border Protection

Border Security Operations

Program Goal: Secure the U.S. Border between the ports of entry.

Program Description: The Border Security Operations program encompasses activities intended to secure America’s Southwest, Northern, and certain Coastal borders. Through the coordinated use of the Department’s operational capabilities and assets of the U.S. Border Patrol, the program improves operational effectiveness by working across the Department to prevent terrorists and terrorist weapons, illegal border crossers, smugglers, narcotics, and other contraband from moving across the U.S. border

FY 2023 Strategic Review (SR) Progress Rating: Focus Area

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of people apprehended or encountered multiple times along the Southwest Border between ports of entry	Target	≤ 15%	≤ 15%	≤ 20%	≤ 20%	≤ 20%	≤ 20%	≤ 20%
	Result	6.7%	25.9%	26.6%	16.6%	11.8%		

Brief Description: Examines the percent of individuals who have entered the U.S. illegally and been apprehended or encountered multiple times by the Border Patrol along the Southwest Border. It serves as an indicator of the potential ability of the Border Patrol to deter future illegal crossing activity into the U.S. The measure factors in border crossing activity just within a twelve-month rolling period.

Explanation: The rate of multiple encounters among migrants entering illegally on the Southwest Border decreased to 11.8% in FY 2023 after finishing FY 2022 at 16.6%. Of 1,432,579 unique subjects encountered during this reporting period (October 1, 2022–September 30, 2023), 168,944 made at least a second attempt. Recidivism’s decline corresponds with the end of Title 42 in May 2023. Title 42 was the CDC’s 2020 public-health order intending to mitigate COVID risks. Title 42 subjects were expelled from the United States as expeditiously as possible and faced no legal consequence. The much lower rate of repeated illegal entry attempts among those processed under Title 8 (3.9%) is likely a reflection of increased application of Title 8 consequences, as well some being processed and released into the United States pending adjudication of requests for relief from immigration law.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of time the U.S. Border Patrol reaches a detection site in a timely manner to assess the nature of detected activity in remote, low-risk areas of the Southwest and Northern Borders	Target	95%	95%	95%	95%	95%	95%	95%
	Result	95.6%	95.3%	96.9%	83.2%	86.8%		

Brief Description: Gauges the Border Patrol’s ability to respond and assess potential illegal activity in remote areas before the evidence vanishes to enhance situational awareness. This measure gauges the percent of time agents reach remote low-risk areas to assess notifications of potential illegal activity and make a determination of the nature of this activity. The goal is for Border Patrol Agents to respond to these notifications in remote low risk areas within 24 hours.

Explanation and Corrective Action: Agents reached sites with indications of possible activity in remote, low-risk areas within 24 hours (46 of 53 instances) at a rate of 86.8% after notification from CBP’s Office of Intelligence (OI). Of 10 notifications in Q4, agents did not reach one in Spokane Sector and one in El Paso Sector within 24 hours. All OI alerts receive an agent response, but in some instances weather, impassible terrain, and operational priorities challenge agents’ ability to do so within the 24-hour timeframe. The frequency of notifications of a requirement to respond to possible activity in remote, low-risk areas continue to decline (53 in FY 2023 vs. 107 in FY 2022 vs. 191 in FY 2021). This could be attributed to OI improving its ability to identify some indications as non-illicit prior to alerting stations, as well as contractual issues creating issues with analyst availability in Northern Border locations.



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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Rate of interdiction effectiveness along the Southwest Border between ports of entry	Target	81%	81%	81%	81%	81%	81%	81%
	Result	86.3%	79.4%	82.6%	75.9%	75.6%		

Brief Description: The Border Patrol uses this measure as an important indicator of the ability of law enforcement response efforts to apprehend or encounter detected noncitizens and as one of several key indicators used to determine effectiveness at the U.S. border.

Explanation and Corrective Action: Border Patrol agents interdicted 2,151,413 of 2,846,098 detected illegal entries (75.6%) on the Southwest Border in FY 2023. While daily illicit cross-border activity experienced a significant short-term decrease after May 11, the historic volume continued at about triple the daily average seen in 2017 and 2018). As high volume resumed in mid-Q4, apprehensions of large groups increased, with many entering in more rural and remote areas like Ajo, Arizona; Del Rio Texas; and west of El Paso, Texas. More than one-third (36%) of noncitizens encountered in FY 2023 were members of family units or unaccompanied children. Entries among migrants from countries other than Mexico was 71%, many of which attempt to evade detection and apprehension while being exploited by criminal organizations. Got-Aways totaled 694,685 (Got-Away Border Zone at 588,215 and Got-Away Interior Zone at 106,470). The U.S. Border Patrol remains committed to refining and improving its efforts to interdict those crossing the border illegally, seeking efficiencies in detection, identification, classification, and tracking in its enforcement efforts. In FY 2024, leadership will continue to advocate for the resources required to appropriately process those apprehended or encountered (more than 2 million in FY 2023), as well as reduce the number of Got-Aways.

Air and Marine Operations

Program Goal: Deny the use of air, land, and coastal waters for conducting illegal movement of people and good across the U.S. border.

Program Description: The Air and Marine program supports the deterrence and interdiction of illegal and potential terrorist activity arising from the unlawful movement of people and goods across the U.S. borders. Program personnel leverage their detection, monitoring and interdiction skills to help safeguard the nation from illegal immigration, the movement and interdiction of contraband and drugs, and terrorist threats.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of detected conventional aircraft incursions resolved along all borders of the United States	Target	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%
	Result	99.1%	100%	100%	100%	100%		

Brief Description: Represents the percent of conventional aircraft suspected of illegal cross border activity based on visual or sensor data available to the program which are then apprehended or turned back successfully. Detecting aircraft incursions contributes to the operational control of the U.S. border.

Explanation: In FY 2023, AMO resolved 275 of 275 border incursions for an overall success rate of 100%. AMO continues to work closely and successfully with its CBP partners and other federal and state allies, including DOD, FAA, and local authorities, to effectively detect, identify, and resolve all incursions along the borders of the U.S. and Puerto Rico.



Trade Operations

Program Goal: Facilitate legitimate trade, enforce trade laws, and protect the American economy to ensure consumer safety and create a level playing field for American businesses.

Program Description: The Trade Operations program is committed to protecting national economic security by enforcing U.S. trade laws. The program uses its trade enforcement operational approach and its authorities to combat trade fraud by detecting high-risk activity, deterring non-compliance, and disrupting fraudulent behavior. The program includes a multilayered system of people, technology, intelligence, risk information, targeting, international cooperation, and expanded shipper vetting that provides greater flexibility and capacity to accomplish these functions prior to arrival at the U.S. border. The program is also one of the largest fee collectors in the federal government based on imported goods.

FY 2023 SR Progress Rating: Noteworthy

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of cargo by value imported to the United States by participants in CBP trade partnership programs	Target	53%	53%	53%	53%	53%	51%	51%
	Result	53%	52%	52.1%	50.9%	51.2%		

Brief Description: CBP works with the trade community through voluntary public-private partnership programs to expand the trade community's adoption of tighter supply chain security measures in return for efficiencies when using these programs.

Explanation and Corrective Action: Customs Trade Partnership Against Terrorism (CTPAT) entry cargo value was \$1.682 billion and Total entry cargo value was \$3.284 billion for FY 2023. While both amounts decreased from FY 2022, the share of CBP trade partnership programs increased by 0.3% from FY 2022 to FY 2023. The growth of eCommerce has likely contributed to the decrease in the value of cargo shipments reviewed by CBP. CBP had adjusted the target for FY 2024 and FY 2025 to account for the anticipated continuation of the current pattern of lower volumes.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of import revenue successfully collected	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99.11%	99.62%	98.51%	99.64%	99.44%		

Brief Description: Tracks collected duties, taxes, and fees from commercial imports to the U.S. as directed by trade laws, regulations, and agreements. The enforcement of U.S. trade laws protects national economic security, facilitates fair trade, supports the health and safety of the American people, and ensures a level playing field for U.S. industry; all while providing more than \$50 billion to the Treasury Department.

Explanation: The statistics are preliminary and may change as final Trade Compliance Measure (TCM) statistics will compute end of January 2024. High revenue risk importers will be identified at the end of January 2024 and would further review by Import Specialists. The Entry Summary Findings (ESF) TCM data are now relatively more stable than FY 2023 Q3. Note that during sampling period we readjusted the sampling rates for Importer Self-Assessment (ISA) accounts and low value stratum to prevent oversampling than planned samples. As a result, actual TCM reached very close to planned 60,000 samples. Low value is defined as line value ≤ \$2,500.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of imports compliant with U.S. trade laws	Target	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%
	Result	98.37%	98.37%	98.96%	99.69%	99.35%		



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Brief Description: Ensures all imports are legally compliant with all trade regulations and that their entry records contain no major discrepancies to facilitate lawful trade into the United States.

Explanation: The statistics are preliminary and may change as final Trade Compliance Measure (TCM) statistics will compute end of January 2024. The Entry Summary Findings (ESF) TCM data are now relatively more stable than FY 2023 Q3. Note that during sampling period we readjusted the sampling rates for Importer Self-Assessment (ISA) accounts and low value stratum to prevent oversampling than planned samples. As a result, actual TCM reached very close to planned 60,000 samples. Low value is defined as a line value of ≤ \$2,500.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of inbound cargo identified as potentially high-risk that is assessed or scanned prior to departure or arrival at a U.S. port of entry	Target	100%	100%	100%	100%	100%	100%	100%
	Result	98.2%	100%	99.7%	100%	100%		

Brief Description: Assessing, resolving, and scanning high-risk cargo prior to departure from or upon arrival at ports of entry ensures the U.S. public's safety by extending our border-security efforts.

Explanation: This measure is a combination of air, vessel, and truck data. Through FY 2023, for the 11,662 potentially high-risk shipments on airplanes, trucks, and vessels, 100% received a scan prior to foreign port departure or US port arrival.

Travel Operations

Program Goal: Enhance the security of international travel through a variety of processes and technologies to intercept potential threats while also expediting legal travel.

Program Description: The Travel Operations program welcomes international travelers into the United States through inspection of foreign visitors, intending immigrants, legal permanent residents, and returning U.S. Citizens.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Global Entry members with no security-related violations	Target	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
	Result	99.9%	99.7%	99.9%	99.8%	99.8%		

Brief Description: Shows success of maintaining a high level of security in the Global Entry (GE) members environment through passengers' compliance with all federal, state, and municipal laws and regulations.

Explanation: Global Entry (GE) members are following the guidelines to avoid being cut from the program. For FY 2023, a total of 13,524 members were revoked out of the GE population of 8,208,583.



Cybersecurity and Infrastructure Security Agency

Cybersecurity

Program Goal: Defend and secure Federal enterprise network.

Program Description: The Cybersecurity program advances computer security preparedness and the response to cyberattacks and incidents. The program includes activities to secure the federal network, respond to incidents, disseminate actionable information, and collaborate with private-sector partners to secure critical infrastructure. This program supports the implementation of government-wide deployment of hardware and software systems to prevent and detect incidents, response to incidents at federal and private entities, and collaboration with the private-sector to increase the security and resiliency of critical networks. The program also coordinates cybersecurity education and training for the federal workforce.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of voluntary adoptions of CISA cybersecurity shared services offerings by Federal Civilian Executive Branch agencies	Target	--	--	--	--	190		
	Result	--	--	--	--	134	Retired Measure*	

Brief Description: Helps to gauge the extent to which CISA's cyber service offerings meet the needs of its federal customer base, as increased agency adoption of cybersecurity shared services enhances the Nation's cybersecurity posture.

* CISA Cybersecurity is retiring several measures and proposing new ones that better reflect program operations (see below tables). In the case of this measure specifically, CISA continues to internally track voluntary adoption rates and pursue programmatic improvements to drive agency adoption(s).

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of agencies that have developed internal vulnerability management and patching procedures by the specified timeline	Target	--	--	--	--	100%		
	Result	--	--	--	--	88%	Retired Measure*	

Brief Description: Tracks compliance with CISA's Managing Unacceptable Risk Vulnerabilities Binding Operational Directive (BOD) that was released in November 2021. The first requirement from the directive is for agencies to develop or update internal vulnerability management procedures. The requirement to develop or update comes into effect 60 days from issuance.

Explanation: As of FY 2023 Q4 reporting, 88% of federal agencies are in compliance (89 out of 101). Although CISA expected to hit the target of 95% by the end of FY 2023, lack of responsiveness by agencies prevented CISA from achieving this goal. The Non-CFO Act agencies in question consistently struggle with responsiveness and/or implementation of Cyber Directives requirements; however, they continue to show overall improvement in their cybersecurity risk posture.

* This line of effort concluded at the end of FY 2023. CISA continues to work with participating agencies to drive continued compliance with this requirement.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of vulnerable systems notified under the Ransomware Vulnerability Warning Pilot that have been mitigated	Target	--	--	--	--	--	40%	40%
	Result	--	--	--	--	--	New Measure*	



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Brief Description: Assesses stakeholder success in mitigating vulnerable systems after receiving a RVWP notification. RVWP notifications leverage existing authorities and technology to proactively identify systems that contain security vulnerabilities associated with ransomware attacks. Once affected systems are identified, regional cybersecurity personnel notify system owners of security vulnerabilities to enable timely mitigation.

* As reported in the DHS FY 2023 AFR, the CISA Cybersecurity program had originally proposed a different new measure for the FY 2024-2025 APP, “Percent of federal agencies who meet BOD-22-01 [Known Exploited Vulnerabilities (KEVS)] automated reporting requirement for leveraging CDM reporting.” While CISA will continue to track this effort internally, this measure will not be carried forward in the DHS APP. As the CISA mission is continually evolving to meet emerging threats to cybersecurity and critical infrastructure, the new measure reported here in the APR is a better reflection of current program operations and will be carried forward in the DHS FY 2024-2025 APP.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Federal Civilian Executive Branch agency Domain Name System egress traffic bypassing CISA’s Domain Name System filtering capabilities	Target	--	--	--	--	≤ 25%		
	Result	--	--	--	--	20%	<i>Retired Measure*</i>	

Brief Description: Assesses CISA’s ability to manage risk to Federal Civilian Executive Branch (FCEB) entities using CISA’s Domain Name System (DNS) filtering capabilities. The program works with agencies to improve integrated network defense services through analyst-to-analyst discussions and reduction of false positive results. Results will be used to determine if improvements to supporting suite of IT systems [specifically protective DNS (pDNS)] improve FCEB risk posture by escalating the percent of DNS traffic that uses CISA DNS filtering capabilities.

Explanation: The percent of Federal Civilian Executive Branch Agency Domain Name System egress traffic bypassing CISA’s Domain Name System filtering capabilities continued to decrease through FY 2023, down 11% from FY 2022 (internal baseline).

* CISA’s legacy DNS program has been retired and replaced by a commercial shared service. This performance measure is being replaced by the below measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of targeted hunts of Federal Civilian Executive Branch agencies leveraging Endpoint Detection and Response Persistent Access Capability under CISA’s National Defense Authorization Act authorities	Target	--	--	--	--	--	5	7
	Result	--	--	--	--	--	<i>New Measure*</i>	

Brief Description: Reflects the number of FCEB targeted hunts leveraging Endpoint Detection and Response Persistent Access Capability (EDR PAC) under CISA’s National Defense Authorization Act (NDAA) authorities. Targeted hunts include a comprehensive review, triage, and baselining of an agency’s corporate environment—including industrial control systems and operational technology environments—to identify technology, services, and other patterns with the goal of uncovering unknown, anomalous, and/or malicious activity. The goal of these hunts is to prevent and/or lessen the impact of national service degradation, theft of proprietary and/or intellectual property, and to prevent harm to the public. The information produced by these hunts is provided to agency senior leaders for decision-making purposes and to drive improvements in agency operations.

* Replacing the above measure as a better reflection of current CISA Cybersecurity operations.



Emergency Communications

Program Goal: Advance federal, state, local, and tribal government interoperable emergency communications.

Program Description: The Emergency Communications program is responsible for ensuring the Nation’s interoperable emergency communications capabilities to enable first responders and government officials to communicate during steady state and emergency operations.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of all state and territory emergency communications interoperability components operating at the highest levels	Target	---	50%	55%	58%	61%	75%	75%
	Result	---	64%	68%	73.7%	77%		

Brief Description: This measure, developed in partnership with the National Council of Statewide Interoperability Coordinators (NCSWIC), identifies the current level of emergency communications interoperability maturity across 56 states and territories as defined by the Interoperability Markers aligned to the SAFECOM Interoperability Continuum. The 24 scoring markers cover a range of interoperability factors including governance, standard operating procedures, technology, training and exercises, usage, and others, and allow states and territories to self-assess their emergency communications progress and interoperability maturity as well as identify gaps in their capabilities for interoperable communications.

Explanation: In FY 2023, there was a 3.3% increase to a total of 77% of all state and territory interoperability components operating at the highest levels. 565 Markers were self-assessed as “Optimized” and 476 Markers were self-assessed as “Defined” for a total of 1,041 Markers that are considered to be operating at the highest levels.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99.5%	99.7%	95%	99.5%	99.1%		

Brief Description: Gauges the reliability and effectiveness of the Government Emergency Telecommunications Service (GETS) by assessing the completion rate of calls made through the service. The GETS call completion rate (CCR) is the percent of calls that a National Security/Emergency Preparedness (NS/EP) user completes via public telephone network to communicate with the intended user/location/system/etc. GETS is accessible by authorized users at any time, most commonly to ensure call completion during times of network congestion caused by all-hazard scenarios, including terrorist attacks or natural disasters (e.g., hurricane or earthquake).

Explanation: In FY 2023, 242,358 of 244,519 valid GETS call attempts were connected, resulting in a CCR of 99.12%.

Infrastructure Security

Program Goal: Increase our partners’ capability and capacity to strengthen and secure the Nation’s critical infrastructure.

Program Description: The Infrastructure Security program leads and coordinates both regulatory and voluntary national programs and policies on critical infrastructure security and resilience and develops strong partnerships across government and the private sector. The program conducts and facilitates vulnerability and consequence assessments to help critical infrastructure owners and operators and state, local, tribal, and territorial partners to understand and address risks to critical infrastructure. Additionally, it sets standards, and issues guidance and best practices for federal facility security and offers soft targets and crowd places tools and training to help build capacity to manage risks.

FY 2023 SR Progress Rating: Satisfactory



Section 2: Performance Report and Plan

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements	Target	85%	85%	85%	85%	85%	85%	85%
	Result	88%	86%	85%	91%	93%		

Brief Description: Demonstrates the percent of facilities that are likely to enhance their security and resilience by integrating Infrastructure Security vulnerability assessment or survey information. Providing facilities with vulnerability information allows them to understand and reduce risk of the Nation's critical infrastructure.

Explanation: Met annual target for percentage of facilities that are likely to integrate vulnerability assessment or survey information into security and resiliency enhancements. In FY 2023, 129 out of 139 (93%) respondents indicated they would integrate results into operations.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Organizational Interagency Security Committee Benchmarks reported at fully compliant	Target	--	--	--	--	46%	48%	50%
	Result	--	--	--	--	52%		

Brief Description: Communicates the outcome of the Interagency Security Committee's (ISC) efforts to increase compliance with ISC policies and standards at the organizational level. Suborganizations or components are rolled up within the organizational level reporting.

Explanation: 1,022 out of 1,962 Primary Organizational benchmarks were rated as fully compliant in FY 2023. This is an increase of 8% over FY 2021 internal reporting.

National Risk Management Center

Program Goal: Identify, analyze, prioritize, and manage high-consequence threats to critical infrastructure through a cross-cutting risk management paradigm.

Program Description: The National Risk Management Center's (NRMC's) dynamic, cross-sector risk management process transforms private-public engagement into collective action by defragmenting how the government and industry develop response and security plans, risk-reduction activities, and share information. The interconnectedness of the sectors and sophistication of threats and hazards means that the consequences of an attack or imminent threat do not impact only one sector. The NRMC creates an environment where government and industry can collaborate and share expertise to enhance critical infrastructure resiliency within and across sectors.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of unique election stakeholders reached through Election Security & Resilience strategic engagements	Target	--	--	--	--	5,500	5,500	5,500
	Result	--	--	--	--	12,357		

Brief Description: Demonstrates the capacity of the CISA/NRMC Election Security and Resilience (ESR) sub-division to engage state and local jurisdictions to ensure awareness and to promote the use of election information services and cybersecurity assessment services, which are key elements of CISA's election security efforts.

Explanation: In Q4 of FY 2023, ESR engaged an additional 6,373 unique election stakeholders, primarily due to several large summer conferences. That made the yearly total of election stakeholders engaged 12,357.



Federal Emergency Management Agency

Education, Training, and Exercises

Program Goal: Improve the knowledge, skills, and abilities of emergency management personnel to prepare, respond, and recover from disasters of all kinds.

Program Description: The Education, Training, and Exercises program comprises the National Exercise Program and the National Training and Education Division, which include the Emergency Management Institute, the Center for Domestic Preparedness, and the U.S. Fire Administration. These entities provide emergency management, response and recovery training, and exercise coordination to improve the knowledge, skills, and abilities of federal and state, local, tribal, and territorial emergency management personnel.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training	Target	87%	87%	87%	87%	87%	87%	87%
	Result	89.4%	92.2%	92.5%	93.3%	92.1%		

Brief Description: Assesses the increase in the level of students trained as reported by individual first-line supervisors. These supervisors observe and report through an on-line survey how training skills are being used on-the-job and whether or not their subordinate is better prepared to respond to disasters and emergencies as a result of the National Fire Academy training they received.

Explanation: In FY 2023, 447 out of 488 supervisors stated that their employees are better prepared to do their jobs because of National Fire Academy (NFA) training. In FY 2023, the NFA trained 10,324 students through 5,878 resident and off-campus offerings and 37,253 students through online platforms. The NFA Executive Fire Officer program redesign was completed in FY 2023, and all four courses received graduate level equivalency recommendations from the American Council on Education. A Wildland Urban Interface inaugural course for fire investigation was delivered in California to a national audience of NFA students; the course was co-sponsored by NFA, U.S. Forest Service, and CAL FIRE.

Grants

Program Goal: Enhance the Nation's preparedness by increasing the capability of states, territories, and local jurisdictions to prepare, respond, and recover from disasters of all kinds.

Program Description: The Grants program leads FEMA's financial assistance to state, tribal, local jurisdictions, and regional authorities as they prepare, respond to, and recover from all hazards. The program provides grants to enhance jurisdictions' resiliency to man-made and other major disasters, and to enhance their homeland security strategies.

FY 2023 SR Progress Rating: Noteworthy

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Benefit to cost ratio of the Hazard Mitigation Grants	Target	1.6	1.6	1.6	1.6	1.6	1.6	1.6
	Result	1.7	1.9	1.8	1.7	1.8		



Section 2: Performance Report and Plan

Brief Description: Reports the estimated annual benefit to cost ratio of grants provided by the FEMA Hazard Mitigation Assistance program to lessen the impact of disasters. A value greater than one indicates more benefit was reaped than cost expended. The program works with state, tribal, territorial, and local (STTL) governments engaged in hazard mitigation planning to identify natural hazards that impact them, identify strategies and activities to reduce any losses from those hazards, and establish a coordinated approach to implementing the plan. These plans are the basis for STTL grant requests. The FEMA team verifies that applicants used approved BCA tools and methodology and confirms the BCA is ≥ 1 .

Explanation: In FY 2023, the FEMA Hazards Mitigation Assistance (HMA) obligated funds for 460 projects that required a benefit cost analysis. The total estimated costs (federal and non-federal shares) of the projects are \$2.05B with estimated benefits (avoided future damages) of \$3.74B which equates to a 1.84 benefit cost ratio (BCR). FEMA partnered with OMB to allow use of a 3% discount rate for a subset of projects awarded in 2023, compared to previous years that used a 7 percent discount rate. In FY 2024 and beyond FEMA will use either 3 percent or 3.1 percent for all projects. The lower discount rate allows more benefits to be captured by the analysis. The targets for FY 2024 and FY 2025 have not been revised at this time using a different discount rate.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of capabilities where community capability is far less than national goal	Target	--	--	--	--	≤ 47%	≤ 47%	≤ 47%
	Result	--	--	--	--	47%		

Brief Description: Assesses effectiveness of the Homeland Security Grant program, which is a suite of risk-based grants to assist state, local, tribal, and territorial efforts in preventing, protecting against, mitigating, responding to and recovering from acts of terrorism and other threats. This measure compares the combined community capability to national capability targets, which comprise the national goal; it presents a snapshot of the general state of national preparedness. A capability is far less than the national goal if affected communities report capability of less than 30% of the national goal needed to manage catastrophic scenarios. National capabilities required to be reported each year may change, so it may be necessary to provide additional context on the number of national capabilities included in the reported measure score. Information about how national capability targets are identified and determined is at: https://www.fema.gov/sites/default/files/2020-06/fema_national-thira-overview-methodology_2019_0.pdf

Explanation: 16 out of 34 reported national capabilities have an aggregated community capability that is far less than the national goal. The Risk and Capability Division (RCD) provided virtual and in-person implementation support to SLTT stakeholders on the Threat and Hazard Identification & Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) which are used to determine capability. They used monthly meetings with Regional Preparedness Analysis and Planning Officers and Planning and Preparedness Specialists to share information on the sessions. RCD will continue to engage with SLTT stakeholders and the Regions to obtain an accurate understanding of preparedness for those jurisdictions.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of dollars from FEMA Justice40 covered programs flowing to disadvantaged communities	Target	--	--	--	--	--	40%	40%
	Result	--	--	--	--	--	New Measure*	

Brief Description: Assesses FEMA's ability to meet the Justice40 initiative EO 14008 goal that 40% of the overall benefits of certain federal investments flow to disadvantaged communities. This measure annually tracks the overall percentage of financial dollars from FEMA's Justice40 covered programs (Building Resilient Infrastructure and Communities (BRIC), Flood Insurance Mitigation (FMA), RiskMAP, and Regional Catastrophic Preparedness Grant Program (RCPGP)) project selections that flow to disadvantaged communities. The purpose of FMA is to reduce / eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program (NFIP). The target population for this measure are those insured by NFIP in a disadvantaged community. Disadvantaged communities are defined using the Climate and Economic Justice Screening Tool (CEJST).

* This measure will support the new DHS APG to remove barriers to disaster resilience and recovery programs through a people first approach to achieve equitable outcomes for those DHS and FEMA serve. By September 30, 2025, 40% of benefits from Justice40-covered programs will flow to disadvantaged communities.



Mitigation

Program Goal: Strengthen mitigation nationwide to reduce the Nation’s vulnerability from disasters of all kinds.

Program Description: The Mitigation program works to strengthen investments in mitigation nationwide to reduce the Nation’s vulnerability to natural disasters or other emergencies, and to facilitate adoption and enforcement of up-to-date design and construction practices through state and local building codes. Developing resilient capacity in communities prior to a disaster supports the development of a culture of preparedness. The program supports activities that result in sound risk management decisions by individuals, the private-sector, and public-sector entities by conducting three core activities: risk analysis, risk reduction, and insurance against flood risk. These areas work together to reduce the loss of life and property, to enable individuals to recover more rapidly from floods and other disasters, and to lessen the financial burden on taxpayers. These investments are implemented at the Headquarters and Regional levels to support communities in mitigation efforts.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of communities in high-risk areas for earthquake, flood, and wind hazards, adopting current or next most recent hazard-resistant building codes	Target	65%	34%	38%	40%	43%	46%	49%
	Result	56%	38%	36%	26%	31%		

Brief Description: Reports the percentage of high-risk communities in 50 states, the District of Columbia, and 5 territories (USVI, PR, Guam, American Samoa, CNMI) adopting building codes containing provisions that adequately address earthquake, flood, and wind hazards. FEMA tracks the number of high-risk communities that have adopted disaster resistant building codes by working with the Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule (BCEGS). ISO collects data from the BCEGS survey daily and evaluates and assigns a grade of 1 (exemplary commitment to building code enforcement) to 10 to gauge adoption of building codes. Adopting disaster-resistant building codes helps strengthen mitigation nationwide to reduce the Nation’s vulnerability to disasters.

Explanation and Corrective Action: 7,263 out of 23,760 communities with high combined-hazard risk have adopted hazard-resistant building and residential codes. In FY 2023, 3,804 jurisdictions, representing approximately 111.5 million people, adopted a newly resistant International Building Code (IBC) or International Residential Code (IRC). This count represents those jurisdictions which had a resistant 2018 IBC or IRC, upgraded to a resistant 2021 IBC or IRC this fiscal year, or are newly listed as having a resistant IBC or a resistant IRC (either due to the jurisdiction updating its IBC or IRC, or due to the jurisdiction being a newly tracked jurisdiction in the BCAT database). In FY 2024, FEMA will deploy regional building code coordinators for the building code program to more closely monitor and work with regional stakeholders to influence and encourage state and local code adoption.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of U.S. population (excluding territories) covered by planned mitigation strategies	Target	85%	85%	85%	85%	85%	85%	85%
	Result	87%	84.4%	83.2%	85.5%	83.9%		



Section 2: Performance Report and Plan

Brief Description: Reports the percent of U.S. population (excluding territories) covered by approved or approvable local Hazard Mitigation Plans. The population of each community with approved or approvable local Hazard Mitigation Plans is used to calculate the percentage of the national population. The FEMA Mitigation program gathers and analyzes critical data to aid in future mitigation efforts and enable communities to be better informed and protected. FEMA Mitigation helps communities reduce risk through sound land-use planning principles (such as planned mitigation strategies), floodplain management practices, and financial assistance.

Explanation and Corrective Action: Based on U.S. Census data, 270.9 million of the 322.9 million people in the nation are covered by a hazard mitigation plan that is either approved or approvable pending adoption. Constraints to achieving the desired outcome vary by state and may include limited resources (officials and/or funding) available to develop mitigation plans, lack of expertise, or capabilities of local governments. Limited FEMA staffing and staff turnover in regions and headquarters resulted in reduced capacity for plan reviews, training, and technical assistance. Several Regions do not have permanent full-time staff for mitigation planning and rely solely on CORE staff that may be limited to disaster-funded programs and activities. In FY 2024, FEMA will promote integration of RiskMAP data and products into hazard mitigation plans to promote strong SLTT floodplain management. In FY 2024, FEMA will complete Tribal consultation on FEMA's Tribal Mitigation Plan Review Guide and initiate draft policy updates to improve program accessibility. FEMA will explore new training vendors and delivery formats to increase the number and frequency of training and technical assistance to SLTT partners on the updated Mitigation Planning Policy Guides. FEMA will coordinate with programs that have mitigation plan requirements or fund mitigation planning to integrate mitigation into other community planning activities and strengthen implementation of mitigation plans. In addition, FEMA will support SLTT mitigation planning through training and technical assistance, prioritizing plan reviews and updates, and facilitating annual State consultations on statewide mitigation programs.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total national investment in mitigation (in billions)	Target	\$1.66	\$2.00	\$2.40	\$3.96	\$4.20	\$4.60	\$5.00
	Result	\$1.23	\$2.04	\$1.55	\$2.71	\$2.07		

Brief Description: This measure counts total investment in mitigation, which is defined as expenditure of resources intended to avoid: property damage, reduce the loss of life, or transfer natural hazards risks in advance of a disaster. Resources included may reflect time or other non-monetary investments which will be translated into monetary investments.

Explanation and Corrective Action: Overall, allocations and obligations for funding increased over many of the individual FEMA programs, even though there was a total decrease from the previous fiscal year. It is worth noting that in FY 2022 mitigation funding allocations increased with the passing of the Bipartisan Infrastructure Law, meaning future obligations will inevitably increase as well. However, this continues to show that this measure is reliant on the year-over-year fluctuation in allocation of funds and associated obligation rates. The corrective action for this measure will be two pronged, including adjustments to the measure itself as well as to the agency operations that drive obligation rates. For example, FEMA is working to implement a measure that will more effectively assess the time to obligate funding for select programs under the Hazard Mitigation Assistance (HMA) suite of grants. In addition to this, HMA is working to enhance and streamline the data collection and analysis process for mitigation grants. Emphasis on the obligation timeline can allow FEMA to take steps towards identifying process improvements and resource gaps to increasing mitigation investment.

National Flood Insurance Fund

Program Goal: Reduce the Nation's vulnerability to flood hazards, accelerate recovery from floods, and mitigate future flood losses.

Program Description: The National Flood Insurance Fund aims to reduce the impact of flooding on privately owned property by mapping areas of flood risk, providing flood insurance, and encouraging communities to adopt and enforce sound floodplain management regulations. The program also provides technical assistance and monitors communities for compliance with the minimum National Flood Insurance Plan criteria. These actions reduce risk from flooding, accelerate recovery efforts, and mitigate future flood losses.

FY 2023 SR Progress Rating: Noteworthy

Section 2: Performance Report and Plan



Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of properties covered with flood insurance (in millions)	Target	4.5	5.0	5.5	8.0	5.0	5.2	5.5
	Result	4.3	4.1	4.0	3.8	4.7		

Brief Description: Assesses the effectiveness of FEMA's commitment to increase public understanding of flood risks while working with insurance agents and companies nationally to encourage the purchase of flood insurance. This measure counts the number of flood insurance policies in force. Flood insurance policies are issued by private insurance carriers who participate in the Write Your Own segment of FEMA's National Flood Insurance Program (NFIP), as well as policies sold by independent insurance agents through NFIP Direct

Explanation and Corrective Action: As of the end of FY 2023, the National Flood Insurance Program (NFIP) has 4.7 million policies in force. In FY 2023, FEMA encouraged growth in Write Your Own (WYO) companies and NFIP Direct. In FY 2023, FEMA conducted marketing campaigns to bring awareness to the increased risks for flooding in multiple U.S. markets. Although the program did not increase the number of properties with flood insurance, the program retained approximately 90.4% of policies. In FY 2024, FEMA will continue to introduce innovative products and business practices that better serve NFIP policyholders and future customers and build climate resilience. In FY 2024, FEMA will initiate the process to update and create new policy forms to increase options for policyholders, begin the design and the infrastructure to support FEMA's long-term goal of selling flood insurance directly to customers (D2C), and begin work on a policy quoting portal and mobile quote applications for D2C.

Preparedness and Protection

Program Goal: Improve the Nation's ability to prepare for disasters of all kinds while ensuring the survival of an enduring constitutional government if a disaster were to occur.

Program Description: The Preparedness program works to prepare the Nation for disasters of all kinds. Preparedness includes the management and administrative support functions associated with training and national exercise programs. Protection carries out a mandated mission to provide executive agent leadership to guarantee the survival of an enduring constitutional government by ensuring continuity of government, continuity of operations, and national contingency programs.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of lives lost per year due to fire in the U.S.	Target	--	--	--	--	--	≤ 2,100	≤ 1,900
	Result	--	--	--	--	--	New Measure*	

Brief Description: Assesses the number of civilian and firefighter lives lost due to fire-related events. The metric can be an indicator for how the U.S. Fire Administration (USFA) can improve on its programs and fire prevention efforts to continue to address the nation's fire problem.

* This measure will help FEMA to monitor and manage the USFA program and fire prevention effort outcomes.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year	Target	48%	49%	50%	51%	52%	53%	54%
	Result	62%	68%	59%	55%	57%		

Brief Description: Reports the share of all respondents to FEMA's annual National Household Survey who answered affirmatively to questions assessing whether they had taken more than one preparedness action in the past year.

Explanation: According to the 2023 National Household Survey on Disaster Preparedness 4,219 respondents out of 7,370 respondents reported taking three or more preparedness actions (out of a list of 12 actions) in the last year.



Section 2: Performance Report and Plan

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public using the Integrated Public Alert and Warning System	Target	69%	71%	73%	75%	77%	85%	86%
	Result	76.9%	78.1%	81.3%	82.86%	84.4%		

Brief Description: Tracks the share of the U.S. population under the jurisdiction of local authorities to which state governments have granted authorization to Alerting Authorities to alert and warn the public through authorized access to the Integrated Public Alert & Warning System (IPAWS).

Explanation: In FY 2023 there were 118 new local-level authorities registered to send alerts to the public using IPAWS. FEMA continued a combination of virtual and in-person activities. FEMA engaged at national, regional, and state conferences to increase the number of local alerting authorities authorized and prepared to send alerts to the public using IPAWS. FEMA will look to expand engagement to state, local, tribal, and territorial public safety agencies through guidance, training, support resources, and services.

Regional Operations

Program Goal: Increase the capability of states, territories, and local jurisdictions to prevent, respond to, and recover from Stafford Act emergencies and disasters.

Program Description: The Regional Operations program includes the leadership, management, and mission support functions of the 10 FEMA regions across the Nation. The program works with communities to help reduce the impacts of natural disasters; prepare families and individuals for all possible hazards; and support state, local, and tribal partners with technical assistance and grants for projects that aim to reduce risks, improve public safety, and protect the environment.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs	Target	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%
	Result	29.2%	25.9%	26.4%	17.7%	33.8%		

Brief Description: Gauges programs' efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminated as grants to survivors as assistance.

Explanation and Corrective Action: In FY 2022, FEMA responded to 41 disaster field operations missions. \$515,301,496 were spent on administrative costs out of total program expenditures of \$9,025,269,736. In FY 2022, Level 3 disaster average administrative cost was \$3,534,247 per disaster, which is an increase of \$686,693 per disaster from the average administrative cost in FY 2021. In FY 2022, the total obligations, including administrative costs, average cost per disaster was \$12,568,329, which is a decrease of \$4,860,730 per disaster. Data reported is from the previous fiscal year to ensure all disaster expenditures and administrative costs are submitted to give an accurate representation of the measure. FEMA will conduct an analysis of FY 2021 and FY 2022 administrative spending to identify the factors causing administrative cost increases. Following the analysis, FEMA will determine if the measure, goals, or targets should potentially be altered to better reflect the current operating environment.



Response and Recovery

Program Goal: Improve the response and recovery capability of communities who have been overwhelmed by a disaster.

Program Description: The Response and Recovery program helps to ready the Nation for catastrophic disasters leveraging resources from various sources including the Disaster Relief Fund (DRF). This includes efforts to coordinate the core federal response capabilities used to save lives and protect critical infrastructure in communities throughout the Nation that have been overwhelmed by the impact of a major disaster or an emergency. The program also takes the lead among federal agencies, state and local governments, and representatives of non-governmental organizations to support individuals and communities with the goal of reducing losses, improving recovery operations, and promoting resilience. This program works with residents, emergency management practitioners, organizational and community leaders, and government officials to mature the National Disaster Recovery Framework, enhance logistics and disaster communications, and improve the overall disaster survivor and grantee experience.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)	Target	≤ 11	≤ 9	≤ 8	≤ 7	≤ 7	≤ 12	≤ 12
	Result	78.5	32.2	29	167.9	38.7		

Brief Description: By measuring the timeliness of individual assistance awards from submission to the first receipt of an award, the program can assess the effectiveness of its critical, customer-facing element of the agency's mission.

Explanation and Corrective Action: FEMA provided first assistance to 625,557 Individuals and Households Program applicants within on average 39 days. Disasters from FY 2022 continue to impact the result. Hurricane Ian (4673-FL) had 193,529 first awards and Hurricane Fiona (4673-PR) had 242,878 first awards accounting for 70% of all first awards in FY 2023. Longer assistance times are associated with assistance that requires documentation submitted by applicant (Funeral (161 days), Dental (158 days), and Moving/Storage (134 days) awards. However, these awards account for a small percentage of total awards provided (<8%). In FY 2024, FEMA will provide timely and transparent assistance through developing recommendations to awarded IHP assistance using damage levels and a strategy for inspections and loss verification methods. FEMA will continue to increase its in-house inspector cadre to handle all but the most catastrophic events. This will mean reduced use of the inspection contract and allow FEMA to pre-position inspectors to speed loss verification, resulting in faster financial assistance being delivered to survivors.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent achieved of Incident Management Workforce readiness targets	Target	---	67%	78%	69%	79%	84%	92%
	Result	---	60%	62%	67%	69%		

Brief Description: Gauges the Incident Management (IM) workforce readiness toward established workforce planning factors required to manage the expected disaster activity across the nation.

Explanation and Corrective Action: FEMA's workforce strength increased to 11,592 for FY 2023, which is an increase of 267 from FY 2022. The average Position Task Book progress rate is 73%. FEMA continues to have challenges achieving incident management (IM) workforce growth, which can be attributed to several issues, including attrition and the competitive labor market. In FY 2023, FEMA onboarded an additional 1,200+ IM personnel, but lost 600+. FEMA is committed to better understanding the reasons for attrition of the IM workforce to develop retention improvement strategies. In FY 2024, FEMA's Field Operations Directorate will hold regular individual meetings with cadre leadership and staff who did not meet workforce targets in FY 2023, focusing on solutions to addressing challenges in recruitment, qualification, and retention. As part of the workforce readiness cycle, FEMA has designed enhancements to its reservist program to improve recruitment, availability, and long-term retention of reservists and will be implementing several changes in FY 2024. FEMA is prioritizing recruitment, with a focus on identifying targeted talent pools for a range of incident management (IM) positions. The recent reservist referral bonus program leverages the networks of existing employees to access new candidate pools. FEMA will continue to develop and update recruitment plans as needed for cadres, analyze attrition data, and develop strategies to improve retention.



Section 2: Performance Report and Plan

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of applicants satisfied with FEMA's Individuals and Households Program application process	Target	--	--	--	--	70%		
	Result	--	--	--	--	62%	<i>Retired Measure*</i>	

Brief Description: This measure assesses FEMA's ability to help people before, during, and after disasters by measuring applicants' satisfaction with the service they received during the registration process.

Explanation and Corrective Action: In FY 2023, FEMA received 1,769 survey responses from 20 FY 2023 declarations and seven FY 2022 declarations. Individual assistance (IA) will continue the rollout of the new application registration form and continue to make improvements as needed for an enhanced survivor experience. FEMA will conduct a messaging review project to ensure IA-related public facing messaging is accurate, consistent, and easily understood by survivors.

* FEMA is implementing other measures that better gauge customer satisfaction, eliminating the need for this measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of applicants satisfied with simplicity of the Individuals and Households Program	Target	81%	83%	85%	87%	90%	91%	91%
	Result	78.1%	82%	80%	76.6%	78.1%		

Brief Description: Assesses Individuals and Households Program (IHP) applicants' satisfaction about the simplicity of the procedures required to receive disaster relief from the program.

Explanation and Corrective Action: In FY 2023, FEMA received 22,275 customer experience survey responses from survivors of 27 Presidentially declared disasters. There was an increase of 1.5 points in applicants satisfied with the simplicity of IHP when compared to FY 2022. Applicants cited challenges in meeting financial assistance applicant disaster needs with a score of 70.8%, and that information provided by FEMA is not easy to understand, scoring 70.9% in FY 2023. In FY 2024, FEMA will launch a redesigned application form with a focus on a customer-centered approach, which encompasses simplicity, transparency of the application process, and accessibility of information provided. The updated registration form is intended to simplify the application process and enhance customer satisfaction with FEMA's assistance. In FY 2024, FEMA will launch a redesigned application form with a focus on a customer-centered approach, which encompasses simplicity, transparency of the application process, and accessibility of information provided. The updated registration form is intended to simplify the application process and enhance customer satisfaction with FEMA's assistance.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of applicants satisfied with the Public Assistance process and customer service	Target	--	--	--	--	77%	78%	79%
	Result	--	--	--	--	76%		

Brief Description: Assesses Public Assistance (PA) applicants' satisfaction with the PA program and customer service after they have received an award.

Explanation and Corrective Action: In FY 2023, FEMA received 800 responses from 39 declarations. In FY 2023, customer satisfaction with the helpfulness of PA staff and overall customer service remained PA's top performing area with a score of 84.9% and 82.8%, respectively. Applicants processed through the Consolidated Resource Center (CRC) Atlantic and West scored above 76% on applicant satisfaction with simplicity. For the year, 5 of the 9 regions scored above the 77% target. Applicants cite difficulties in utilizing the Grants Portal. In FY 2023, applicants' satisfaction with the simplicity of the grant portal scored 65.9%. Applicants cite dissatisfaction with the level of documentation required for Grants Processing. In FY 2023, applicants' satisfaction with the required level of documentation scored 69.6%. In FY 2023, PA also initiated an effort to simplify and reduce information collection requirements for applicants which should improve applicants' satisfaction with the program. In FY 2024, FEMA will continue to develop a public assistance (PA) dashboard visualizing PA Program Delivery Guide performance indicators. In FY 2024, the process of updating the PA surveys and submissions to OMB will begin. The updates will focus on soliciting information to better evaluate the program and align questions to program changes. FEMA is exploring methods of increasing the applicant response rate and reducing the time between an event and the survey invitation, which should improve the response rates.

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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of critical federal response teams supported by voice, video, and data connectivity using a fully-capable mobile emergency office vehicle	Target	81%	84%	88%	94%	100%		
	Result	75%	75%	100%	97%	100%	<i>Retired Measure*</i>	

Brief Description: Assess the on-scene availability of a mobile platform for voice, video, and data connectivity which is a critical capability for federal teams managing response and recovery operations.

Explanation: In FY 2023, nine new platforms have been fully integrated and incorporated into the MERS fleet, and 32 out of 32 platforms (100%) are fully mission capable. Despite significant delays in production and delivery due to supply chain issues that have negatively impacted the projected timeline for delivery of mission-ready units to the field, the MEOV Project Phase I completed and closed out with targets reached.

* This line of effort was completed in FY 2023.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Individuals and Households Program applicant's confidence in FEMA	Target	--	--	--	--	68%		
	Result	--	--	--	--	62%	<i>Retired Measure*</i>	

Brief Description: This measure is based on survey results to assess FEMA's ability to help people before, during, and after disasters by measuring an applicant's confidence in FEMA after applying for disaster assistance. Respondents to the survey rate how strongly they agree with the statement "this interaction increased my confidence in FEMA."

Explanation and Corrective Action: During FY 2023, FEMA received 1,776 customer experience survey responses from survivors of 27 declared disasters (20 declarations in FY 2023 and 7 in FY 2022). 71.7% of respondents who registered in person through the Disaster Survivor Assistance Strike Team reported having the most confidence in FEMA. Starting in FY 2023 and continuing into FY 2024, FEMA has initiated an effort called the "next generation agent." This initiative will ensure our inspectors and call center agents are trained in one another's disciplines, resulting in consistent customer experience, reduced survivor burden, and fewer referrals from one FEMA employee to another.

* FEMA survey questions and instruments are continually refined, resulting in changes to attendant performance measures.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of end-of-life equipment and vehicles replaced to ensure operational readiness of FEMA's Urban Search and Rescue Sponsoring Agencies	Target	--	--	--	--	--	95%	95%
	Result	--	--	--	--	--	<i>New Measure*</i>	

Brief Description: Assesses Urban Search & Rescue Sponsoring Agencies' operational readiness in maintaining, replacing, or upgrading equipment (communications, technical, hazmat, logistics, rescue, medical) and vehicles deemed to need replacement due to obsolescence or reaching or nearing its end of life.

* This measure will assess Urban Search & Rescue Sponsoring Agencies operational readiness in maintaining, replacing, or upgrading equipment and vehicles in need of replacement due to obsolescence.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources delivered by the agreed upon date	Target	95%	95%	95%	95%	95%	95%	95%
	Result	95%	99.4%	97%	98.8%	99.2%		

Brief Description: Assesses the percent of shipments from FEMA Distribution Centers or logistics partners that arrive at the specified location by the validated and agreed upon delivery date.

Explanation: Of the 8,117 total shipments, 8,054 met the required delivery date. FEMA will continue planning and preparing for catastrophic disaster scenarios that will stress transportation networks and capabilities and drive requirements for prioritization of movements.



U.S. Immigration and Customs Enforcement

Enforcement and Removal Operations

Program Goal: Improve the ability of the Department to arrest, detain, and remove criminals, fugitives, and other dangerous foreign nationals.

Program Description: Enforcement and Removal Operations (ERO) enforces the Nation’s immigration laws by identifying and apprehending noncitizens, detaining those individuals pending final determination of removability, and removing them from the United States. ERO prioritizes the apprehension, arrest, and removal of those who pose a threat to national security, individuals apprehended at the border or ports of entry while attempting to unlawfully enter the United States, and individuals determined to pose a threat to public safety. ERO manages all logistical aspects of the removal process, including domestic transportation, detention, alternatives to detention programs, bond management, and supervised release. In addition, ERO repatriates those ordered removed from the United States to more than 170 countries around the world.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of convicted criminal and pending criminal charge arrests	Target	---	---	---	---	---	70,000	75,000
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses the effectiveness of efforts to identify, locate, and arrest noncitizen immigrants with criminal convictions or pending criminal charges. This measure reflects the program’s efforts to ensure convicted criminal noncitizens and those with pending criminal charges do not remain in the United States.

* This measure will support assessment of ERO performance in prioritizing cases for the use of its limited resources, providing an indicator of efficiencies achieved in maximizing the number arrests ERO makes each year.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of convicted criminal and pending criminal charge noncitizen returns and removals from the U.S.	Target	---	---	---	---	---	60,000	65,000
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses the effectiveness of efforts to remove from the U.S. noncitizens with criminal convictions or pending criminal charges. A noncitizen’s status as Convicted Criminal or Pending Criminal is determined at the point of the individual’s booking into custody according to their criminal history record in EID. This measure reflects the program’s efforts to ensure convicted criminal noncitizens and those with pending criminal charges do not remain in the United States.

* This measure captures the category of noncitizens with a pending criminal charge in order to more accurately measure the holistic success of ERO operations and replaces the below measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of convicted criminal noncitizens who were returned or were removed from the United States	Target	151,000	151,000	97,440	91,500	38,500		
	Result	150,141	103,762	39,149	38,447	57,021		

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Brief Description: This measure includes both the return and removal of noncitizens who have a prior criminal conviction from the United States by ICE ERO. This measure reflects the program’s efforts to ensure convicted criminal noncitizens do not remain in the United States.

Explanation: Cumulative total convicted criminal noncitizen removals ended FY 2023 at 57,021, a substantial increase (18,574, or 48%) from the FY 2022 total. Of the total convicted criminal removals in FY 2023, 34,193 resulted from ICE arrests while 22,828 resulted from CBP arrests. Total noncitizen removals/returns also nearly doubled year over year, from 72,177 in FY 2022 to 142,580 in FY 2023; a 98% increase. The continued increase in both total removals, convicted criminal removals, and ICE Arrests resulting in removal (up 55%) are indicators of strong overall performance by ERO in executing its mission while meeting administration and agency priorities. ERO is currently projected to continue this improvement, with Convicted Criminal Removals forecast to increase further to 69,344 in FY 2024.

* Replaced by the above measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total number of noncitizen returns and removals from the U.S.	Target	---	---	---	---	---	120,000	125,000
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses ERO effectiveness enforcing immigration law by removing noncitizens without proper legal residency authorization from the territory of the United States. This measure includes both the return and removal of noncitizens from the United States by ICE ERO.

* This legacy metric is being reinstated by ICE to support changes in agency priorities.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of detention facilities that meet the National Detention Standards Program during their full annual inspection	Target	---	---	---	---	---	95%	95%
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses effectiveness in ensuring all adult detention facilities, with an Average Daily Population greater than 1, meet the ICE National Detention Standards Program. The program ensures facilities used to house non-citizens in immigration proceedings or awaiting removal do so in accordance with their contractually obligated ICE national detention standards and assesses results through conducting annual facility inspections, imposing penalties for noncompliance, and provide guidance to facilities in reaching compliance.

* This measure is based on the Office of Detention Oversight full inspection that takes place annually and is a more effective measurement of EROs detention management program than the measure it is replacing (see below).

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of detention facilities that meet the subsequent 180-day resinspection	Target	---	---	---	---	100%		
	Result	---	---	---	---	99%	Retired Measure*	

Brief Description: Through a robust inspections program, ICE ensures facilities used to house noncitizens in immigration proceedings or awaiting removal do so in accordance with the Performance Based National Detention Standards.

Explanation and Corrective Action: ICE achieved a FY 2023 detention compliance inspection rate of 99%, conducting a total of 179 inspections in FY 2023 (including full inspections which receive a rating and follow-up inspections which are not rated). Out of 89 full inspections, 14 facilities were rated as acceptable, 22 good, 52 superior, and one (1) facility received a failing rating. The remaining inspections were follow-ups with no rating issued. ICE strives to maintain a 100% compliance rate and works with facilities to resolve identified deficiencies and implement improvements. The Pottawattamie County Jail in Council Bluffs, IA which operates under the National Detention Standards 2000 failed its inspection on October 25-27, 2022. Following the inspection, the facility completed a Uniform Corrective Action Plan (UCAP) which was reviewed and approved by ICE—the facility now meet standards as required and the inspection has been closed.

* Replaced by the above measure.



Homeland Security Investigations

Program Goal: Prevent the exploitation of systemic vulnerabilities in trade and immigration that allow foreign terrorists, other criminals, and their organizations to endanger the American people, property, and infrastructure.

Program Description: The Homeland Security Investigations (HSI) program conducts criminal investigations to protect the United States against terrorism and criminal organizations that threaten public safety and national security. HSI combats transnational criminal enterprises that seek to exploit America’s legitimate trade, travel, and financial systems. This program upholds and enforces America’s customs and immigration laws at and beyond our Nation’s borders.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of disruptions and dismantlements resulting from significant human trafficking, labor exploitation, and child exploitation investigations	Target	---	---	---	---	---	320	323
	Result	---	---	---	---	---	New Measure*	

Brief Description: Reports the number of significant investigations of human trafficking, labor exploitation, and child exploitation that resulted in a disruption or dismantlement. To be considered significant, the investigation must involve a high-threat transnational criminal organization or individuals engaged in criminal activity related to human trafficking, labor exploitation, or child exploitation.

* This measure will support the DHS FY 2024-2025 APG to combat human trafficking, labor exploitation, and child exploitation.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of human trafficking, labor exploitation, and child exploitation victims assisted	Target	---	---	---	---	---	1,204	1,216
	Result	---	---	---	---	---	New Measure*	

Brief Description: Reports the number of adult or minor victims assisted as a result of human trafficking, labor exploitation, and child exploitation investigations. Many victims receive additional services such as crisis management and supportive services throughout HSI's investigative work.

* This measure will support the DHS FY 2024-2025 APG to combat human trafficking, labor exploitation, and child exploitation.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of Human Trafficking, Labor Exploitation, Child Exploitation, or Victim Assistance Program outreach or training sessions	Target	---	---	---	---	---	440	440
	Result	---	---	---	---	---	New Measure*	

Brief Description: Reports the number of training and outreach programs provided by the HSI Victim Assistance Program, Center for Countering Human Trafficking, Child Exploitation Investigations Unit, and Labor Exploitation Program to advance HSI's nationwide public awareness effort, and any other awareness efforts as needed, to encourage victim identification and reporting to law enforcement and preventing crimes of human trafficking, labor exploitation, and child exploitation. Trainings and events are provided to critical partners such as local, state, national, and international law enforcement, prosecutors, judges, forensic interviewers, nongovernmental organizations, social service programs, victim advocates, and survivors.

* This measure will support the DHS FY 2024-2025 APG to combat human trafficking, labor exploitation, and child exploitation.

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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of human trafficking and child exploitation victims rescued or assisted	Target	---	---	---	1,414	1,428		
	Result	---	---	---	1,904	2,926	Retired Measure*	

Brief Description: Reports the number of adult or minor victims rescued or assisted as a result of human trafficking and child exploitation investigations. Human trafficking includes sex trafficking and forced labor trafficking. A child exploitation victim is considered rescued once the victim has been identified, located, and physically removed by agents or a partner agency or provided information (i.e., other types of assistance) that extricates them from the exploitative situation or further abuse. A human trafficking victim is considered assisted and entered into the VAD when a Victim Assistance Program Specialist makes contact and provides information or resources to the victim. Many victims receive additional services such as crisis management and supportive services throughout the investigation.

Explanation: This measure reflects the number of adult and minor victims rescued or assisted as a result of human trafficking (731) and child exploitation (2,195) investigations. Human trafficking includes sex trafficking and forced labor. HSI has achieved these results by integrating a victim-centered approach, whereby equal value is placed on the identification and stabilization of victims and on the deterrence, investigation, and prosecution of targets.

* Replaced by new measures supporting FY 2024-2025 APG to combat human trafficking, labor exploitation, and child exploitation.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of significant Homeland Security Investigation cases that resulted in a disruption or dismantlement	Target	---	---	366	540	545	550	556
	Result	---	---	698	1,083	1,111		

Brief Description: Indicates the success the program has accomplished to effectively degrade high-threat transnational criminal organizations engaged in illicit trade, travel, or finance (both drug-related or non-drug-related); counterterrorism; threats to national security; violations of immigration-related employment law; or child exploitation.

Explanation: HSI's success was achieved by leveraging its expansive investigative authorities and expertise; embracing and capitalizing upon technology and innovation; enhancing strategic partnerships; and using data and intelligence to drive investigations and decision making.

Office of the Principal Legal Advisor

Program Goal: Provide timely and accurate legal advice and conduct litigation activities to advance the ICE mission.

Program Description: The Office of the Principal Legal Advisor (OPLA) provides a full-range of legal services to ICE, including advice and counsel to ICE personnel on their law enforcement authorities and potential liabilities. The program represents ICE before multiple administrative venues and supports the Department of Justice in the prosecution of ICE cases and in the defense of civil cases against ICE. OPLA attorneys serve as the exclusive DHS representatives in removal proceedings before U.S. Department of Justice, Executive Office for Immigration Review.

FY 2023 SR Progress Rating: Focus Area

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of case actions that contribute to the management and reduction of the backlog of cases on the Executive Office for Immigration Review docket at the start of the fiscal year	Target	---	---	---	---	215,275	219,581	223,973
	Result	---	---	---	---	386,986		



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Brief Description: Assesses the program’s capability and capacity to complete case actions that may contribute to the more effective management and reduction of the docket backlog of EOIR.

Explanation: With OPLA’s focus on preserving limited government resources to achieve just and fair outcomes in the course of its immigration court litigation efforts, this measure captures efforts that most faithfully advance its mission, by capturing the number of case actions where OPLA contributed to better managing or reducing EOIR’s immigration court docket backlog, whether through removal, relief, prosecutorial discretion, declining to file a Notice to Appear (NTA), or other docket efficiency initiative. Case actions include, but are not limited to, grants of relief, removal orders, dismissals, administrative closures, declining to file a NTA and any other similar action taken as a result of a docket efficiency initiative.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of stakeholder engagements conducted	Target	--	--	--	--	50	62	75
	Result	--	--	--	--	208		

Brief Description: This measure assesses OPLA’s efforts to engage intra-governmental and external stakeholders relating to changes in its policies and the importance of its missions.

Explanation: Assesses OPLA’s efforts to engage intra-governmental and external stakeholders relating to changes in policies and importance of its missions, including its efforts to preserve limited government resources to achieve just and fair outcomes in individual immigration cases, and reduce the backlog of cases pending before Executive Office for Immigration Review. Ensuring stakeholder alignment in addressing immigration enforcement provides opportunities to improve the transparency of OPLA’s actions and identify docket efficiency initiatives to improve case processing in immigration court. OPLA continues to engage with both intra-governmental and external stakeholders relating to changes in its policies and the importance of its missions, including its efforts to preserve limited government resources and utilize prosecutorial discretion on a case-by-case basis to achieve just and fair outcomes in individual immigration cases, and reduce the backlog of cases pending before EOIR.



Transportation Security Administration

Aviation Screening Operations

Program Goal: Enhance aviation security by using intelligence-driven, risk-based, layered passenger and baggage screening procedures and technology to increase aviation security while managing the passenger experience.

Program Description: The Aviation Screening Operations program applies intelligence-driven, risk-based, layered passenger and baggage screening procedures and technology to increase aviation security to prevent terrorism and criminal activity. The program implements processes that allow personnel at security checkpoints to focus on high-risk and unknown travelers while managing the passenger experience. The program also ensures the 100-percent screening of checked baggage for prohibited items. Other activities include training the screener workforce, vetting airline passengers, and canine operations.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average number of days for DHS Traveler Redress Inquiry Program redress requests to be closed	Target	< 55	< 55	< 55	< 50	< 50	< 55	< 55
	Result	42	45	22	140	42		

Brief Description: Indicates how quickly the program is providing redress to individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders.

Explanation: DHS TRIP developed a strategy of assigning completion percentages to each analyst in our branch. Their hard work contributed to meeting the target.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of airports enabling the use of Touchless Identity Solution at the TSA checkpoint	Target	---	---	---	---	---	10	17
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses airports enabling the use of TSA PreCheck®: Touchless Identity Solution at the TSA checkpoint.

* This measure will support new FY 2024-2025 APG to advance the TSA customer experience and mission delivery by enhancing critical services through the use of innovative technologies at airport security checkpoints and the promotion of paths for customers to connect directly with TSA.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of respondents for Passenger Experience Survey	Target	---	---	---	---	---	10,000	12,000
	Result	---	---	---	---	---	New Measure*	

Brief Description: This measure assesses compliance with an established baseline requirement for the number of respondents for the passenger experience survey at the security screening checkpoints.

* This measure will support new FY 2024-2025 APG to advance the TSA customer experience and mission delivery by enhancing critical services through the use of innovative technologies at airport security checkpoints and the promotion of paths for customers to connect directly with TSA.



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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of states with International Organization of Standardization compliant mobile driver's licenses accepted at the TSA checkpoint	Target	---	---	---	---	---	9	11
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses States with International Organization of Standardization (ISO) compliant mobile driver's licenses (mDLs) that are accepted at the TSA checkpoint.

* This measure will support new FY 2024-2025 APG to advance the TSA customer experience and mission delivery by enhancing critical services through the use of innovative technologies at airport security checkpoints and the promotion of paths for customers to connect directly with TSA.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of canine teams that pass operational training assessments within 60 days of completing basic course at the Canine Training Center	Target	---	80%	80%	85%	85%	85%	85%
	Result	---	81%	91%	95%	97%		

Brief Description: The measure is an indicator of the Canine Training Center training program success.

Explanation: For FY 2023, a total of 133 training missions were conducted; 129 passed for a 97% success rate.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of daily passengers receiving expedited physical screening based on assessed low risk	Target	50%	50%	50%	50%	50%	50%	50%
	Result	46%	44%	38%	46%	44%		

Brief Description: Indicates the percent of domestic air passengers who receive expedited screening due to their being determined to be low risk so to allow Transportation Security Officers to focus on those passengers who are potentially high-risk to the aviation system.

Explanation and Corrective Action: Cumulatively, for FY 2023, TSA Screened 815,297,312 passengers, of which 360,228,265 received Expedited Physical Screening based on assessed low risk. Total Checkpoint Throughput is on the rise, as is PreCheck throughput; Expedited-non-PreCheck throughput remains relatively constant, minimizing any positive effect on the Total Expedited Population. While the measure has been buoyed by the strong performance of PreCheck throughput during the years, it's still not enough to account from the removed expedited population formerly screened by Canine expedited Screening. TSA Strategic Communications and Public Affairs (SCPA) remain a champion of the PreCheck Program and continues to promote it. Enrollment Services and Vetting Programs (ESVP) and Domestic Aviation Operations (DAO) are continually identifying initiatives for low-risk populations eligible for Expedited screening. Performance Management maintains a strong relationship with all groups to improve reporting capability at the granular level.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of information requests handled by online chat	Target	---	---	---	---	---	---	20%
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses the percentage of information requested that are handled by the new TSA Contact Center channel on tsa.gov.

* This measure will support new FY 2024-2025 APG to advance the TSA customer experience and mission delivery by enhancing critical services through the use of innovative technologies at airport security checkpoints and the promotion of paths for customers to connect directly with TSA. FY 2024 target not included as the TSA.gov online chat function won't go live until FY 2025.

Section 2: Performance Report and Plan



Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of passenger data submissions that successfully undergo Secure Flight watch list matching	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: Ensures the traveling public that all domestic air passengers have undergone checking against watch lists as one means of vetting.

Explanation: Secure Flight vets all passengers and non-travelers seeking access to the sterile concourse at regulated airports in the U. S., as well as passengers accessing an aircraft departing from a foreign Last Point of Departure (LPD) airport in route to the U. S., or overflying its airspace. The data is received from regulated aircraft operators or TSA regulated airports issuing "gate passes." TSA successfully vetted 392,159,342 messages in Q4 (to add to the 900,091,200 in Q1-Q3 for a total of 1,292,250,542 in FY 2023).

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Passengers whose Overall Satisfaction with TSA Screening was Positive	Target	--	--	--	--	82%	84%	86%
	Result	--	--	--	--	93%		

Brief Description: Indicates how satisfied passengers are with their experience at the TSA screening checkpoint and is a gauge of passenger sentiment of perceived quality and value of the TSA screening process on the day of the surveyed transaction. This measure will support new FY 2024-2025 APG to advance the TSA customer experience and mission delivery by enhancing critical services through the use of innovative technologies at airport security checkpoints and the promotion of paths for customers to connect directly with TSA.

Explanation: 12,556 out of 13,446 total passengers surveyed reported being satisfied with their overall experience at the security screening checkpoints: resulting in a 93% overall customer satisfaction score for TSA.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Transportation Security Officers that achieve a first-time pass rate on the Image Interpretation Test	Target	--	90%	90%	92%	92%		
	Result	--	95%	94%	94%	93%	<i>Retired Measure*</i>	

Brief Description: Gauges the ability of Transportation Security Officers to identify prohibited items such as guns, knives, and improvised explosive devices through X-ray screening and serves as feedback for the effectiveness of training programs and experiences.

Explanation: Training and Development (T&D) no longer conducts the Image Interpretation Test (IIT) during Transportation Security Officer Basic Training Program Phase II (TSO BTP-P2) as of FY 2023 Q2. A routed action memo to Domestic Aviation Operations (DAO) replaces the IIT with an Image Interpretation Check (IIC), which eliminates the possibility of TSO removal as a result of their image check results during TSO BTP-P2. TSOs are still required to pass their Image Mastery Test (IMT) or approved alternative X-ray certification requirements (for CT-only airports) at their home airport by the Aviation and Transportation Security Act (ATSA).

* Replaced by the below measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Transportation Security Officers that achieve a first-time pass rate on the Job Knowledge Test (JKT)	Target	--	--	--	--	--	94%	94%
	Result	--	--	--	--	--	<i>New Measure*</i>	

Brief Description: Gauges the knowledge retention of new hire transportation security officers (TSOs) on skills learned during TSO Basic Training Program (TSO-BTP), including security screening skills, procedures, policies, and information needed to successfully perform the duties of a TSO.

* This new measure reflects TSA's new testing methods and equipment.



Other Operations and Enforcement

Program Goal: Strengthen the security regulation and enforcement presence in the Nation’s commercial transportation sectors.

Program Description: The Other Operations and Enforcement program encompasses security reviews, assessments, and enforcement activities in the various modes of commercial transportation. The program includes intelligence and analysis, domestic and international inspectors, reviews and assessments, Federal Air Marshal Service, deputizing airline pilots, and training crew members in self-defense. This program ensures compliance with transportation-related regulations and standards, providing credentialing services for transportation sector, and the vetting of the transportation workforce to prevent terrorism and criminal activity.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of air carriers operating from domestic airports in compliance with standard security programs	Target	100%	90%	90%	90%	90%	90%	90%
	Result	89%	86%	92%	92%	92%		

Brief Description: Indicates the level of compliance including both domestic air carriers and foreign air carriers operating at domestic airports designed to enhance the safety of the Nation’s transportation systems and infrastructure.

Explanation: For FY 2023, there were a total of 35,149 inspections conducted pursuant to 49 Code of Federal Regulations (CFR) parts 1544 and 1546. Of the conducted inspections, a cumulative of 2,977 inspections were conducted that resulted in at least one (1) finding.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of domestic cargo audits that meet screening standards	Target	98%	98%	98%	98%	98%	98%	98%
	Result	95%	93%	92%	92%	98%		

Brief Description: Reports the compliance of domestic air cargo carriers with cargo screening standards to indicate shortfalls to be addressed and enhance the safety and efficiency of air commerce.

Explanation: This measure assesses the percentage rate of domestic cargo audits that meet screening standards. These regulated entities are required to meet the cargo screening standards set forth in their accepted standard security program under TSA authority. For FY 2023, a total of 801 Cargo Screening inspections were conducted. Of those conducted inspections, there were 15 inspections conducted with at least one (1) finding.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of identified vulnerabilities at last point of departure airports addressed through stakeholder engagement and partnerships	Target	---	70%	85%	85%	85%	85%	85%
	Result	---	74%	100%	100%	93%		

Brief Description: Indicates the percent of vulnerabilities identified through the programs inspection activities that have been communicated and deliberated upon through stakeholder engagement and partnerships in an effort to encourage action to close these gaps by foreign airports. By working to mitigate aviation security risks at foreign last point of departure airports the program strives to improve aviation security.

Explanation: During FY 2023, IO conducted continuous global coordination and assistance through active engagements with international counterparts. Engagements such as Capacity Development and mentoring ensured consistent implementation of international civil aviation security measures as well as TSA’s strategic aviation security policies and initiatives. A review of 1,212 active vulnerabilities reported indicates that 1,129 vulnerabilities (or 93%). Of the remaining 83 vulnerabilities (7%), these are new vulnerabilities that have recently opened from assessments conducted in the third and/or fourth quarter of FY 2023.

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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of inspected interchanges of rail cars containing Rail Security Sensitive Materials (RSSM) in compliance with security standards	Target	95%	95%	95%	95%	95%	95%	95%
	Result	97%	100%	100%	99%	99%		

Brief Description: Indicates the extent to which TSA personnel observe the transit of freight rail containers carrying materials that could be used by terrorists or those with malintent to harm property and people. These observations, or inspected interchanges, occur in high-threat urban areas where the impact of malicious use of these materials could be devastating.

Explanation: 1,105 out of 1,112 inspections were attended in FY 2023.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of international cargo audits that meet screening standards	Target	98%	98%	98%	98%	98%	98%	98%
	Result	91%	86%	99%	99%	98%		

Brief Description: Indicates the level of compliance by international air carriers designed to enhance the safety of the Nation's transportation systems and infrastructure. Compliance with international cargo screening standards enhances the safety and efficiency of air commerce and reduces the risk of criminal and terrorist misuse of the supply chain.

Explanation: This measure provides the percentage of annual cargo inspections of regulated entity inspections that fall under 49 United States Code (U.S.C.) 44907 and 49 CFR parts 1544 and 1546 at Last Point of Departure (LPD) international locations which did not result in an Enforcement Investigative Report (EIR). For FY 2023, there were a total of 301 international cargo inspections conducted. Of those conducted inspections, five (5) resulted in an EIR.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of overall compliance of domestic airports with established aviation security indicators	Target	100%	100%	100%	100%	100%	100%	100%
	Result	92%	89%	90%	87%	91%		

Brief Description: Reports the extent to which domestic airports are complying with security indicators designed to assess airport vulnerabilities and provide an overall security posture of our domestic aviation system.

Explanation and Corrective Action: This measure assesses the overall compliance rate of domestic airports with their airport security program. Based on the myriad of airport risk, such as human factors, insider threat and the airport security posture; aviation security indicators are an ever-evolving challenge to the aviation industry. For FY 2023, 14,490 total airport inspections were conducted. Of those inspections, there were 1,302 airport inspections conducted with at least one (1) finding. To address instance of non-compliance, Compliance will utilize progressive enforcement and collaboration philosophies to achieve the highest level of security possible. Collaboration and Risk-Based Security (RBS) complement progressive enforcement. To ensure regulatory compliance with all TSA requirements, TSA continues to conduct inspections, investigate violations, issue letters of investigation, and pursue civil enforcement actions as needed. Progressive enforcement guidance and standards are outlined in the National Investigative Enforcement Manual (NIEM). Although regulatory compliance is a base line for security, TSA works with airports to go above and beyond this baseline. Compliance Personnel work with stakeholders to develop outcome-focused solutions that ensure regulatory compliance and address vulnerabilities.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies	Target	79%	70%	70%	70%	70%	70%	70%
	Result	67%	67%	70%	77%	80%		



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Brief Description: Communicates the extent to which mass transit and passenger rail agencies have implemented agreed upon industry best practices to safeguard the rail mass transit system. Since the program works in an advisory capacity, rail agency owners and operators fully own the decision to implement these best practices, but the program works to affect forward movement to address gaps.

Explanation and Corrective Action: 20 of 25 Baseline Assessment for Security Enhancement (BASE) Assessments on Mass Transit Systems were completed to meet the target for FY 2023.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of surface operations cybersecurity workforce personnel completing required cybersecurity training	Target	---	---	---	---	55%	85%	100%
	Result	---	---	---	---	93%		

Brief Description: Gauges the completion percentage of surface transportation operations personnel achieving annual cybersecurity-related training requirements. Completion of cybersecurity training creates a cybersecurity enriched surface operations workforce, improving staffing, education, and retention capabilities.

Explanation and Corrective Action: 212 out of 270 personnel completed cybersecurity training in FY 2023.



U.S. Coast Guard

Marine Transportation System Management

Program Goal: Safeguard and expedite lawful trade and travel and mitigate hazards and vulnerabilities.

Program Description: The Marine Transportation System Management program ensures a safe, secure, efficient, and environmentally sound waterways system. The U.S. Coast Guard minimizes disruptions to maritime commerce by assessing and mitigating risks to safe navigation and by providing waterways restoration capabilities after extreme weather events, marine accidents, or terrorist incidents. The U.S. Coast Guard works in concert with other Federal agencies, state and local governments, marine industries, maritime associations, and the international community to optimize balanced use of the Nation’s marine transportation system. The Aids to Navigation and Ice Operations statutory missions contribute to this program.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Availability of maritime navigation aids	Target	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%
	Result	96.9%	96.5%	96.2%	96.3%	95.49%		

Brief Description: Assesses the program’s ability to manage short-range federal Aids to Navigation availability that promotes safe navigation on the waterway and represents the percentage of hours that short-range federal Aids to Navigation are available.

Explanation and Corrective Action: This measure has been slightly below the established DHS target since 2016. Discrepancies with major fixed aids, like ranges and structures, contribute most to lower AARs, as these aids require more complex corrective actions. The Coast Guard will continue multiple lines of effort to increase ATON service efficiencies to meet targets. Ongoing initiatives include ATON Mission Analysis and Fleet Mix Studies, optimizing e-ATON as appropriate, and continued study of next generation buoys and moorings to modernize the ATON constellation.

Maritime Law Enforcement

Program Goal: Ensure effective maritime law enforcement and border control.

Program Description: The Maritime Law Enforcement program preserves America’s jurisdictional rights within our maritime borders. The U.S. Coast Guard is the lead federal maritime law enforcement agency for enforcing national and international law on the high seas, outer continental shelf, and inward from the U.S. Exclusive Economic Zone to inland navigable waters, including the Great Lakes. The following statutory missions contribute to the U.S. Coast Guard’s Maritime Law Enforcement program: Drug Interdiction; Migrant Interdiction; Living Marine Resources; and Other Law Enforcement.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Fishing regulation compliance rate	Target	97%	97%	97%	97%	97%	97%	97%
	Result	98%	97.4%	97.2%	98.9%	99.1%		

Brief Description: Reflects the percent of boardings at sea by the USCG during which no significant violations of domestic fisheries regulations are detected. This effort helps ensure the health and well-being of U.S. fisheries and marine protected species.

Explanation: Of the 4,459 domestic fisheries boardings in FY 2023, 38 significant violations contributed to the compliance rate.



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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Interdiction rate of foreign fishing vessels violating U.S. waters	Target	18%	35%	30%	40%	40%	40%	40%
	Result	46%	39.6%	49.1%	45.5%	22%		

Brief Description: Reflects efforts to prevent illegal foreign fishing vessels from encroaching on the Exclusive Economic Zone is a priority to protect the integrity of the Nation's maritime borders and ensuring the health of U.S. fisheries.

Explanation and Corrective Action: The majority of U.S. Exclusive Economic Zone incursions occur in the Gulf of Mexico, where 51 of 232 incursions were interdicted in FY 2023. In FY 2023, the Coast Guard surged resources in response to increased levels of irregular maritime migration, limiting offshore fishery enforcement capacity. To increase compliance, the Coast Guard will continue efforts to partner with the Government of Mexico to tie civil fishery violations to ancillary crimes that incur heftier penalties. Metrics analyses and updates will help focus efforts to best utilize and manage available resources.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Migrant interdiction effectiveness in the maritime environment	Target	75%	75%	75%	75%	75%	75%	75%
	Result	86.1%	77.3%	47.2%	56.6%	52.8%		

Brief Description: Communicates the effectiveness of the maritime law enforcement program to interdict migrants attempting to enter the U.S. through maritime borders not protected by the Border Patrol

Explanation and Corrective Action: In FY 2023, a total of 17,771 migrants out of 33,628 known migrants transiting maritime routes towards the U.S. were interdicted by the Coast Guard, another U.S. government entity, or a partner nation. The U.S. Coast Guard continues to strategically leverage resources to maximize opportunity for interdiction. The U.S. Coast Guard added a Federal Alert to Cuban and Haitian irregular migrant enrollments into the U.S. Government authoritative biometric databases, as appropriate, as a result of DHS' April 2023 Federal Register notices that expanded the eligibility of those Cubans and Haitians interdicted at sea attempting to enter the U.S. illegally.

Maritime Prevention

Program Goal: Ensure marine safety and environmental protection and minimize security vulnerability of vessels and marine facilities.

Program Description: The Maritime Prevention program mitigates the risk of human casualties and property losses, minimizes security risks, and protects the marine environment. The following statutory missions contribute to the U.S. Coast Guard's Maritime Prevention program: Ports, Waterways, and Coastal Security; Marine Safety; and Marine Environmental Protection.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of breaches at high-risk maritime facilities	Target	≤ 307	≤ 307	≤ 306	≤ 310	≤ 422	≤ 421	≤ 420
	Result	331	320	373	499	491		

Brief Description: Reports the number of security breach incidents at facilities subject to MTSA where no Transportation Security Incident occurred, but established security measures have been circumvented, eluded, or violated.

Explanation and Corrective Action: The Coast Guard identified an increase in a specific subtype of breaches. Each district that experienced an increase in this type of breach reported increases due to transient and unhoused populations within the vicinity of the regulated facilities who are gaining access by thwarting fences and stowing away on rail cars. The Coast Guard will conduct outreach through Area Maritime Security Committees to reiterate the importance of appropriately addressing these types of breaches. Enhancements are also in production to better tie breach metrics to the overall performance of the facility security plan (FSP). Enhancements will indicate whether a breach was appropriately addressed by security measures in place and what the impacts of the intrusion were.

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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Three-year average number of serious marine incidents	Target	≤ 689	≤ 644	≤ 686	≤ 685	≤ 626	≤ 612	≤ 598
	Result	764	612	605	522	488		

Brief Description: Assesses the impact of the program's efforts to reduce the number of serious marine incidents through outreach, training, and inspections.

Explanation: This measure reports the three-year average of serious marine incidents (SMIs) reported to the U.S. Coast Guard. An SMI includes death or injury requiring professional treatment beyond first aid, reportable property damage greater than \$200,000, actual or constructive loss of certain vessels, discharge of oil of 10,000 gallons or more, or a discharge of a reportable quantity of a hazardous substance. USCG has seen a steady decline in the average SMI count over the last three years. These data are subject to change (typically increase) as data entry lag corrects.

Maritime Response

Program Goal: Rescue persons in distress and mitigate the impacts of maritime disaster events. Ensure maritime incident response and recovery preparedness.

Program Description: The Maritime Response program mitigates the consequences of marine casualties and disastrous events. The U.S. Coast Guard preparedness efforts ensure incident response and recovery resources are fully ready and capable to minimize impact of disasters to people, the environment, and the economy. The following statutory missions contribute to the U.S. Coast Guard's Maritime Response program: Search and Rescue and Marine Environmental Protection.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of people in imminent danger saved in the maritime environment	Target	80%	80%	80%	80%	80%	80%	80%
	Result	78%	86.5%	81.7%	83.3%	88.5%		

Brief Description: Reports the percent of people who were in imminent danger on the oceans and other waterways and whose lives were saved by the USCG.

Explanation: This is a measure of the percent of people who were in imminent danger on the oceans and other waterways whose lives were saved by the U.S. Coast Guard. End of Year Performance is above target and above the cumulative five year average for this measure (87.51%). Per the USCG Search and Rescue (SAR) Addendum, this performance measure excludes cases involving greater than 10 lives at risk. In FY 2023, there were 14,879 SAR cases with 10 or fewer lives at risk resulting in 4,203 lives saved out of 4,749 total lives at risk.

Maritime Security Operations

Program Goal: Detect, deter, prevent, disrupt, and recover from terrorism in the maritime domain.

Program Description: The Maritime Security Operations program encompasses activities to detect, deter, prevent, disrupt, and recover from terrorist attacks and other criminal acts in the maritime domain. It includes the execution of antiterrorism, response, and select recovery operations. This program conducts the operational element of the U.S. Coast Guard's Ports, Waterways, and Coastal Security mission and complements the other two elements: the establishment and oversight of maritime security regimes, and maritime domain awareness.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system	Target	---	42%	43%	40%	40%	40%	40%
	Result	---	27%	32%	31.7%	35.5%		

Brief Description: Gauges risk reduction impact of maritime security and response operations (MSRO) conducted in and around ports in the 37 Captain of the Port (COTP) zones by the U.S. Coast Guard or federal, state, and local partners.

Explanation and Corrective Action: The FY 2023 result of 35.5% is below the target of 40%. U.S. Coast Guard risk reduction has improved from FY 2022 by 3.8%. The Coast Guard is actively studying new methods to increase risk reduction in the Marine Transportation System.



U.S. Citizenship and Immigration Services

Employment Status Verification

Program Goal: Ensure lawful employment and the protection of American workers by providing efficient and accurate confirmation of employment eligibility information.

Program Description: The electronic employment eligibility verification E-Verify program enables enrolled employers to confirm the work authorization of their newly hired employees quickly and easily. E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to records available to DHS to confirm employment eligibility within seconds.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of workers determined to be Employment Authorized after an initial mismatch	Target	≤ 0.50%	≤ 0.40%	≤ 0.40%	≤ 0.40%	≤ 0.30%	≤ 0.30%	≤ 0.30%
	Result	0.21%	0.23%	0.13%	0.11%	0.13%		

Brief Description: Provides a feedback mechanism to indicate the accuracy of E-Verify system reporting the number of cases in which verifying officials in the program find a person “employment authorized” after an initial automated mismatch decision. Ensuring the accuracy of E-Verify processing reflects the program’s intent to minimize negative impacts imposed upon those entitled to employment in the U.S. while ensuring the integrity of immigration benefits by effectively detecting and preventing unauthorized employment.

Explanation: E-Verify continues to be successful in matching employees to their government records during the initial electronic matching phase. In those cases where the electronic check does not find a match, it is very rare that the applicant will contest the case and be found to be employment authorized. USCIS continues to improve its processes through E-Verify enhancements such as mismatch letter notices to employees and Self Check, a free online service that allows an individual to check his or her employment eligibility. The numerator for the FY 2023 result is 42,646 verified as “Employment Authorized” after an initial mismatch, and the denominator is 32,680,621 total verified as “Employment Authorized.”

Fraud Prevention and Detection

Program Goal: Enhance the security and integrity of the legal immigration system by eliminating systemic vulnerabilities.

Program Description: The Fraud Prevention and Detection program supports activities related to preventing and detecting immigration benefit fraud. The program leads efforts to identify threats to national security and public safety, deter, detect, and combat immigration benefit fraud, and remove systemic and other vulnerabilities. This is part of the Fraud Prevention and Detection Fee Account.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of system generated notifications (SGN) related to national security, public safety, or fraud reviewed and addressed for pending applications within 60 days	Target	---	85%	80%	80%	80%		
	Result	---	85%	75.09%	81.90%	91%	<i>Retired Measure*</i>	

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Brief Description: Gauges the percent of pre-adjudicative and automated System Generated Notifications related to national security, public safety, or fraud indicators that are triaged by specially trained officers within 60 days. These include biographic and biometric detections of potentially significant derogatory information. Biometric notifications include derogatory information related to historical fingerprint enrollment records and other biometric type information. Continuous vetting of biometric information helps safeguard the integrity of the nation's lawful immigration system.

Explanation: USCIS has successfully leveraged careful coordination and training with the various USCIS sites that work the SGNs and their prioritization for triaging SGNs to meet the target for this measure. This includes delivery of robust reporting capabilities through a dashboard that allows each site to better manage their SGN workloads and focus on aging detections. A number of important SGN optimizations were also developed and deployed during FY 2023 which allowed for more precise detections and reduction of false positive hits.

* Replaced by below measure which better reflects current program priorities.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of completed social media checks found in compliance with applicable privacy policies	Target	---	---	---	---	---	95%	95%
	Result	---	---	---	---	---	New Measure*	

Brief Description: Operational use of publicly available social media for security checks is a defined workload process conducted by the Headquarters FDNS (HQFDNS) Social Media Division (SMD) that requires checks for certain immigration requests, as a matter of policy, or based on an articulated justification or for detecting, investigating, and deterring immigration fraud. The measure will ensure social media checks comply with Privacy oversight requirements as demonstrated by results of privacy assessments on this process conducted monthly and reported quarterly by USCIS Office of Privacy.

* This compliance measure will monitor the required adherence to DHS Privacy policies when conducting security check processes for immigration benefit requests.

Immigration Services

Program Goal: Ensure immigration benefits and services are processed in a timely and accurate manner.

Program Description: The Immigration Services program supports and promotes lawful immigration by processing benefit requests, so that only those eligible for immigration benefits are approved. This includes processing refugee and asylum applications as well as providing assimilation services for lawful immigrants.

FY 2023 SR Progress Rating: Focus Area

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average processing time for Application to Register Permanent Residence or Adjust Status (I-485) (in months)	Target	---	---	---	---	≤ 10	≤ 10	≤ 10
	Result	---	---	---	---	15.6		

Brief Description: Assesses the average aggregate processing time (in months) of all fully adjudicated Permanent Resident Applications (I-485), which are adjudicated by the Field Operations Directorate (FOD).

Explanation and Corrective Action: Beginning in FY 2023, FOD began to emphasize the processing of family based I-485 cases, as reflected in a 16% reduction of processing times since the beginning of FY 2023. While processing times continue to be elevated and above target level, FOD expects continued improvement in processing times going into FY 2024. FOD incrementally increased its adjudicative capacity through continued hiring and staffing, additional use of overtime, and enhanced process efficiencies all of which contributed to continued improvement in processing times during FY 2023. FOD's implementation of a new set of 18-month goals also positively increased completions and reduced the number of pending cases during FY 2023. FOD has continued to encourage family based I-485 applicants to submit Form I-693 (Report of Immigration Medical Examination and Vaccination Record), which were often missing from submissions, which has reduced the need to send Requests for Evidence, thereby reducing processing times during FY 2023. FOD's plan for FY 2024 is to use all available employment-based visas, and, secondarily, prioritize family based and other I-485 workloads.



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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average processing time for detainees claiming Credible Fear (in days)	Target	---	---	---	---	≤ 14	≤ 14	≤ 14
	Result	---	---	---	---	12.7		

Brief Description: Assesses the average aggregate processing time (in days) of all fully adjudicated detainees claiming credible fear, which are adjudicated by the Refugee, Asylum, and International Operations (RAIO) Directorate.

Explanation: USCIS met its target by diverting staff from other workloads, including affirmative asylum; increasing credible fear work hours; and leveraging detailees from across USCIS. There are currently more than 250 non-asylum office staff assigned to the credible fear workload. In FY 2023, RAIO provided credible fear training to 672 USCIS employees from 11 USCIS components who assisted with credible fear screenings after Title 42 flexibilities were lifted at the Southwest border. Reaching the credible fear target was also made possible because RAIO prioritized technology and staffed the Global case management team to develop new capabilities and efficiencies to streamline Southwest border case processing (e.g., in UIP, Global and ROSS systems).

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average processing time for Applications for Naturalization (N-400) (in months)	Target	---	---	---	---	≤ 8	≤ 8	≤ 8
	Result	---	---	---	---	7.6		

Brief Description: Assesses the average aggregate processing time (in months) of all fully adjudicated Naturalization Applications (N-400), which are adjudicated by FOD.

Explanation: During FY 2023, FOD continued to show significant reduction in its processing times, the result of continued hiring and staffing across FOD, implementation of enhanced process efficiencies, and the use of overtime hours. While processing times have continued to show improvement, FOD has also shifted and committed staffing resources to support priority activities which may affect future processing times.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average processing time to adjudicate form I-129 (Petition for Nonimmigrant Worker) (in months)	Target	---	---	---	---	≤ 2	≤ 4	≤ 4
	Result	---	---	---	---	2.7		

Brief Description: Assesses the average aggregate processing time (in months) of all fully adjudicated Petition for Nonimmigrant Worker (I-129), which are adjudicated by the Service Center Operations (SCOPS) Directorate.

Explanation and Corrective Action: A high number of I-129 petitioners request premium processing by filing Form I-907, Request for Premium Processing. For some I-129 classifications (e.g., H-2B), a majority of cases are associated with premium processing requests. However, due to SCOPS resources being diverted to priority areas, such as supporting the Credible Fear workload and the volume of premium processing cases, SCOPS is at risk of not meeting future processing goals for cases which are not associated with a request for premium processing. SCOPS will continue to prioritize premium processing cases and seek efficiencies to continue delivering on core activities, while also planning for the possibility that SCOPS resources continue to be diverted to other priority activities (e.g., credible fear details), which may affect future processing times.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Average processing time to adjudicate form I-140 (Immigrant Petition for Alien Worker) (in months)	Target	---	---	---	---	≤ 4	≤ 8	≤ 8
	Result	---	---	---	---	4.7		

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Brief Description: Assesses the average aggregate processing time (in months) of all fully adjudicated Immigrant Petition for Alien Worker (I-140), which are adjudicated by SCOPS.

Explanation and Corrective Action: I-140 premium filings have increased, posing challenges for SCOPS in this area. Because premium processing takes precedence, and because SCOPS resources were diverted to priority areas (e.g., Credible Fear), SCOPS is at risk of not meeting future non-premium processing goals. SCOPS will continue to prioritize premium processing cases and seek efficiencies to continue delivering on core activities, while also planning for the possibility that SCOPS resources continue to be diverted to other priority activities (e.g., credible fear details), which may affect future processing times.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of asylum determinations	Target	--	--	--	50,000	65,000	65,000	65,000
	Result	--	--	--	41,453	56,706		

Brief Description: Gauges the total number of asylum determinations to approve, deny, refer to an Immigration Judge, or administratively close cases related to asylum.

Explanation and Corrective Action: Due to the lifting of the Title 42 public health order on May 11, 2023, and the Department's increased use of expedited removal and screening interviews conducted while noncitizens are in Border Patrol (BP) custody, most Asylum Division resources were diverted to the Southwest border workload to meet Departmental priorities. Even though the number of migrants encountered by BP has dropped, the number of screening referrals from BP to the Asylum Division continues to grow, impacting the ability of staff to interview and complete affirmative cases, as all staff were reassigned to the Southwest border workload. In FY 2024, the Asylum Division will strive to allocate more resources to affirmative asylum cases, with reduced allocations to Southwest border screenings. Part of this effort will focus on completing affirmative asylum decisions that do not require an interview and on completing post-interview affirmative asylum cases. The Asylum Division believes this will increase the overall number of completions in FY 2024.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of approved applications for naturalization that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	0%	100%	100%		

Brief Description: Assesses the program's ability to process the N-400 to provide immigration benefit services accurately and with full traceability. Additionally, the program uses results of this quality review process to improve the training of adjudicators and the processes used in conducting adjudications.

Explanation: During the current reporting cycle, FOD increased its online bandwidth capabilities, increasing its use of video interviewing and streamlining more of its N-400 processes in the Electronic Immigration System (ELIS). ELIS improvements have also increased processing efficiencies and reduced the likelihood of human errors during the adjudication process. Additionally, FOD continues to increase its hiring and staffing, which has enabled it to increase its adjudicative capacity and commit greater resources to manage the processing of its increased workload.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of approved Applications to Register Permanent Residence or Adjust Status (I-485s) that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	0%	100%	100%		

Brief Description: Assesses the program's ability to process the I-485 to provide immigration benefit services accurately and with full traceability. Additionally, the program uses results of this quality review process to improve the training of adjudicators and the processes used in conducting adjudications.

Explanation: During the current reporting cycle, FOD increased its online bandwidth capabilities, increasing its use of video interviewing and streamlining more of its I-485 processes in the Electronic Immigration System (ELIS). ELIS improvements have also increased processing efficiencies and reduced the likelihood of human errors during the adjudication process. Additionally, FOD continues to increase its hiring and staffing, which has enabled it to increase its adjudicative capacity and commit greater resources to manage the processing of its increased workload.



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Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of naturalization cases where derogatory information was identified and resolved prior to taking the oath of allegiance	Target	---	100%	100%	100%	100%	100%	100%
	Result	---	100%	100%	100%	100%		

Brief Description: Gauges the rate at which derogatory information is identified and resolved by USCIS before an N-400 Form (Naturalization Application) applicant takes the final Oath of Allegiance at a naturalization ceremony. Taking the oath at a ceremony completes the process of becoming a U.S. citizen for approved applicants. All avenues should be pursued to resolve information that influence the decision to grant naturalization to individuals prior to their engaging in the formal process of the taking the oath of allegiance to the U.S. Information considered derogatory includes criminal activity, national security issues, or public safety concerns.

Explanation: USCIS employs continual vetting of applicants and a final check for derogatory information close to the oath ceremony to ensure that applicants who are ineligible due to criminal activity, national security, or public safety concerns are not naturalized. Continuous vetting ensures the integrity of the immigration system and protects our national security.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of pending cases that are considered backlog	Target	---	---	---	---	≤ 42.2%	≤ 60%	≤ 55%
	Result	---	---	---	---	57.2%		

Brief Description: Assesses the ability for USCIS to reduce the backlog of applications.

Explanation and Corrective Action: USCIS continues to have significant backlogs in Form I-765, Application for Employment Authorization (EAD) Document, Form I-589, Application for Asylum and for Withholding of Removal, Form I-90, Application to Replace Permanent Resident Card, Form I-485, Application to Register Permanent Residence or Adjust Status, and Form I-130, Petition for Alien Relative. The backlog of Form N-400, Application for Naturalization, has been significantly reduced. USCIS has developed a comprehensive backlog reduction plan and regularly monitors and reports on the status of the backlog by form type and changes over time to OMB and Congressional requestors, among others. USCIS has a multipronged approach to addressing the backlog which includes hiring to our fully authorized level, training and onboarding new hires, implementing policies, and enhancing technologies to improve operational efficiencies.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of refugee and asylum applications that were appropriately decided	Target	---	---	---	90%	90%	90%	90%
	Result	---	---	---	76.4%	82.7%		

Brief Description: Assesses the ability of officers to adjudicate asylum and refugee determinations for Forms I-589 and Form I-590 in a legally sufficient manner.

Explanation and Corrective Action: The FY 2023 Form I-589 quality assurance review was cancelled as a result of the lifting of Title 42 and the subsequent diverting of Asylum Division resources to address the Credible Fear workload. The statistics for the FY 2023 legal sufficiency measure for RAIO rely exclusively on the results of the FY 2023 Form I-590 quality assurance review. The statistics for the FY 2023 legal sufficiency measure for RAIO will rely exclusively on the results of the FY 2023 Form I-590 quality assurance review. Preliminary results for the FY 2023 Form I-590 quality assurance review indicates that 82.7% of cases were found to be legally sufficient. Corrective actions include updating the International and Refugee Affairs Division (IRAD) Inadmissibility Grounds and Waivers Lesson Plan to provide additional guidance around eliciting testimony and analyzing arrests; creating a plan for a virtual library, including roles and responsibilities for management, of updated, cleared, and relevant country of origin (COI) information that can be used to establish elements of a claim; providing a training on the proper use of COI; and incorporating additional COI training into IRAD's foundational training for new refugee officers.

Section 2: Performance Report and Plan



Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of respondents satisfied with the citizenship and immigration-related support received from the USCIS Contact Center	Target	---	---	---	80%	80%	80%	80%
	Result	---	---	---	84.5%	85.54%		

Brief Description: Gauges the overall satisfaction rating of the support received from the USCIS Contact Center based on accuracy of information, responsiveness to public inquiries, and accessibility to information.

Explanation: This GPRA measure captures customer satisfaction with the first level of our USCIS Contact Center live support, which is provided by our vendor at Tier 1. At this level of engagement, Tier 1 provides general immigration information, case status updates, and escalates inquiries they cannot resolve to our Immigration Services Officers (ISOs) at Tier 2. USCIS surpassed its customer service goal every quarter during FY 2023 despite intermittent technical issues within Qualtrics, the Component's automated survey tool, and various other systems.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of students with increased test scores after attending courses funded through USCIS Grant Programs	Target	---	---	---	80%	80%	80%	80%
	Result	---	---	---	82.3%	83.21%		

Brief Description: Reports on the success of grant recipients to increase knowledge of English necessary for students to pass the naturalization test.

Explanation: Citizenship students had increased test scores after attending citizenship courses funded through the USCIS Citizenship and Integration Grant Program. Due to significant increases in Congressional appropriations in FY 2022, the Citizenship and Integration Grant Program now includes four different types of funding opportunities. This data reflects student success across all funding opportunities.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent total USCIS benefits workload processed digitally in case management systems	Target	---	---	---	---	---	80%	80%
	Result	---	---	---	---	---	New Measure*	

Brief Description: Identifies the percentage of the Agency workload that is received for processing within the ELIS and Global case management systems, and will provide visibility into USCIS' efforts to increase the volume of digital processing resulting in improved efficiencies, enhanced accessibility, increased data security, and better user experience for applicants and USCIS personnel.

* This measure will enable the program to better reflect the workload associated with digitally processing forms.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total number of attendees at USCIS public engagements	Target	---	---	---	---	85,000	90,000	90,000
	Result	---	---	---	---	132,946		

Brief Description: This measure assesses the effectiveness of the program's effort toward public engagement. These engagements include, but are not limited to, presentations by leadership, webinars, trainings, stakeholder events, conference presentations, summits, panel discussions, meetings, roundtables, and serving as guest speakers. Public engagements include scheduled engagements, both virtual and in-person, conducted for the public under the coordination of the USCIS Office of Citizenship, Partnerships, and Engagement (OCPE).

Explanation: OCPE exceeded this performance target. The consolidation of the field community relations specialists into OCPE facilitated comprehensive, coordinated engagement in FY 2023 that supported numerous agency priorities, including citizenship, parole, Temporary Protected Status, and public charge. OCPE also facilitated critical engagements to support the Task Force for New Americans and the Naturalization Working Group.



U.S. Secret Service

Field Operations

Program Goal: Protect the Nation’s financial infrastructure by conducting criminal investigations of financial crimes, cybercrimes, counterfeit currency, and protective intelligence.

Program Description: The Field Operations program supports the daily operations of the domestic and international field offices. The program is staffed by Special Agents, Uniformed Division Officers, Technical Law Enforcement, and administrative, professional, and technical personnel. Program personnel divide their time between conducting criminal investigations of financial crimes, cybercrimes, counterfeit currency, protective intelligence, and performing physical protection responsibilities. This enables the Department to protect the U.S. economy and continuity of government by investigating threats to financial payment systems, threats to leadership and locations, and events with symbolic and practical significance to U.S. citizens in physical space and cyberspace.

FY 2023 SR Progress Rating: Noteworthy

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Amount of forfeited assets returned to victims (in millions)	Target	---	---	---	---	---	\$35.00	\$35.00
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses the effectiveness of efforts to return forfeited assets to victims who incurred economic loss as a direct result of the commission of an offense. Forfeited assets include money and other seized goods resulting from criminal/cyber investigations.

* This measure will help describe Secret Service efforts to return forfeited assets to victims who incurred pecuniary loss.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Financial Crime Loss Recovered (in billions)	Target	---	---	---	---	\$1.00	\$1.00	\$1.00
	Result	---	---	---	---	\$1.11		

Brief Description: Includes recovered financial loss attributed to the investigation of the crime. The recovered amount is the sum of asset forfeiture, returned payment transactions, and loss recovered through a criminal investigation.

Explanation: The financial loss recovered measure exceeded the \$1 billion target for FY 2023. The result was positively impacted by a large investigation involving counterfeit federal reserve bonds during Q1 of FY 2023. USSS will continue to analyze and adjust the annual targets for this new metric as data is collected.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of cyber mitigation responses	Target	225	240	420	600	800	720	660
	Result	416	539	727	902	1,017		

Brief Description: The program responds to organizations that suspect a malicious network intrusion has occurred and implements mitigation responses to secure the network(s). Each cyber mitigation response involves one or more of the following activities: identifying potential victims/subjects, notifying victims/subjects, interviewing victims/subjects, confirming network intrusion, supporting mitigation of breach activity, and retrieving and analyzing forensic evidence.

Explanation: The number of network intrusion exceeded the annual target of 800. Additional program staffing and funding allowed this program to continue to increase overall response activity from the previous fiscal year. Future targets may need to be adjusted to reflect this funding and staffing increase.

Section 2: Performance Report and Plan



Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of Federal Arrests for Crimes Against Children	Target	---	---	---	---	---	35	38
	Result	---	---	---	---	---	New Measure*	

Brief Description: Represents the number of arrests resulting from investigations conducted by the Secret Service in support of National Center for Mission and Exploited Children (NCMEC) and Internet Crimes Against Children (ICAC) Task Forces.

* New measure better reflects current operations.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of law enforcement individuals trained in cybercrime and cyberforensics both domestically and overseas	Target	2,500	2,800	4,000	5,400	5,800	6,000	6,200
	Result	3,375	4,921	5,400	4,786	5,539		

Brief Description: Communicates the number of law enforcement individuals trained by the program to facilitate investigations and resolution of financial cybercrimes.

Explanation and Corrective Action: Between in-person training at their facility and the virtual training platform developed during the pandemic, the National Computer Forensic Institute trained 4,739 individuals in FY 2023. An additional 800 individuals were trained at international law enforcement trainings or at the internal Secret Service training facility. NCFI is undergoing renovations to increase their classroom capabilities which may change student projections in future fiscal years.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of currency identified as counterfeit	Target	< .0088%	< .0090%	< .0088%	< .0088%	< .0088%	< .0090%	< .0088%
	Result	0.0060%	0.0051%	0.0036%	0.0038%	0.0045%		

Brief Description: This measure is an indicator of the proportion of counterfeit currency relative to the amount of genuine U.S. Currency in circulation and reflects the program's efforts to reduce financial losses to the public attributable to counterfeit currency.

Explanation: The amount of counterfeit currency located in circulation compared to the genuine currency reported by the Treasury has continued to stay low with only \$105 million out of approximately \$2.3 trillion.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of National Center for Missing and Exploited Children examinations requested that are conducted	Target	100%	100%	100%	100%	100%		
	Result	100%	100%	100%	100%	100%	Retired Measure*	

Brief Description: Represents the prioritized efforts of the program in conducting computer and polygraph forensic exams in support of any investigation involving missing or exploited children in relation to the number of computer and polygraph forensic exams requested.

Explanation: The Secret Service conducted 141 forensic exams at the request of the National Center for Missing and Exploited Children in FY 2023.

* Replaced by new measure, "Number of Federal Arrests for Crimes Against Children," to reflect current operations.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Terabytes of data forensically analyzed for criminal investigations	Target	5,100	8,000	13,000	18,000	20,000	20,500	21,000
	Result	11,632	15,798	20,627	27,415	36,432		



Brief Description: Represents the amount of data, in terabytes, forensically analyzed via USSS investigations and those conducted by partners trained at the National Computer Forensics Institute. Training law enforcement partners substantially enhances law enforcement efforts to suppress the continually evolving and increasing number of cyber and electronic crime cases affecting communities nationwide.

Explanation: The Secret Service and forensically trained partners have analyzed over 36 thousand terabytes through more than 200 thousand forensic examinations (a 28% increase from the quantity of data forensically analyzed in FY 2022).

Protective Operations

Program Goal: Protect our Nation's leaders and candidates, other designated individuals and facilities, the White House Complex, and National Special Security Events.

Program Description: The Protective Operations program protects the President and Vice President and their families, former Presidents and their spouses, visiting heads of state and government, and other designated individuals. It also secures the White House Complex, Vice President's Residence, and other designated places; and designs, coordinates, and implements operational security plans for designated National Special Security Events (NSSEs). The program investigates, evaluates, disseminates, and maintains information concerning known, potential, or perceived threats to protectees, locations, and NSSEs. The program is staffed by Special Agents, Uniformed Division Officers, Technical Law Enforcement, and administrative, professional, and technical personnel that work closely with the military and with federal, state, county, local, and international law enforcement organizations to ensure mission success. This enables the Department to facilitate continuity of government and overall homeland security.

FY 2023 SR Progress Rating: Noteworthy

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of days with incident-free protection at the White House Complex and Vice President's Residence	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: Reflects the program's effectiveness in protecting the White House Complex and Vice President's Residence.

Explanation: While there were minor protective disturbances involving the White House Complex, none of the events met the criteria for an "incident" defined for this performance measure.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of National Special Security Events that were successfully completed	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: Reflects the percent of successfully completed National Special Security Events where once the event has commenced, a security incident inside the USSS-protected venue did not preclude the event's agenda from proceeding to its scheduled conclusion.

Explanation: During FY 2023, there were 3 National Special Security Events (NSSEs), the U.S - Africa Leaders' Summit, the State of the Union Address and UNGA 78, which were all successfully completed and secured.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of protectees that arrive and depart safely	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: Gauges the percent of travel stops where Secret Service protectees arrive and depart safely. Protectees include the President and Vice President of the United States and their immediate families, former presidents, their spouses, and their minor children under the age of 16, major presidential and vice-presidential candidates and their spouses, and foreign heads of state. The performance target is always 100%.

Explanation: The Secret Service ensured safe arrival and departure for all 5,245 protective visits occurring in FY 2023. This measure is a combination of the 3 management measures broken out by protectee type (domestic, foreign and campaign protectees).



Countering Weapons of Mass Destruction Office

Component Description: CWMD leads DHS efforts and coordinates with domestic partners to safeguard the United States against weapons of mass destruction and chemical, biological, radiological, and nuclear threats.⁷

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of High Risk Urban Areas that have achieved Full Operational Capability to combat radiological/nuclear threats through the Securing the Cities Program	Target	---	---	FOUO	FOUO	FOUO	FOUO	FOUO
	Result	---	---	FOUO	FOUO	FOUO		

Brief Description: The Securing the Cities program provides financial and non-financial assistance to state, local, and tribal organizations in high-risk major metropolitan areas to be better prepared against radiological and nuclear threats to help protect U.S. citizens. Due to the sensitivity of the information, the results are FOUO.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Acquisition programs to counter CBRN threats that meet their Acquisition Program Baseline (APB) schedule, cost, and performance thresholds	Target	---	---	---	---	100%	100%	100%
	Result	---	---	---	---	86%		

Brief Description: Percent of Acquisition programs to counter CBRN threats that meet their Acquisition Program Baseline (APB) schedule, cost, and performance thresholds.

Explanation and Corrective Action: CWMD has 7 acquisition programs with baselines against which to assess cost, schedule, and performance. All are meeting their performance thresholds, but only 6 out of 7 (86%) are meeting their schedule and cost thresholds. Due to contractual protest and technical risks, the RPM RP program is currently in breach of both cost and schedule thresholds. The RPM RP program is in the process of re-baselining. Once updates to the program’s IMS and LCCE are completed, the program will submit an updated APB and all required documentation to leadership for review/required approvals to release the program from breach status. The program is targeting completion of the breach remediation activities in 2024.

⁷ For the FY 2023-2024 APP, CWMD had proposed a new measure, “Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise.” However, due to challenges developing a quantifiable definition for “transition” or “transfer” that could be measured within the scope of a single fiscal year, CWMD was not able to collect end of year results. This measure will not be carried forward in the FY 2024-2025 APP.



Federal Law Enforcement Training Centers

Component Description: FLETC provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently.

FY 2023 SR Progress Rating: Noteworthy

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of students/participants who receive human trafficking awareness training	Target	---	---	---	---	---	2,800	4,000
	Result	---	---	---	---	---	New Measure*	

Brief Description: Assesses the number of federal, state, local, tribal, and territorial (SLTT) law enforcement officers and direct law enforcement support personnel that receive training on how to recognize the indicators and respond appropriately to suspected cases of human trafficking.

* This measure highlights FLETC support to the Department's mission to combat crimes of exploitation and protect victims.

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training	Target	90%	90%	92%	92%	92%	92%	92%
	Result	100%	100%	94%	93%	98%		

Brief Description: This measure reports customer feedback on the overall training provided to law enforcement and others who attend FLETC training by capturing feedback through the annual Partner Organization (PO) Satisfaction Survey.

Explanation: FLETC uses the annual Partner Organization (PO) Satisfaction Survey as the means to determine PO opinions on the quality of training students receive at any of the FLETC locations in Glynco, Georgia; Artesia, New Mexico; Charleston, South Carolina; and Cheltenham, Maryland. Additionally, POs provide comments and feedback on training that FLETC exports domestically and internationally. This measure provides a check on the POs' satisfaction with training provided by FLETC whether at any of the sites or exported. Of the POs who responded to the survey during the FY 2023 survey period, 515 of the 525 responses applicable to the 11 questions within this measure were considered satisfactory, providing a 98% satisfaction rate for FY 2023. Factors contributing to the increase over FY 2022's 93% reported measure satisfaction rate include a reduction in COVID-related issues and further collaboration between FLETC and the POs on inputs related to training curricula.



Office of Intelligence and Analysis

Component Description: I&A equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of finished intelligence products aligned to key intelligence questions	Target	---	---	80%	80%	80%		
	Result	---	---	92%	100%	95%	<i>Retired Measure*</i>	

Brief Description: Evaluates the extent to which Finished Intelligence products address Key Intelligence Questions aligned to customer requirements. Key Intelligence Questions are developed by the intelligence Mission Centers in partnership with the Intelligence Enterprise following a Homeland Security Intelligence Priorities Framework process that identifies the most pressing topics for the enterprise. Prioritizing intelligence products around key analytic questions promotes transparency, reduces duplication of effort, and increases the value to customer.

Explanation: In FY 2023, 206 of 216 I&A Finished Intelligence products aligned to key intelligence questions identified in the I&A Program of Analysis (POA).

* This retirement is due to changes in I&A business processes pursuant to Intelligence Community guidance. To reflect I&A's process changes, I&A has developed new management measures which will be presented in the Strategic Context Overview Chapter of the I&A Component Congressional Budget Justification. When published, the Component Congressional Budget Justification will be available at: <https://www.dhs.gov/dhs-budget>

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of finished intelligence products shared with the Intelligence Community	Target	---	---	95%	95%	95%		
	Result	---	---	80%	96%	99%	<i>Retired Measure*</i>	

Brief Description: Reflects the percent of finished I&A intelligence products that are considered compliant with Intelligence Community Directive (ICD) 203 and which are shared with the Intelligence Community.

Explanation: In FY 2023, I&A shared 213 of 216 Finished Intelligence products with the Intelligence Community (IC). This performance was the result of a focused effort to ensure the dissemination of derivative products to the IC via the Homeland Enterprise Library and Intelligence eXchange (HELIX), including versions of products releasable for foreign partners.

* This retirement is due to changes in I&A business processes pursuant to Intelligence Community guidance. To reflect I&A's process changes, I&A has developed new management measures which will be presented in the Strategic Context Overview Chapter of the I&A Component Congressional Budget Justification. When published, the Component Congressional Budget Justification will be available at: <https://www.dhs.gov/dhs-budget>

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of intelligence products rated satisfactory and useful by customers	Target	---	---	80%	80%	80%	80%	80%
	Result	---	---	90%	89%	93%		



Brief Description: Gauges the extent to which intelligence products are satisfying customers’ needs.

Explanation: Through FY 2023, I&A received 163 customer feedback forms related to Finished Intelligence production, 152 of which provided Usefulness ratings of "Very Satisfied" or "Somewhat Satisfied." The centralization of planning, review, and dissemination of finished intelligence production under a senior, analytic subject matter expert has contributed to standard, multi-layered quality reviews. This has enhanced the analytic acumen of the workforce, heightened utility of I&A analysis, and generated positive feedback from homeland security customers. I&A completed an annual performance measure review to ensure the most accurate depiction of I&A performance. In FY 2024, I&A will modify its methodology to account for non-finished intelligence product lines.

Office of Homeland Security Situational Awareness

Component Description: OSA provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making, and oversees the National Operations Center.⁸

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes	Target	90%	90%	94%	94%	94%	94%	94%
	Result	100%	97.7%	94.6%	94.2%	96.5%		

Brief Description: This measure evaluates percent of Situational Awareness (SA) Products disseminated within targeted timeframes. These products serve as the basis for senior leader decision-making and SA across the Homeland Security Enterprise. To augment SA, facilitate coordination, and provide decision support, the National Operations Center (NOC) utilizes a web-based DHS Common Operating Picture (COP). The COP can be accessed through various Briefing Display Systems within the NOC, or through any computer using the Homeland Security Information Network (HSIN). HSIN allows only authorized users to manipulate information on the COP. The NOC Watch Team creates a geographically located icon on the COP and an overall written situation summary to provide SA on the event to decision makers and the Homeland Security Enterprise. The targeted timeframe to create and display information on the COP is within 30 minutes of the Senior Watch Officer determining that an incident requires posting to the COP.

Explanation: For FY 2023, 96.5% of incident reports and situational awareness products were disseminated within established timeframes.

⁸ OSA did not participate in the FY 2023 Strategic Review due to its reorganization from the Office of Operations Coordination (OPS). The transition from OPS to OSA went into effect on December 29, 2022. Please note that OSA’s reorganization was cited as occurring in “February 2023” in the timeline infographic at the front of the FY 2023 DHS AFR. The February 2023 reference was in error and has been corrected in this report.



Science and Technology Directorate

Component Description: S&T is the primary research and development arm of the Department. It provides federal, state, and local officials with the technology and capabilities to protect the homeland.

FY 2023 SR Progress Rating: Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise	Target	---	75%	75%	75%	72%	72%	72%
	Result	---	66%	72%	68%	83%		

Brief Description: Reflects the percent at which S&T meets its planned fiscal year transitions of technology or knowledge products for research and development funded programs/projects. A successful transition is the ownership and operation of a technology or knowledge product by a customer within the Homeland Security Enterprise.

Explanation: S&T completed 86 of 104 planned transitions, including a preparation and compilation of biometric collection systems and relevant technical specifications that was shared with the DHS Strategic Sourcing Biometrics Integrated Project team. S&T also delivered the FY 2023 prioritized threat list for Global Detection Standards Analysis and Rating Methodology. S&T exceeded its targets by establishing routine check ins with customer(s) and closely monitoring progress to ensure milestones were met effectively and on time.



Section 3: Other Information

The Other Information section contains a presentation of key management initiatives, including our efforts related to Customer Experience, the Department’s Human Capital Operating Plan, and advancing equity for underserved communities; and a summary of Performance Challenges, High Risk Areas, and related progress made by the Department.

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Customer Experience

Overview

The President's Management Agenda underscores a concerted commitment to elevate the quality of customer experiences within the realm of federal services, employing a strategic approach centered around Cross Agency Priority (CAP) Goals. These CAP Goals serve as dynamic instruments, crafted to expedite progress within a select number of presidential priority domains. The implementation of CAP Goals necessitates active collaboration and coordination among multiple agencies, fostering a harmonious and synchronized approach to achieving these vital objectives.

Within the Department of Homeland Security (DHS), several pivotal high-impact service provider (HISP) organizations have devoted their efforts and resources towards enhancing the customer experience (CX) throughout fiscal year 2023 and beyond.

U.S. Customs and Border Protection

Improving CX is a government-wide imperative, with specific goals and actions outlined in the President's Management Agenda and Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government. As one of the 35 agencies designated by OMB as a HISP responsible for achieving these objectives, CBP is designing, implementing, measuring, and reporting on targeted improvements to transform the CBP experience, including millions of travelers, trade partners and other governmental agencies. Priorities include streamlining and simplifying government services and agency interactions, reducing administrative burdens, and increasing equity and access to CBP services and applications, in support of CBP's critical national security mission.

Accomplishments in FY 2023

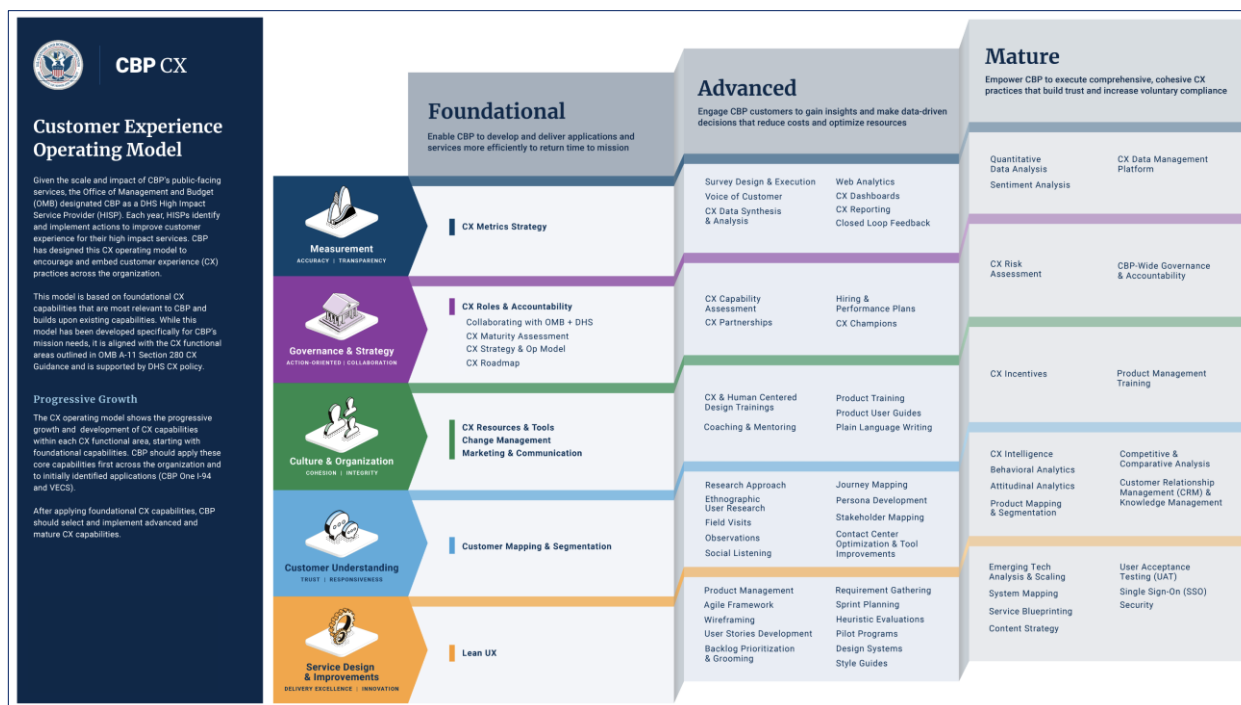
In FY 2023, CBP laid its CX groundwork by developing a comprehensive CX operating model – an actionable approach for establishing and maturing CX practices, embedding CX into CBP's operations and culture, and building awareness and support for CX as a key mission enabler. The CX operating model provides a robust, flexible framework for each CX Functional Area defined by OMB: Measurement, Governance & Strategy, Culture & Organization, Customer Understanding, and Service Design & Improvement. It is guiding CBP's efforts to build capacity and mature CX over the next several years.

CBP's Operating Model, shown below, defines three phases with a series of corresponding capabilities:

- **Foundational capabilities** help CBP develop and deliver applications and services more efficiently to return time to mission.
- **Advanced capabilities** enable CBP to gain insights, make data-driven decisions, and tailor experiences to the needs of the people they serve, so that CBP's applications and services can be used more readily, efficiently, and effectively.
- **Mature capabilities** empower CBP to execute comprehensive CX practices. These include CX intelligence, sentiment analysis, and CX data platforms that harness the power of technology to help CBP rapidly digest and act on complex data and feedback.

In FY 2023, CBP initially focused on applying key CX capabilities in customer understanding, service design and measurement to their two designated high-impact services.

Section 3: Other Information



CBP One I-94

CBP electronically issues a Form I-94 (Arrival/Departure Record) to arriving noncitizens, or an I-94W to Visa Waiver Travelers, as evidence of their lawful admission to the United States. The noncitizen can then obtain and print their electronic arrival record from the CBP I-94 website or through CBP One. If proof of their admission is needed, they can show the printed form or information from the CBP One application. Noncitizens entering the U.S. at a land Port of Entry may apply and pay in advance for a provisional I-94 online using the CBP I-94 website or through the CBP One mobile application.

CBP identified and implemented application enhancements based on thorough usability testing, a journey map, and user feedback to help users easily interact with the application.

In FY 2023, the following activity was recorded for CBP One I-94:

- There were **475K I-94 requests** completed and paid.
- Users made **2.5M inquiries** of electronic I-94s.

Vessel Entrance and Clearance System (VECS)

VECS is a complete digitization and automation of the Entrance and Clearance process that will allow vessel masters, operators, and agents to submit certain vessel entry and clearance data and requests to CBP electronically, instead of submitting paper forms, as currently required by CBP regulations.

For the VECS rollout, CBP conducted and synthesized voice of the customer research including interviews with key stakeholders, field visits, and current and future state journey mapping. The research informed a series of proposed future state improvements. Once implemented, the expected impact of the future-state improvements includes:

- Relieving **94K burden hours** for ship and boat captain operators
- Saving **500K hours per year for vessel agents** which would save approximately **\$27.4M**



- Saving \$46K for local storage & transportation of paper forms

Objectives and Tasks for FY 2024

In FY 2024, CBP will formalize CX governance and strategy by completing the organizational design work to establish a formal CBP Experience (CBPX) staff within the Office of the Commissioner to lead the CBPX program. The CBPX staff will develop CX communications and training plans to build knowledge and expand the use of CX methods and their value to the mission and will establish a CBPX Community of Practice across CBP to enable offices to leverage CX tools and best practices across agency initiatives. The Office of Information and Technology (OIT) will begin work to establish a digital CBPX function to advance the use of leading digital experience practices to further enhance CBP applications and services.

In parallel, CBP will evaluate and enhance its two designated High Impact Services, Global Entry (GE) and two selected functions within the Automated Commercial Environment (ACE), applying capabilities in the customer understanding, service design and measurement CX functional areas. Surveys for capturing customer feedback and informing improvements will be developed and administered for Global Entry and ACE in accordance with OMB guidelines.

Global Entry is a program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the United States. CPBX initiatives will include:

- Conducting a current state analysis of the GE experience, including enrollment, to identify pain points and opportunities for improvement.
- Developing a future state journey map that addresses identified needs and provides a vision for evolving global entry in the years ahead.
 - Implementing arrival processing improvements to address selected pain points, including making it easier for family units to enroll and travel.
 - Optimizing usability of the GE mobile application and measuring efficiency gains and user satisfaction.

ACE is the system through which the trade community transmits import and export data for review by CBP. CPBX initiatives will include:

- Prototyping a framework to expedite international supply chain data sharing between countries.
 - Defining and monitoring performance metrics to ensure feasibility and security.
- Developing and testing a beta version of a Software Developer Portal to allow companies to more easily transmit electronic information to CBP's ACE application.

Objectives and Tasks for FY 2025

In FY 2025, CBP will further build and expand CX capacity, implement advanced and mature CX capabilities, and continue to incorporate CX best practices into CBP operations.

CBP will also build on the momentum from the GE and ACE efforts executed in FY 2024 by:

- Implementing selected GE future state improvements.
- Expanding ACE data sharing capabilities and user base.
- Expanding ACE Portal capabilities and user base.



Section 3: Other Information

CBP is fully committed to maturing its customer experience capabilities, reducing customer burdens, and implementing internal operating efficiencies.

Federal Emergency Management Agency

Emergency and Disaster Relief

Progress

FEMA's mission remains steadfast in helping people before, during, and after disasters, and we uphold an unwavering commitment to our customers in all our endeavors. Our dedication to assisting disaster survivors and impacted communities resonates throughout our core values – compassion, fairness, integrity, and respect.

The [2022-2026 FEMA Strategic Plan](#) was designed to build the FEMA our nation needs and deserves. The strategic plan outlines three ambitious and overarching goals to 1) instill equity as a foundation of emergency management, 2) lead whole of community resilience, and 3) promote and sustain a ready FEMA and prepared nation.

FEMA's initiatives are dedicated to both advancing equity and enhancing the CX to include:

- Partnering with the DHS CX Directorate (CXD) to bring their expertise to the National Flood Insurance Program (NFIP) to complete a journey remapping for individuals filing a claim under the NFIP.
- Working closely with our Recovery Directorate and the DHS CXD team to conduct usability testing on our disaster assistance registration intake process.
- Launching a streamlined DisasterAssistance.gov application, reducing average completion time from 22 to 14 minutes.
- Increasing the capacity and capability of CX across FEMA.

A major component of customer experience is ensuring the agency's tools and communication platforms build trust in the government. The Office of External Affairs (OEA) is improving coordination across the FEMA enterprise for consistent branding and user experiences on FEMA's digital platform. Additionally, OEA has developed more user focused engagements and research to improve FEMA.gov, Ready.gov, and the FEMA App to meet our stakeholders where they are.

Governance and Strategy

In 2023, the FEMA designated Senior Executive for Customer Experience was the Associate Administrator for the Office of Policy and Program Analysis (OPPA). OPPA serves as FEMA's central support for CX and the CX point of contact for Office of Management and Budget (OMB) and DHS CXD, advancing FEMA's overall CX maturity. Additionally, OPPA is responsible for creating a comprehensive CX Strategy and overseeing the FEMA CX Community of Practice. OPPA ensures FEMA complies with OMB and Department CX requirements.

FEMA has established a Digital Customer Experience Office within the Office of the Chief Information Officer (OCIO). The new office is supported by two Human-Centered Designers and highlights FEMA's dedication to enhancing digital interactions with customers.

FEMA continues to be supported by a Presidential Appointee in the role of Senior Counselor to the Administrator for Technology, Strategy, & Delivery. The Senior Counselor ensures the most critical FEMA software systems and services are built using technical best practices, while maintaining CX as a priority.



Culture and Organization

On December 13, 2021, President Biden signed [Executive Order 14058](#): Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, a pivotal moment that had an immediate and profound impact on FEMA's approach to CX. At FEMA, we recognize that CX is at the foundation of our identity and purpose.

We have forged collaborative partnerships with other federal agencies, fostering a culture of shared knowledge and innovation. One example of successful collaboration is through our work with the State Department to better develop the quantity and quality of FEMA's multilingual products. These efforts further support our understanding and knowledge of the workforce and audiences to better create culturally competent communication products.

Within FEMA, OPPA, the Individual Assistance (IA) Division, Office of External Affairs (OEA) and the National Flood Insurance Program (NFIP) have engaged in close cooperation with the DHS CXD and key figures at U.S. Citizenship and Immigration Services (USCIS) and the Transportation Security Administration (TSA). Together, we explore collaboration opportunities and benchmark best practices across the spectrum of DHS components.

FEMA has made progress in improving the accessibility of our information and services. In addition to providing information in multiple languages, we seek to ensure that individuals with disabilities have equitable access to FEMA's resources and communication channels. Moreover, we have instilled a culture of continuous improvement, which entails regular reviews and updates to our processes and policies, all informed by the valuable feedback and insights gleaned from past disaster responses. By prioritizing CX, we reinforce FEMA's position.

Customer Research

Customer Research is a cornerstone of FEMA's commitment to enhancing CX. This process involves delving into the diverse needs, preferences, and experiences of FEMA's stakeholders, a group that encompasses disaster survivors, first responders, local and state emergency management agencies, and partner organizations. Through customer research, we gain valuable insights that shed light on the unique challenges faced by our stakeholders, which informs improvements in our programs and policies.

FEMA is committed to the best practices of Human Centered Design and usability testing. FEMA initiated a pre-launch usability field study, collaborating with members of the public at a Disaster Recovery Center in California, to evaluate the streamlined DisasterAssistance.gov application process. Subsequently, FEMA plans to conduct further testing to validate the reduction in completion time, thereby enhancing the efficiency of the application process for applicants. FEMA's intensified commitment to usability testing is further evident in its rigorous adherence to the FEMA Paperwork Reduction Act process. This comprehensive initiative ensures that applications and forms not only meet compliance standards but are also designed to be user-friendly and efficient.

Furthermore, FEMA has successfully completed the Burden Reduction Initiative, submitting all 24 collections to OMB for review more than 60 days ahead of the DHS deadline of May 31, 2023. FEMA exceeded the 10.5 percent reduction target by 2.4 percent, resulting in a reduction of 3.1 million burden hours. This initiative has significantly benefited users of the National Fire Incident Reporting System, saving them a collective 2.81 million hours by implementing features like type-ahead suggestions and transitioning from legacy stand-alone software to online form submissions.



Section 3: Other Information

Measurement

FEMA's two designated HISP services, "Applying for disaster assistance" and "Filing a claim under the National Flood Insurance Program" continue to survey survivors, publicly reporting results on [Performance.gov/cx](https://www.performance.gov/cx). These surveys assess satisfaction, confidence/trust, quality, ease/simplicity, efficiency/speed, equity/transparency, and employee helpfulness, providing valuable insights into the CX. In support of FEMA.gov and Ready.gov, OEA reviews and measures customer satisfaction monthly to inform continual improvements. Additionally, OEA is expanding our Social Listening program to better understand public sentiment and identify and respond to customer feedback from open-source platforms.

FEMA also reports on customer satisfaction to Congress and the American people through Government Performance and Results Act performance measures in the DHS Annual Performance Report and is continuing to find opportunities across the agency to promote transparency.

Next Steps

FEMA will continue to invest in and improve its digital platforms and online services to make it easier for disaster survivors and other stakeholders to access information, apply for assistance, and track the status of their applications. We will focus on accessibility to ensure that FEMA's services are available and usable by all individuals. In 2024, FEMA plans to:

- **Amend Individual Assistance (IA) regulations to increase equitable access:** FEMA will work to amend regulations to increase equity and ease of entry for underserved communities and disaster survivors using the Individual Assistance (IA) program, improving customer experience for disaster survivors.
- **Implement recommendations from the NFIP Claims Journey Map:** Based on the pain points and learnings gathered through the Flood Claims Journey Map research and development process, FEMA will work to improve the customer experience of policyholders who file a claim by addressing high-priority customer needs. FEMA will clarify the process for adjusters to reimburse the additional cost for translation services and the NFIP Direct will provide digital and hard copy insurance cards for policyholders.
- **Collect NFIP baseline customer service information from all Write Your Own companies:** FEMA will review Write Your Own (WYO) insurance companies' customer service operations to understand current practices. The review will inform efforts to improve the customer experience of WYO flood insurance policyholders. The trends and any findings as a result of these reviews will help FEMA ensure that baseline customer services are provided and can even point the agency towards industry best practices.

Transportation Security Administration

Domestic Aviation Travel

Progress

TSA continues to make progress across all five focus areas below and has been deemed a model by OMB for other federal High Impact Service Providers (HISP) looking to improve their customer experience. The Transportation Security Administration (TSA) performs security operations at the Nation's airports, screening over two million travelers each day.



Governance

In 2019, TSA conducted an organizational assessment that resulted in a CX Strategic Plan with priority strategic initiatives. The organizational assessment, strategic plan, and the results of the 2023 Passenger Experience survey will inform TSA's new CX Roadmap. TSA will publish a Customer Experience (CX) Roadmap detailing strategic goals and objectives to improve passenger experiences through policy changes, technology, and training to remove friction from checkpoints, reduce wait times, and maintain security effectiveness.

In July 2023, Customer Experience was included as a strategic objective in support of TSA's strategic priorities to "Improve Security and Safeguard the Transportation Systems" and "Accelerate Action" in the 3rd edition of the Administrator's Intent. The Administrator's Intent sets short-term objectives to advance TSA's mission and accomplish the agency's strategy through 2025. TSA has also established a quarterly briefing with the Administrator where CX updates, progress on initiatives, strategy, and performance metrics are discussed with the agency's senior leadership. TSA is working with the Office of Management and Budget (OMB) as well as DHS's Program Analysis & Evaluation team to draft an Agency Priority Goal (APG) focused on Customer Experience. This APG is one of 96 across the Federal Government, the first for TSA, and one of four for the Department of Homeland Security (DHS). Quarterly progress on APG milestones are provided to the public on [performance.gov](https://www.performance.gov).

Culture and Organization

Throughout TSA, there are 180 professionals in the field that are responsible for resolving customer complaints at the airport-level. TSA continues to maintain a corresponding SharePoint site to house and share critical customer experience templates, tools, and best practices with CSMs nationwide. This site includes an updated CSM Toolkit, weekly National Shift Briefs (CX-focused communications for the screening workforce), and CX Posters (created in collaboration with Security Operations for TSA breakrooms). Additionally, TSA conducts monthly CSM conference calls and sends out monthly newsletters, which highlight complaint/compliment trends, recognize officers and airports for excellence in customer service, and provide guidance on new or existing policies.

TSA's CX training for the entire TSA screening workforce continues to emphasize how customer service supports TSA's security mission and which departments are available to support staff in customer service needs. As of October 2023, this briefing has been deployed to more than 11,200 TSA staff both at airports nationwide and as a portion of the new hire basic training program at the TSA Academy in Glynco, GA. The briefing continues to be offered on a monthly basis to the entire screening workforce and via targeted trainings to airports in need. TSA measures initial reactions to the briefing as well as gathering qualitative feedback regarding its impact on participants one and three months after the sessions.

Customer Research

Under the operational leadership of the Customer Service Branch (CSB) within the TSA Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement, TSA successfully conducted the second Passenger Experience Survey (PES) at 16 airports across the nation. The goal of the survey was to collect immediate, comprehensive, reliable, and shareable customer experience data while ensuring operational consistency at the checkpoints.



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The results of the survey are overwhelmingly positive, highlighting TSA's relentless commitment to protect and serve the nation's transportation passengers through the application of human centered design driven by customer experience excellence. Data analysis revealed:

- An overall Customer Satisfaction (CSAT) score with TSA to be 93%.
- 94% of participants reported they are confident in the ability of the TSA Officers to keep air travel safe.
- 91% of customers believed their wait time to be reasonable, with 89% of travelers perceiving that they waited less than 15 minutes at the checkpoint.
- 78% of participants reported experiencing no challenges at the checkpoint.
- 95% of participants reported that the TSA Officers they interacted with were professional and that they were treated with respect during the screening process on the day they took the survey.

The feedback from the Passenger Experience Survey (PES) 2.0 along with other feedback channels, such as the TSA Contact Center and AskTSA via social media and text, will allow TSA to design and implement targeted CX pilots to improve the customer experience at TSA, and transitioning from legacy stand-alone software to online form submissions.

Service Design

TSA engaged with multiple disability and multicultural coalition groups to discuss screening equipment advances and procedural changes, met with the coalitions quarterly, and held an annual coalition conference. After discussions with stakeholders (e.g. Airlines for America, MSP airport authority), TSA is working on improving its TSA Cares program, which received nearly 70,000 requests for assistance in FY 2023 (up nearly 56% from FY 2022). This includes enhancing the information on TSA.gov and improving the consistency of the assistance provided.

TSA made two commitments to OMB in reference to Executive Order 14058, which is titled "Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government." The two commitments are:

- Test the use of innovative technologies at airport security checkpoints to reduce passenger wait times.
- Provide new opportunities for customers to connect with the TSA, including as appropriate, online chat, improved communication during additional screenings, and additional mechanisms to provide customer feedback.

For commitment #1, TSA is leveraging innovative technologies to enhance airport security, reduce touchpoints, provide greater privacy protections to individuals, and facilitate greater accuracy in identity verification capabilities at TSA checkpoints. Facial matching, facial identification, and digital identity technologies play an important role in enhancing the TSA checkpoint by automating current manual ID verification procedures, contributing to efficiencies that elevate the customer experience.

TSA has enabled Mobile Drivers Licenses (mDLs) from 7 states (AZ, CO, GA, MD, UT, CA, IA) to be accepted at select PreCheck® lanes in 25 airport locations around the country.

TSA also plans to expand its TSA PreCheck®: Touchless Identity Solution to select PreCheck® checkpoints in ATL, DTW, LAX, LGA, and JFK for a total of five airports by the end



of CY23. TSA has also begun operational deployment of 2nd generation Credential Authentication Technology (CAT-2 Upgrade Kits) in Q4 FY 2023.

For commitment #2, TSA has developed an online chat feature for TSA.gov. TSA is working to acquire a virtual assistant (i.e., ChatBot) to pair with its online chat feature. TSA anticipates implementing its online chat feature with a ChatBot by no later than December 2024. In addition, TSA is working to secure the funding and resources necessary to conduct the passenger experience survey on an annual basis at airports nationwide.

Measurement

TSA conducted robust TSA-wide surveys including: Passenger Experience Survey (PES) 2.0 (in person web-based); TSA Contact Center (TCC) (phone, email); TSA PreCheck® Enrollment (Centers - in person) (Help Desk - phone, email); TSA.gov (web-based); and AskTSA (available via social media and text). TSA leadership receives ongoing reports from leadership within the Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement, on contact center complaints, compliments, and requests for assistance received from the traveling public.

Next Steps

TSA will continue building on successes of CX strategic initiatives outlined above as well as accomplish the following:

- Finalize the new TSA CX Strategic Roadmap.
- Finalize TSA's first Agency Priority Goal (APG) for customer experience.
- Continue to expand the use of digital identities and mobile drivers' licenses.
- Continue to expand the use of opt-in Touchless PreCheck®.
- Continue to maintain and report on CX progress, initiatives, and results in accordance with OMB A-11 Section 280.

U.S. Citizenship and Immigration Services

Immigration Benefits

Progress

USCIS's mission is to uphold America's promise as a nation of welcome and possibility with fairness, integrity, and respect for all the agency serves. Providing an exceptional customer experience by centering the needs of its stakeholders is an integral component of the mission. Below are highlights of priority initiatives underway at USCIS:

- **Backlog Reduction:** To reduce the agency's pending caseload so that applicants and petitioners receive decisions on their cases more quickly, USCIS implemented a comprehensive backlog reduction strategy in FY 2022. Elements of the strategy include increased staffing, policy changes that streamline adjudicative requirements, the reuse of existing biometrics (e.g., fingerprints) for certain cases, the use of video interviews, and the continual transition to an electronic environment so that cases can be distributed more effectively across the enterprise. USCIS also launched the Humanitarian, Adjustment, Removing Conditions, and Travel Documents (HART) Service Center to enhance the processing of humanitarian and other caseloads within USCIS and reduce related backlogs associated with these types of forms.
- **FOIA Backlog Reduction and Sustainment:** The USCIS FOIA Program implemented system enhancements that enabled FOIA to close a record number of cases (>392k)



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in FY 2023 and maintain a compliance rate of greater than 95% timeliness in closing A-file requests for the year.

- **SAVE Manual Review Backlog:** USCIS implemented an initiative to reduce a historically high backlog of SAVE manual review cases brought about by the impacts of COVID 19 and other changes in the immigration environment. The initiative involved a wide range of changes and improvements that reduced the SAVE manual review backlog by almost 60% and lowered average response times from almost 40 days to just 15, allowing more timely access to federal, state, and local benefits such as driver's licenses, health care, and social security benefits.
- **Expansion of digital customer service tools:** These tools offer customers an avenue for receiving timely resolution to common inquiries through self-service. In FY 2023, USCIS deployed several new digital capabilities including the ability to reschedule a biometrics appointment, change an address on file with USCIS, submit a request for a field office appointment and view an applicant's estimated case timeline using the myProgress feature for Form I-131, Application for Travel Document and Form I-765, Application for Employment Authorization.
- **Naturalization Promotion and Outreach:** This initiative encompasses USCIS' efforts to reach, promote, facilitate and operationalize the naturalization of the 9.2 million Lawful Permanent Residents (LPRs) in the United States who may be eligible. In FY 2023, through targeted outreach and implementation of the Interagency Strategy for Promoting Naturalization, USCIS increased outreach and awareness to underserved and hard-to-reach communities by engaging with a variety of partners including national and local immigrant service providers, other federal agencies, state and local governments, and the foreign embassies and consulates.
- **End-to-End Electronic Processing:** Filing electronically makes applying for immigration benefits easier, less error-prone, and increases operational efficiencies by eliminating manual processes. To shift from a paper-based to an electronic environment and comply with Section 4103 of the Emergency Stopgap USCIS Stabilization Act, USCIS has a goal of enabling electronic processing for all forms by FY 2026. In FY 2023, nearly 40 percent of all applications, petitions, and requests (and required payments) were filed electronically by its customers. New online forms added in FY 2023 include Form I-134, Declaration of Financial Support; Form I-134A, Request to be a Supporter and Declaration of Financial Support; Form I-131, Application for Travel Document and Form I-907, Request for Premium Processing Service for concurrent filing with Form I-765, Application for Employment Authorization and Form I-539, Application To Extend/Change Nonimmigrant Status. USCIS also expanded online filing for Form I-765 to asylum-based categories c08 and c11 and expanded Form N-600, Application for Certificate of Citizenship, to active military and veteran filers.
- **New Ways to Connect with Customers:** Similar to the work in expanding existing digital tools, USCIS also delivered an API Platform, including the initial API, which allows 3rd party software vendors to create features in their system to connect with the FIRST platform, which supports FOIA Requests.



Governance

In January 2023, USCIS released a new Strategic Plan with goals that focus on increasing access to the nation’s immigration system; promoting and improving the naturalization process; creating a culture of diversity, equity, inclusion, and accessibility; and continuing modernization efforts that introduce additional online filing options, among other priorities. Additionally, in response to DHS policy statement “Designing and Delivering Improved Customer Experience for the Public”, USCIS is actively developing a comprehensive CX strategy and plan. In the interim, the Executive Coordination Council, led by the USCIS Director and SES-level leaders, provides strategic guidance for enterprise-level CX initiatives. Additionally, USCIS stood up a cross-agency CX Working Group, led by the Senior Advisor for Customer Experience, to oversee CX initiatives and ensure High Impact Service Provider (HISP) requirements, per OMB Circular A-11 Section 280, are successfully met.

Culture and Organization

Solidifying a CX-focused culture at USCIS includes ensuring all employees understand the meaning of CX and their role in a customer’s immigration journey. It also includes ensuring USCIS leaders champion the spirit of CX and promote it in all aspects of operations by keeping the customer at the forefront of decision making. During FY 2023, USCIS completed an assessment of current CX-related positions to identify gaps and future resource needs; developed a plan for conducting a “CX Primer” training and service design training for senior leaders; expanded the existing CX Working Group to ensure comprehensive representation from across the agency; and actively participated in several DHS CX Working Groups that involved employees at various levels of the agency. USCIS also worked across all offices in the agency to understand CX maturity and support future planning efforts on CX.

Customer Research

USCIS engages customers, stakeholders and employees through customer-centric research methods when developing new technologies and processes, including ethnographic research, usability testing, surveys and focus groups. During FY 2023, USCIS expanded its research and design capacity by funding additional contract and federal resources to support priority CX initiatives. Examples of research conducted in FY 2023 include:

- Interviews and the subsequent development of applicant and attorney journey maps related to permanent residence (for Form I-485, Application to Register Permanent Residence or Adjust Status; Form I-751, Petition to Remove Conditions on Residence and Form I-90, Application to Replace Permanent Resident Card).
- Interviews and the subsequent development of a Supervisory Immigration Services Officer journey map reflecting the experiences of staff at the USCIS Contact Center.
- Usability testing on the paper Form N-400, Application for Naturalization which informed improvements to the upcoming form revision.
- Research experiment on the most effective messaging to encourage customers to use USCIS’ online services.
- Collaboration with the CIS Ombudsman to collect, discuss and strategize on customer feedback.
- Conducting over 400 usability tests, user interviews and co-design workshops with USCIS technology users, leading to improvements for applicants, representatives and employers, as well as greater internal efficiency.



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Service Design

A significant service design focus for FY 2023 centered around the Department's humanitarian efforts. The execution of new processes such as Uniting for Ukraine (U4U) and processes for Cubans, Haitians, Nicaraguans, and Venezuelans (CHNV), required a Department level effort to design the policies, systems, and technologies to achieve success. At USCIS, this involved the rapid stand-up of cross-functional Tiger Teams that assembled agency leaders and staff to develop and execute the process requirements, as well as mechanisms for feedback and engagement with potential beneficiaries applying under these processes and related stakeholder groups. This led to the innovative development of new digital enhancements for Supporters and Beneficiaries, new processes that accounted for family groups traveling together, and new policies to ease the burden of applying for an employment authorization document (work permit) once individuals are paroled into the United States.

Measurement

USCIS uses several platforms to measure and track performance. This includes real-time surveys to gather voice of the customer data on the uscis.gov website and USCIS Contact Center experiences; the broad use of a cloud-based data lake, which streams in data from multiple USCIS systems; and the use of dashboards and National Performance Reports to track and report on performance. USCIS also tracks several tiers of performance measures related to customer experience and also deployed surveys for measures supporting OMB Circular A-11, Part 6, Section 280 reporting requirements and reported them quarterly to performance.gov.

Next Steps

USCIS has increased investments to advance its CX initiatives but recognizes that additional resources are required to further this growth and continue the momentum of delivering timely and incremental CX improvements. This includes further reducing the backlog to meet established processing times goals; supporting existing and emergent humanitarian programs; improving customer service when engaging with the USCIS website, online account and the contact center; modernizing operations to better address customer needs, including the introduction of new digital intake channels; expanding naturalization efforts to increase the number of LPRs who apply for citizenship; and increasing access and outreach to vulnerable populations across all USCIS benefit types. Ultimately, these efforts support an agency goal to increase customer trust in USCIS and the services it provides.

Human Capital Operational Plan

Primary Goals of the HCOP

The Office of the Chief Human Capital Officer (OCHCO) provides thought leadership, guidance and oversight to the DHS human capital community to support the missions of the Department. Partnering with the human capital officers from each of the DHS Components through the Human Capital Leadership Council (HCLC), OCHCO articulates the DHS human capital goals and Department-wide programs and initiatives for the fiscal year in the Human Capital Operating Plan (HCOP or Plan). The Plan is required in accordance with 5 C.F.R. §250.205 to align to the Department's Strategic Plan and Annual Performance Plan, and Federal Human Capital Framework and Workforce Strategic Priorities. The plan further addresses the Secretary's department-wide priorities, and skill and competency gaps in the Priority Mission Critical Occupations (PMCOs), the Human Resources (HR) community, and the cybersecurity workforce.

The HCOP for FY 2022-2026 identifies multi-year priorities that advance the human capital objectives and activities described in the [DHS Strategic Plan for FY 2020 – 2024](#). It provides the accountable structure and performance metrics that support a unified approach to advancing these priorities and strengthening human capital service delivery department-wide.

The FY 2022–2026 HCOP focuses on five key priorities: Culture and Inclusion; Employee and Family Readiness (EFR); HR Academy; Human Resources Information Technology (HRIT); and Recruitment, Hiring and Retention. While department-wide management of human capital is established based on the unique requirements of each component, these key priorities represent a commitment and concerted effort shared by all DHS Components. These HCLC priorities are detailed below.

Culture and Inclusion

The Department's inclusive culture and engagement programs help to optimize the Department's ability to be mission-ready, and are responsive to E.O. 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. DHS leadership seeks to ensure the DHS workforce reflects the diversity of America and that employees at all levels have an equal opportunity to succeed and lead. Culture and inclusion focuses on improving the workplace culture and aims to elevate the human experience by unleashing the power of the shared human spirit, expanding opportunities to grow and serve together while leading with the intention to make a difference. Demographic data analytics, pulse surveys, focus groups and other two-way feedback mechanisms inform our engagement strategies by getting to the ground truth of employee experiences and the cultures in which they work. Inclusive and engaged cultures promote collaboration and high performance, creativity and innovation, fairness and respect, and an environment where employees believe they belong.

Employee and Family Readiness (EFR)

Employees of DHS serve in many capacities to secure the nation from the many threats we face, and the successful accomplishment of our mission depends on their resilience and ability to serve. EFR continues to be a priority initiative of the Secretary, and as such, was included in a realignment creating the Office of Health Security (OHS), reporting directly to the Secretary. The focus of EFR remains to increase awareness, access, and availability of support programs, benefits, and resources for the readiness of DHS employees and their families. Comprised of members from each of the DHS components, the Employee and Family Readiness Council (EFRC), works together to identify, prioritize, coordinate, and unify



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programs that bolster a stronger, mission-ready workforce by promoting personal, family, and financial wellness among the Department's employees. The ability of DHS employees and their families to successfully manage life stressors is a key element in ensuring mission readiness and resiliency of the workforce.

HR Academy

The DHS HR Academy is a department-wide initiative providing education, training, and career development opportunities to DHS HR professionals that strengthen skills and enhance mission capability. HR Academy provides classroom-style and webinar training in a variety of HR subjects and workplace skills, while supporting employees' leadership skills and professional growth. These programs support competency development in all aspects of HR management, workforce and resource management, employee and labor relations, HR processing, information management, and customer service. HR Academy empowers current and future human capital professionals with the tools necessary to achieve career goals; strengthen service delivery through enhanced federal human capital core competencies; and shape and build a highly qualified, effective, mission-focused, and resilient workforce. Additional benefits include increased cross-component collaboration and networking, blended learning environments that leverage technology, and cost-effective centralized learning opportunities.

HR Information Technology (HRIT)

The HRIT program portfolio consists of active projects that deliver modern, agile development and delivery of tools, end-to-end automation capability, covering the nearly 40 human resources services depicted in the Office of Personnel Management (OPM) Human Capital Business Reference Model (HCBRM), ranging from workforce planning to separation. HRIT also includes automated data interchanges with partnering lines of business (financial, procurement, and security management), which rely on human resources data to improve responsiveness, reduce errors, improve customer service, and inform decisionmakers. This investment aligns all HRIT solutions with the HCBRM to drive a balanced, prioritized, and holistic portfolio within resource limitations.

Recruitment, Hiring and Retention

Strategic Talent Recruitment, Inclusive Diversity, and Engagement's (STRIDE) three branches manage a variety of enterprise-wide programs related to the talent management lifecycle. Inclusive cultures are made possible by strategic talent recruitment which thoughtfully recruits from the widest pools of talent to build a workforce for the 21st century and beyond. Employee engagement proactively solicits insights from DHS employees aligned to an employee experience framework that strengthens morale and optimizes retention. All three functions – strategic talent recruitment, inclusive diversity, and employee engagement – work in lock-step toward the objective of strengthening how DHS equitably cares for the employees who drive the Department's ability to safeguard the nation.

Progress Update

DHS has made significant progress in each Human Capital Operating Plan Priority amid the ever-evolving work environment and constant demand to execute current human capital services. Despite the resource constraints experienced in several priority areas, DHS was able to accomplish and produce the outcomes described below.



Culture and Inclusion

DHS conducted Feedback Assessment Roundtables on DHS Agency DEIA Actions Plans and instituted quarterly reporting to regularly collect information on progress. Based on this information, and on feedback received from employees, DHS developed a Culture Roadmap and redesigned the Department's strategy for addressing employee morale. DHS focused on strengthening equity in two areas of the talent management cycle; (1) performing an analysis on how DHS employees experience promotions and (2) developed guidance to strengthen equitable access to career development programs. This work resulted in a clearer understanding of where inequities exist in promotions across DHS and a path forward toward deeper analysis and action planning. DHS also prioritized the amplification and engagement of its DHS Employee Associations as a critical mechanism to convene employees and senior executives around opportunities to connect and serve the diverse interests and identities that make-up the employees of DHS.

EFR

OHS Total Workforce Protection Directorate (TWPD) Organizational Wellness Division (OWD) implemented several new initiatives in support of EFR for the DHS workforce to include the following: February 2023 issuance of the revised Volunteer Community Service Directive, which increased hours available for employees to serve their communities and expanded criteria for increased utilization opportunity; September 2023 issuance of the revised Workforce Health and Wellness Directive and Instruction, which increased available hours per week for employees to focus on their physical fitness and mental health; holding an inaugural DHS Virtual Family Engagement Day which hosted over 800 employees and family members throughout the day long event; and organization of multiple virtual fairs (Financial Literacy, Support the Ones You Love, and Back-to-School) which all saw increased participation.

HR Academy

In 2023, HR Academy launched two HR Leader Development Programs providing instructor-led training, mentorship, and hands-on experiences to aspiring HR leaders in structured nine-month cohorts. HR Academy also delivered 53 classroom-style HR and professional skills training courses while reducing course vacancy rate from 8% to 1%, saving DHS nearly \$35,000. HR Academy also produced the third annual DHS Human Capital Symposium and Awards Ceremony to build HR competence and skills for more human capital employees across the Department. In 2023, conference registrations increased by 40% and marked the first time DHS was certified as a SHRM continuing education provider. HR Academy assumed production of the quarterly HR Essentials training course for new DHS HQ supervisors and tripled course capacity. Finally, HR Academy hosted 11 live webcast events throughout the year including HR trainings, professional skills seminars, and leadership panels for approximately 3,500 participants.

HRIT

The HRIT initiative delivered capabilities on the HR Platform via the HR Service Center (HRSC) such as enhancements to Employee Performance Management (EPM); an automated Enterprise Time to Hire capability that centralizes mandatory quarterly reporting across DHS; an Employee Relations solution that automates a manual paper-based process and provides the ability to open, track and manage employee misconduct cases; a DHS-wide award capability for individual and team nominations that tracks quarterly Ethos award



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submissions; enhancements to the Telework and Remote Work application that automates expiration notifications, provides renewal options, and enhanced reporting; and enhancements to the Incentive & Pay Flexibilities application that automates the recruitment bonus request and approval process and eliminates existing manual processes. In addition, we were able to deliver robotic process automation (RPA) capabilities to transfer service history to Fed HR Navigator (a personnel action processing software) from the electronic Official Personnel Folder (eOPF). The RPA was initially released to FLETC but will be shared with additional components. We completed an internal analysis of alternatives (AoA) related to the potential use of Human Capital Management solutions, to replace aging technology at the National Finance Center (NFC). To support overall modernization, we migrated from Oracle to Postgres and Informatica to Azure Data Factory. This resulted in savings to the Department as well as improved flexibility, scalability, and maintainability of integrations between systems supporting automation and data sharing.

Recruitment, Hiring and Retention

DHS continued to place significant emphasis on recruitment, hiring and retention in FY 2023 with the maturation of the Cyber Talent Management System (CTMS), Secretary's Honors Program, Intelligence and Cybersecurity Diversity Fellowship (ICDF), Women in Law Enforcement (WLE)/30x23 Initiative, and department-wide recruiting and outreach. In addition, DHS has evolved our recruitment strategy by providing more robust engagement and communication about job opportunities to underserved communities:

- CTMS has extended 273 tentative job offers and onboarded 145 applicants (with 141 current DHS Cybersecurity Service employees) to date. There are 342 applicants in various stages of the assessment process.
- The Secretary's Honors Program had 127 participants in FY 2023, up from 30 in FY 2022. Cohorts have focused on Cyber (62), Climate (8), and Human Resources (57).
- DHS's unique partnership with Handshake for the ICDF program has allowed the Department to reach 772 unique schools of which 36% were Minority Serving Institutions, reach 27,000 students, and have over 3,000 students seek more information and/or apply for the FY 2023 class.
- DHS continued outreach by coordinating 6 DHS-wide recruiting/outreach webinars and 14 department-wide activities to increase awareness of the DHS mission.
- As of Fiscal Year 2023 (FY 2023) quarter three year-to-date, the Department is exceeding the WLE/30x23 with 35% of new hires being women in law enforcement/law enforcement-related functions.
- DHS also executed the first-ever WLE Summit which convened a select group of 150 WLE across DHS to discuss best practices and challenges in recruiting, retention, career advancement and total well-being. Immediately following the Summit, DHS conducted a joint hiring event open to the public with over 2,400 candidates attending, 10,000 unique applications, and over 120 tentative job offers extended over the two-day event.

Advancing Equity for Underserved Communities

Enhancing Support for Underserved Communities

On his first day in office, President Biden issued Executive Order (EO) 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government*. To answer the President's call to advance equity for all Americans, particularly members of underserved communities, DHS established an Equity Task Force, led by the Officer for Civil Rights and Civil Liberties, and comprising representatives from all DHS Components and relevant Headquarters Offices. Since then, the DHS Equity Task Force has worked to deliver on the equity priorities established in EO 13985 and other equity-based EOs, including EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*; EO 14019, *Promoting Access to Voting*; EO 14020, *Establishment of the White House Gender Policy Council*; EO 14031, *Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders*; and EO 14091, *Further Advancing Racial Equity and Support for Underserved Communities through the Federal Government*.

EO 13985/14091, Further Advancing Racial Equity and Support for Underserved Communities through the Federal Government

With the issuance of EO 14091, DHS reaffirmed and strengthened its commitment to advance equity in programs and activities across the homeland security enterprise, as the Equity Task Force sought opportunities to build on DHS's progress from the inaugural plan and extend our commitment to advance equity in additional programs and activities. Pursuant to EO 14091, the Department has developed a 2023 Update to the DHS Equity Action Plan, which includes an update on the Department's progress in advancing equity; identifies potential barriers that underserved communities may face in accessing and benefiting from DHS policies, programs, and activities; sets forth strategies to address those potential barriers; and describes our commitment to meaningfully engage with underserved communities. This plan does not include an exhaustive list of programs where DHS is working to advance equity, and DHS remains committed to centering equity in decision and policy making throughout the Department.

In examining the Department's equity work enterprise-wide, the Equity Task Force identified nine key program areas for inclusion in the 2023 Update, assessing potential barriers that underserved communities face in accessing the programs and developing strategies to address those barriers:

1. Reduce barriers to citizenship and naturalization through continued evaluation of programs, policies, and outreach opportunities.
2. Promote equitable use of AI technology across the Department through the development and application of new guidance as well as intra-agency coordination.
3. Counter Domestic Violent Extremism (DVE) and Targeted Violence through a public health-informed approach.
4. Advance equity for persons who are limited English proficient by strengthening language access programs.
5. Advance equity in DHS's screening activities through updates to training, policy, and procedures.



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6. Advance equity for the 574 federally recognized Tribal Nations and their citizens by ensuring appropriate Tribal consideration and representation in the Department's work.
7. Advance equity for persons seeking humanitarian protection during immigration processing by strengthening programs available to assist them.
8. Advance equity in the FEMA Individual Assistance (IA) program to increase participation of undeserved communities.
9. Advance equity Through Community Disaster Resilience Zones: Provide integrated, place-based assistance to at-risk and disadvantaged communities through Community Disaster Resilience Zones.

The 2023 Update to the DHS Equity Action Plan reflects DHS's unwavering commitment to advancing equity, highlighting the Department's recent accomplishments, and sets forth strategies and action items to advance equity in these nine program areas over the coming year.

One of the cornerstones of DHS's approach to equity is a strong commitment to stakeholder and community engagement—to understand concerns about barriers faced by members of underserved communities in DHS's programs and to assess the effectiveness of DHS's efforts to address those barriers. Over the past year, DHS hosted engagements specific to the areas of focus in this plan. For example, on August 22, 2022, the DHS Office for Civil Rights and Civil Liberties (CRCL) Community Engagement Section led a listening session to hear directly from Arab, Middle Eastern, Muslim, and South Asian (AMEMSA) faith-based and community leaders regarding civil rights and civil liberties concerns. The discussion focused on DHS policies and practices, particularly with respect to screening and redress. On June 8, 2023, CRCL led a listening session regarding DHS's use of artificial intelligence (AI) to understand stakeholders' concerns about disparate impacts on members of underserved communities. In conducting these types of engagements, DHS also sought opportunities to consider the input of individuals who belong to two or more underserved communities, who often face greater barriers to equity. DHS will continue to maintain robust engagement with affected communities to inform efforts to deliver more equitable outcomes.

Another area of focus is strengthening the Department's capacity for evidence-building and integrating an evidence-based approach into the Department's equity initiatives. In FY 2023, members of the Equity Task Force and DHS's evidence team participated in a joint fellowship sponsored by Project Evident, a nonprofit organization dedicated to harnessing the power of evidence to deliver equitable results. As a result of this work, DHS is developing a more robust, evidence-based framework for advancing equity in the Department's programs and activities.

EO 13988, Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation

In furtherance of EO 13988, DHS continued to update policies and procedures that reduce barriers for individuals when selecting or changing their gender markers on immigration benefits and traveler forms by eradicating requirements for additional documentation and providing additional gender markers as options. DHS has also deployed gender-neutral airport screening technology intended to improve the experience of the traveling public by reducing false alarms and consequently reducing the passenger touch rate. DHS is



exploring the development of Department-wide guidance for ensuring equity and inclusivity based on gender identity.

EO 14019, Promoting Access to Voting

The ability to vote in federal elections is a fundamental right that comes with U.S. citizenship. All individuals naturalized at an administrative naturalization ceremony are immediately eligible to register to vote. In furtherance of its long-standing goal of encouraging newly naturalized U.S. citizens to exercise their right to vote, USCIS has historically provided access to voter registration services at the conclusion of administrative ceremonies.

During FY 2023, the Equity Task Force continued to coordinate Components' efforts to implement ways to expand citizens' opportunities to register to vote and to obtain information about, and participate in, the electoral process. Of particular note, U.S. Citizenship and Immigration Services (USCIS) issued updated policy guidance in the USCIS Policy Manual regarding access to voter registration services during administrative naturalization ceremonies.

The updated policy:

- Affirms that USCIS provides access to voter registration services at each administrative naturalization ceremony and information regarding points-of-contact for voting and voter registration.
- Provides that USCIS offices request election officials from state or local government election offices to attend ceremonies to distribute, collect, and review voter registration applications, and to officially register new citizens to vote.
- Affirms that USCIS offices coordinate with nonpartisan nongovernmental organizations for voter registration services when state and local government election officials are not available.
- Provides that, to the extent feasible, USCIS offices invite governmental or nongovernmental organizations offering on-site voter registration services to introduce themselves and address the naturalization candidates before the ceremony.
- Explains that nongovernmental agencies requesting participation at administrative naturalization ceremonies to offer voter registration services submit a one-time Voter Registration Services Attestation (Form N-401) for participation at a field office.

EO 14020, Establishment of the White House Gender Policy Council

During FY 2023, DHS contributed significantly to advancing EO 14020. DHS participated in the White House Gender Policy Council meetings and provided relevant updates. DHS provided an accomplishment report to the DHS Action Plan developed in response to the U.S. National Strategy on Gender Equity and Equality. Key accomplishments included: 1) issuing a DHS-wide directive and instruction on gender-based violence and the victim-centered approach; 2) increasing awareness of T or U visas to provide immigration relief to certain non-citizens who are victims of human trafficking, gender-based violence, or other qualifying crimes; and 3) improving language monitoring and compliance efforts for migrant indigenous women and girls from Central America and Mexico. DHS also contributed significantly to the U.S. National Plan to End Gender-Violence: Strategies for Action. DHS (CRCL and FEMA) worked closely with the White House Gender Policy Council to develop



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Pillar 6 – Emergency Preparedness and Crisis Response. Following release of the Plan in May 2023, DHS was requested to identify key initiatives that are expected to be completed by May 2024. DHS identified the following initiatives: 1) Gender-based violence (GBV) Training for Federal Emergency Management Agency (FEMA) First Responders and Emergency Managers, 2) Public Awareness Campaign to Counter Online Child Sexual Exploitation and Abuse (CSEA) led by Policy and ICE, 3) Comprehensive “Victim-Centered Approaches” Training to ICE’s Homeland Security Investigations (HSI) Victim Assistance Program Specialists, and 4) Engagements with Victims and Survivors of Crime and Trafficking by Citizen and Immigration Services Ombudsman (CISOMB).

EO 14031, Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders

Pursuant to EO 14031, the Equity Task Force submitted DHS’s progress report on the 2022 Agency Action Plan to the White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders (WHIAANHPI). DHS was represented on three of WHIAANHPI’s equity focus groups: combatting anti-Asian hate and violence, data disaggregation, and language access. DHS also developed a language access plan in support of persons with limited English proficiency (LEP). The plan has helped in increasing access to DHS resources to AA and NHPI communities as well as other communities with high numbers of LEP individuals. DHS Components also met with WHIAANHPI to discuss progress on specific portions of the DHS Implementation Plan to EO 14031. These discussions led to further achievements in advancing DHS goals in the Implementation Plan. DHS supported WHIAANHPI during AANHPI Heritage Month (May). The Department adopted the WHIAANHPI theme of “Visible Together” for AANHPI Heritage Month. Former Deputy Secretary Tien participated in the WHIAANHPI event for AANHPI month. In addition, former Deputy Secretary Tien supported WHIAANHPI at the Senior Level Designee Meetings to discuss the successes of DHS in addressing its plan for EO 14031.

Additionally, in FY 2023, the DHS Domestic Violent Extremism Equity Taskforce and the National American Pacific Islander American Chamber of Commerce and Entrepreneurship (NationalACE) hosted a convention on infrastructure security with Deputy Director Nitin Natarajan, Cybersecurity and Infrastructure Security Agency (CISA); CISA Executive Assistant Director for Infrastructure Security Dr. David Mussington; and AANHPI business owners and community members.

Major Management and Performance Challenges and High-Risk Areas – Summary of Progress

DHS responds to reports on major management and performance challenges (MMPC), and high-risk issue areas from the DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO), respectively. Annually, OIG reports what the Inspector General (IG) considers to be the most serious challenges facing the Department and assesses DHS' progress in addressing those issues. Every two years, GAO identifies federal programs and operations that are high risk because they are vulnerable to waste, fraud, abuse, and mismanagement, or in need of transformation.

OIG's 2023 MMPC Report

This report⁹ identified four overarching challenges – transparency, accountability, efficiency, and sustainability – that reflect vulnerabilities affecting a broad spectrum of the Department's programs, operations, and responsibilities, and which may hinder its ability to advance essential missions and protect the Nation and its citizens. The OIG aligned these challenges to the Department's six strategic goals:¹⁰

- Counter Terrorism and Homeland Security Threats;
- Secure U.S. Borders and Approaches;
- Secure Cyberspace and Critical Infrastructure;
- Preserve and Uphold the Nation's Prosperity and Economic Security;
- Strengthen Preparedness and Resilience; and
- Champion the DHS Workforce and Strengthen the Department.

The Department's management response to the OIG's draft 2023 MMPC report noted senior DHS leadership's recognition of OIG's independent research, assessment of prior work, and professional judgment in identifying what the OIG considers the most serious management and performance challenges facing the Department, and DHS's progress in addressing these challenges. Specifically, the response stated:

“Senior DHS leadership, Component-level program officials, subject matter experts, and others throughout the Department will give appropriate consideration to the OIG perspectives offered in this [MMPC] report as part of continuing efforts to improve the effectiveness and efficiency with which the Department carries out its mission of safeguarding the American people, our homeland, and our values.”

In addition, the response noted that DHS appreciates OIG's redesign of this year's report to highlight the four overarching challenges identified above, as opposed to identifying challenges focusing more narrowly on programs and operations, such as “Performing Fully and Effectively during COVID-19” reported last year.

⁹ OIG-24-05, “Major Management and Performance Challenges Facing the Department of Homeland Security,” dated November 3, 2023, <https://www.oig.dhs.gov/sites/default/files/assets/2023-11/OIG-24-05-Nov23.pdf>

¹⁰ As outlined in the “Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024,” https://www.dhs.gov/sites/default/files/publications/19_0702_plcy_dhs-strategic-plan-fy20-24.pdf (Appendix A)



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The response also highlighted that leadership (1) believes the overall usefulness of the report can be improved, including by providing additional context to address statements that appear to overstate some of the findings in OIG’s prior work without providing sufficient background or accounting for concerns and other information raised in Departmental management responses to that work, (2) disagrees with OIG’s assertion that the Department has inappropriately “delayed” or “denied” OIG access to Information Technology (IT) systems and data, and (3) is concerned with the process and timeline OIG used when developing and socializing this year’s MMPC report with DHS officials.

In a departure from well-established practice, the OIG published its MMPC report without the Department’s management response letter, which was provided in accordance with OMB Circular A-136, “Financial Reporting Requirements.” Despite many efforts to engage with OIG leadership, the OIG did not respond to our inquiries relating to the shortened timeline for review and reasons why our management response letter was not included. Accordingly, the Department’s recourse to acknowledge the challenges and ensure that our concerns with accuracy and lack of proper context in the report are taken into consideration was to include our management response letter in the Department’s Agency Financial Report, as part of the Appendix which includes the OIG report in its entirety.¹¹

GAO 2023 High-Risk List Report

The most recent biennial report, GAO’s “High-Risk Series: Efforts Made to Achieve Progress Needed to Be Maintained and Expanded to Fully Address All Areas,”¹² included two issue areas in which DHS is the lead federal agency, and five government-wide areas which the Comptroller General of the United States has separately identified as warranting the personal attention of the Secretary of Homeland Security:¹³

Issue Area	Year Issue First Added to GAO’s High-Risk List
Strengthening DHS IT and Financial Management Functions*	2003
National Flood Insurance Program (NFIP)*	2006
Ensuring the Cybersecurity of the Nation	1997
Strategic Human Capital Management	2001
Managing Federal Real Property	2003
Improving the Management of IT Acquisitions and Operations	2015
Government-wide Personnel Security Clearance Process	2018

* Denotes issue area for which DHS is the lead Federal agency.

Priority 5 of the “Secretary’s 2023 Priorities” is to “enhance openness and transparency to build more trust with the American people and ensure the protection of privacy, civil rights, civil liberties, and human rights of the communities we serve.” This includes Sub-Priority

¹¹ <https://www.dhs.gov/performance-financial-reports>

¹² GAO-23-106203, dated April 20, 2023, <https://www.gao.gov/assets/gao-23-106203.pdf>

¹³ <https://www.gao.gov/products/gao-23-106483>



5.c. on oversight recommendations, to “address internal and external oversight recommendations, including priority GAO recommendations (by December 31, 2023).” Achieving goals associated with this Sub-Priority has required senior DHS and Component leadership commitment during 2023 to ensure sufficient actions were being taken to achieve desired outcomes.

Accordingly, throughout FY 2023, DHS prioritized closing or sending to GAO for closure consideration open recommendations related to “high-risk” issue areas and those identified by the Comptroller General as “priority” recommendations warranting the Secretary’s personal attention; and resolving open-unresolved OIG recommendations aged more than six months. DHS-wide, Components reported being on pace (as of October 31, 2023) to close 57 of 76 (below the goal of 61) (75 percent) of open recommendations related to “high-risk” issue areas having DHS equities, and 37 of 46 (exceeding the goal of 35) (83 percent) of open “priority” recommendations by December 29, 2023.

DHS has also decreased the percentage of open-unresolved OIG recommendations more than six months old as a percentage of total open OIG recommendations from 13 percent at the beginning of the year to 10.8 percent (as of October 31, 2023), but short of the 8 percent goal. Many of these unresolved OIG recommendations represent disagreements involving complex and challenging issues for which no agreement is may be possible despite repeated attempts by Component program officials/subject matter experts and the OIG to resolve them. The IG will need to either administratively close or formally elevate these recommendations to the DHS audit resolution official, the Under Secretary for Management, for resolution (i.e., a determination whether to implement or not implement) in accordance with the DHS-OIG agreed-upon process mandated by OMB Circular A-50, “Audit Followup” to achieve the Secretary’s goal. However, the IG has not elevated any open and unresolved recommendations for resolution since January 2018, about six years ago.

GAO High-Risk Area: Strengthening DHS IT and Financial Management Functions (DHS-specific)

Overview: In 2003, GAO designated “Implementing and Transforming DHS” as high-risk due to the significant challenges associated with transforming 22 agencies into one cohesive Department. This high-risk area includes challenges related to strengthening and integrating acquisition, IT, financial, and human capital management functions. In 2013, GAO acknowledged DHS’s significant maturation and narrowed this high-risk area from “*Implementing and Transforming DHS*” to “*Strengthening DHS Management Functions*.” This refocusing by GAO recognized the considerable progress DHS made in transforming original Component agencies into a single cohesive Department. In 2023, in recognition of DHS’s progress, GAO further narrowed the scope of the high-risk area and changed the name to “*Strengthening DHS Information Technology and Financial Management Functions*.” GAO considered the Acquisition Management and Human Capital Management outcomes to be fully addressed.

As part of efforts to address this high-risk designation, DHS developed the *Integrated Strategy for High-Risk Management (Integrated Strategy)* in 2011, and has since provided updates to GAO every six months. The *Integrated Strategy* includes performance information and detailed corrective action plans used by DHS leadership to monitor and assess progress. Congress codified this practice in FY 2017 in 6 U.S.C. § 341(a) (11). In



order for “Strengthening DHS Information Technology and Financial Management Functions” to be removed from the High-Risk List, DHS must meet GAO’s five removal criteria, in addition to demonstrating sustainable progress toward a “Fully Addressed” rating for the remaining seven outcomes (GAO outcomes). The GAO outcomes, agreed-upon by both GAO and DHS in 2010, reflect the level of maturity DHS management functions must reach in order to address the underlying challenges that contributed to GAO’s high-risk designation.

Lead Office and Official: Management Directorate (MGMT), Office of the Chief Financial Officer, Stacy Marcott, Acting Chief Financial Officer

Progress: Senior leaders from GAO and DHS continue to meet regularly to review the Department’s progress and discuss the steps remaining to resolve the “Strengthening DHS IT and Financial Management Functions” high-risk area. In September 2023, DHS published its most recent *Integrated Strategy* update¹⁴ summarizing progress to address this issue area. The report provides updates to corrective action plans for the remaining seven GAO outcomes not currently rated as “Fully Addressed.”

The September 2023 *Integrated Strategy* emphasizes the important progress achieved across DHS management functions that has poised the Department for removal from the High-Risk List, including:

- Demonstrating continued progress in strengthening IT security, despite a constantly changing threat environment. To date, DHS has fully addressed five of the six agreed upon high-risk outcomes in IT. For the one unresolved outcome, DHS continues efforts to implement key security controls and activities, as independently assessed by OIG or external auditors based on Federal Information Security Modernization Act reporting requirements;
- Earning its tenth consecutive clean audit opinion for all five financial statements; and
- Awarding software and systems integration contracts for modernization of the Federal Emergency Management Agency (FEMA) and U.S. Immigration and Customs Enforcement (ICE) financial management systems.

Planned Actions and Key Milestones: DHS will continue to implement the *Integrated Strategy* and sustain existing progress, in conjunction with broader efforts that contribute to strong and efficient management functions. During FY 2024, DHS will focus on the outcomes that are not “Fully Addressed” and expects to accomplish the following:

- Implement and monitor action plans to earn a “Fully Addressed” or “Mostly Addressed” rating on additional GAO outcomes;
- Finalize schedules for financial systems modernization efforts to provide Components with modern, efficient, and compliant business systems, including financial, procurement, and asset management functions; and

¹⁴ <https://www.dhs.gov/publication/dhs-integrated-strategy>



- Continue to deploy the multi-year strategy for addressing the remaining areas of material weakness in financial reporting and IT controls, and remediate any significant deficiencies.

GAO High-Risk Area: National Flood Insurance Program (DHS-specific)

Overview: FEMA’s National Flood Insurance Program (NFIP) is a key component of the Federal Government’s efforts to limit the financial impact of floods. However, GAO found that it is not likely to generate sufficient revenues to repay billions of dollars borrowed from the U.S. Department of the Treasury to cover claims starting with the 2005 hurricanes and catastrophic losses. The lack of sufficient revenues highlights structural weaknesses in how the program was designed and is currently funded. GAO also found weaknesses in the NFIP management and operations that place the program at risk, including financial reporting processes, internal controls, and oversight of contractors. FEMA has taken steps, where it can, to address many of the GAO’s findings.

However, under current statute, the NFIP is not designed to be financially self-sufficient, as a private insurance company would be. The NFIP’s current financial position reflects the episodic and catastrophic nature of flood losses and its mandate as a public program to offer statutorily directed premium discounts and insure every eligible policyholder without regard for concentration risk. Accordingly, FEMA

developed proposed reforms to create a sound financial framework for the NFIP and is working within existing authorities to implement prior legislation, improve contractor oversight, initiate product and policy rating redesign, obtain reinsurance, and strengthen Pivot as the NFIP’s System of Record.

Lead Office and Official: FEMA, Resilience, David Maurstad, Assistant Administrator for the Federal Insurance Directorate (FID)

Progress: As of April 1, 2023, FEMA has fully implemented the NFIP’s new pricing methodology, which leverages industry best practices and cutting-edge technology to enable FEMA to deliver rates that are actuarially sound, equitable, easier to understand, and better reflect a property’s flood risk. Renewing policies with increasing premiums are subject to an annual increase cap which is 18 percent for most policyholders.

Reinsurance coverage provides the NFIP an additional method to fund payment of flood claims to policyholders and decreases the likelihood that the NFIP will need congressional action to increase its borrowing authority with the U.S. Treasury. Reinsurance also supports the fiscal sustainability of the NFIP by reducing the financial losses the program might face from a catastrophic event through risk transfer mechanisms involving regular reinsurance premium payments to reinsurance companies and capital markets investors.

FEMA must pay fair market premiums for reinsurance coverage. This cost is funded by NFIP revenue from policyholders, and is thus loaded into the NFIP rates. As long as NFIP revenue remains inadequate to fund expected NFIP losses as a result of legislative



restrictions, these reinsurance costs are also not being adequately funded. In addressing the most catastrophic events only, reinsurance by itself is not a complete solution to NFIP loss potential even with its costs adequately funded. Nevertheless, FEMA is committed to its NFIP Reinsurance Program and working with Congress to develop a stronger financial framework for the NFIP that relies less on borrowing. Over time, FEMA anticipates its Reinsurance Program will play a larger role in supplementing the claims-paying capacity of the NFIP. Prior to purchasing reinsurance, the NFIP carefully balances the cost of reinsurance premiums and the benefits of purchasing reinsurance. FEMA's reinsurance strategy considers its budget, the amount of reinsurance it will purchase, and the type of risk it wants to cede.

In April 2023, DHS submitted to Congress 17 legislative proposals that would reform the NFIP. If enacted, the legislative package would:

- Ensure more Americans are covered by flood insurance by making insurance more affordable to low-and-moderate income policyholders;
- Build climate resilience by transforming the communication of risk and providing Americans with tools to manage their flood risk;
- Reduce risk, losses, and disaster suffering by strengthening local floodplain management minimum standards and addressing extreme repetitive loss properties; and
- Institute a sound and transparent financial framework that allows the NFIP to balance affordability and fiscal soundness.

Planned Actions and Key Milestones: More policyholders are paying for their risk. As of May 2023, approximately 34 percent of all NFIP policies are already paying a risk-based premium. Some pay lower premiums discounted by law. If all policyholders renewed, 50 percent of all current NFIP policyholders would be paying a risk-based premium in FY 2025 or 2026.

To ensure the NFIP remains a pillar of post-disaster community recovery, the FY 2024-2026 FEMA FID Strategy defines a new goal that centers on the prudent and fiscally responsible stewardship of the NFIP. By supporting a financially sustainable NFIP and fostering financial resilience, FID will support the NFIP's long-term vision of building a stronger financial framework and place the NFIP in a better position to manage losses incurred from major flood events. Programmatic activities such as providing thought leadership on NFIP financial reform, thoroughly reporting on the NFIP's financial capabilities, exploring innovative methods to track financial information, and effectively managing investments will ensure the NFIP remains in operation and is financially solvent.

In FY 2024, FID will commence a reorganization that will build upon and deliver its enhanced mission, including the incorporation of new responsibilities, structure, and staff as well as the continued development of various capabilities and deployment of resources. Looking forward, FID will further mature as an organization that promotes innovation and diverse thinking through proper execution of organized and functional structures. FID will also begin the process of evaluating the effectiveness of the reorganization to determine if there are future improvement opportunities. In FY 2024,



FID will design the evaluation approach, begin to collect data, and perform initial analyses after beginning to operate in the new organizational model.

GAO High-Risk Area: Ensuring the Cybersecurity of the Nation (Government-wide)

Overview: Federal agencies and our Nation’s critical infrastructure—such as power distribution, water supply, telecommunications, and emergency services—rely extensively on computerized information systems and electronic data to carry out their operations. Risks to information systems include continuing insider threats from employees and business partners, escalating and emerging threats from around the globe, the ease of obtaining and using hacking tools, the steady advance in the sophistication of attack technology, and the emergence of new and more destructive attacks. Safeguarding these systems and data is essential to protecting national and economic security, as well as public health and safety. This safeguarding of federal computer systems and the systems that support critical infrastructure—referred to as cyber-Critical Infrastructure Protection (CIP)—is a continuing concern.

Federal information security has been on GAO’s list of high-risk areas since 1997. In 2003, GAO expanded this high-risk area to include cyber-CIP and, in 2015, added protecting the privacy of personally identifiable information. The DHS Cybersecurity and Infrastructure Security Agency (CISA) continues to prioritize the security of critical infrastructure systems through: (1) Binding Operational Directives and Emergency Directives, whose application extend throughout the federal civilian executive-branch space; (2) services to aid entities in identification of critical vulnerabilities; (3) assessments of High-Value Asset Systems; (4) audits of Domain Name System infrastructure; (5) intrusion detection and prevention services; and (6) the overall improvement of the federal and private sector cybersecurity postures.

Lead Office and Official: CISA, Office of Strategy, Policy, and Plans (SPP), Valerie Cofield, Chief of SPP

Progress: In March 2023, the Biden Administration released the new National Cybersecurity Strategy¹⁵ (NCS). While past cyber strategies have been built on a foundation of information sharing and public-private collaboration and have all been essential efforts, this strategy seeks to outpace our adversaries and set a national agenda. To ensure implementation of the NCS, the National Cybersecurity Strategy Implementation Plan (NCSIP) was developed to document and track actions against the NCS. Much of CISA’s critical work to improve the cybersecurity of the nation is captured within the NCSIP, with CISA having a role in initiatives across four of the five pillars included in the NCS.

Where the NCS and its accompanying implementation plan call for foundational shifts to help America outpace its adversaries and set a national agenda, CISA’s Cybersecurity

¹⁵ <https://www.whitehouse.gov/briefing-room/statements-releases/2023/03/02/fact-sheet-biden-harris-administration-announces-national-cybersecurity-strategy/>



Strategic Plan¹⁶ focuses on the specific actions CISA can take and how those actions may be measured.

In addition, CISA has released and is actively promoting a cybersecurity framework through Cross-Sector Cybersecurity Performance Goals (CPGs)¹⁷. The CPGs are high-impact, high-priority practices for critical infrastructure owners that address common adversary tactics, techniques, and procedures and manage risks to IT and operational technology (OT) that CISA commonly observes. The CPGs were developed based on CISA's operational data, widely published research on the current threat landscape, and collaboration with government, industry groups, and private sector experts to receive input and feedback. With the CPGs, CISA seeks to give the critical infrastructure community, across both public and private sectors, a prioritized set of security outcomes and associated actions essential to securing both IT and OT assets. The CPGs are intended to enable effective risk reduction and prioritization of cybersecurity outcomes.

Since the CPGs were released, CISA has taken steps to encourage adoption, from the Ransomware Vulnerability Warning Pilot¹⁸ and the Shields Up¹⁹ campaign to our CPG Assessments²⁰. These are intended to encourage adoption of CPGs and reduce the prevalence and impact of cyber intrusions affecting American organizations. Today, CISA is measuring implementation of two CPGs across Cyber Hygiene-enrolled entities and plans to utilize both internal and commercially sourced data to measure an additional four CPGs by the end of 2023.

Key to ensuring adoption of CPGs is being able to ensure the privacy of our partners is protected. CISA has a full-time privacy officer and staff, responsible for the privacy policy and compliance of the agency, who works with CISA's various programs and offices to incorporate privacy and data protection into the work, service offerings, and advice of the agency. CISA's privacy officer works with the DHS Chief Privacy Officer to provide the public with transparency and accountability of CISA's cybersecurity operations.

Also critical to these actions is building the nation's cyber workforce. The United States has hundreds of thousands of vacant cybersecurity jobs, with about 40,000 vacancies within the Federal government. To address those vacancies, CISA is implementing the Cyber Talent Management System (CTMS) authority to have greater flexibility to hire based on aptitude and attitude, which will also help increase retention with compensation for new hires being more competitive with the private sector. CISA also created a new Cyber Innovation Fellows program that offers external opportunities. This program welcomes private sector experts to enhance their own skills and knowledge. Fellows become a part of the CISA team on a short term, part-time basis, and they're able to share their wisdom, perspectives and skills while gaining a better understanding of the cyber threat landscape from the Federal government's view. Lastly, CISA is engaged in unique and valuable public and private partnership efforts, such as one with CYBER.ORG and Girl Scouts of the USA to create a Cyber Awareness Challenge. Through the challenge, female students across the country were given direct access to fun activities designed to

¹⁶ <https://www.cisa.gov/cybersecurity-strategic-plan>

¹⁷ <https://www.cisa.gov/cross-sector-cybersecurity-performance-goals>

¹⁸ <https://www.cisa.gov/stopransomware/Ransomware-Vulnerability-Warning-Pilot>

¹⁹ <https://www.cisa.gov/shields-up>

²⁰ <https://www.cisa.gov/downloading-and-installing-cset>



strengthen their skills and interest in cybersecurity and get them thinking about careers in cybersecurity at an earlier age.

Planned Actions and Key Milestones: In FY 2024, CISA will:

- Continue to implement actions from its Cybersecurity Strategic Plan;
- Continue to build the nation’s cyber workforce; and
- Complete measurement of four additional CPGs by December 31, 2023.

GAO High-Risk Area: Strategic Human Capital Management (Government-wide)

Overview: Addressing national challenges requires a high-performing federal workforce able to safeguard the homeland against national threats and emergencies. However, current budget and long-term fiscal pressures, declining levels of federal employee satisfaction, the changing nature of federal work, and a potential increase of employee retirements could produce gaps in leadership and institutional knowledge. Mission-critical skills gaps impede federal agencies from cost-effectively serving the public and achieving results. Additional efforts are needed to coordinate and sustain efforts to close critical skill gaps and better use workforce analytics to predict emerging skills gaps. DHS has taken significant steps during the past year to develop and demonstrate sustained progress in implementing a results-oriented human capital plan that identifies Departmental human capital goals, objectives, and performance measures, and is also linked to the Department’s overall strategic plan.

Lead Office and Official: MGMT, Office of the Chief Human Capital Officer (OCHCO), Roger Brown, Deputy Chief Human Capital Officer

Progress: DHS OCHCO continues to support the U.S. Office of Personnel Management's (OPM) efforts to address this government-wide area by identifying and formally documenting human capital requirements for high priority missions. These efforts include utilizing innovative approaches to attract and retain talent to address skills gaps in key disciplines such as those for cybersecurity professionals and border security and immigration officers.

GAO favorably recognized the Department’s efforts to fully address all human capital outcomes within the separate “Strengthening Department of Homeland Security Management Functions”²¹ area on the High-Risk List. The Department continues to demonstrate sustained progress by implementing a strategic human capital plan, structured workforce planning for mission critical occupations, enhanced employee engagement activities, and improvements in enterprise leader development, and undertaking human capital strategic planning activities and leveraging competencies and individual performance in human capital decision-making.

Other noteworthy efforts include:

²¹ In their 2023 High-Risk Series, GAO narrowed and renamed this High-Risk area, “Strengthening Department of Homeland Security IT and Financial Management Functions.”



- DHS conducts quarterly Human Resources Statistics reviews with each Component to better understand workforce data and potential mission impacts. These reviews also help identify challenges and opportunities where the Department can leverage best practices to address common challenges. The collaborative nature of these reviews allows for both DHS headquarters and Component input into the types of measures and metrics that are most useful and how that data can help inform decision making.
- OCHCO issued action planning guidance, and implemented a monitoring framework for Component employee engagement action plans. Throughout the two-year action planning cycle, Components have taken substantive steps to align with the guidance, improve action plans, and address OCHCO’s feedback. The new monitoring framework includes in-depth reviews and assessments of Component employee engagement action plans, as well as training and technical support.
- DHS Components and Headquarters have established Employee Engagement Steering Committees, which include participation by executives, supervisors, employees, and unions, to discuss current and planned engagement initiatives and to share ideas and best practices.
- Building on existing efforts, the Secretary’s priority on employee morale and engagement led to the creation of a new Employee Experience Framework. Key elements within the framework include:
 - Focus groups with employees from across the Department;
 - A quarterly pulse survey program that provides opportunities beyond the Federal Employee Voice for employees to provide direct feedback, including open-ended questions; and
 - Field tests that explore innovative ways to address key areas of the Employee Experience Framework. Three field tests have involved “jump teams” that bring DHS and Component headquarters personnel into the field to better understand and address the basic needs of the frontline workforce. A fourth field test brought field employees to headquarters for an intensive two-day workshop to address gaps in understanding between headquarters and field work in formulating and implementing policy.

Planned Actions and Key Milestones: In FY 2024, DHS will:

- Continue field engagements and survey efforts initiated under the new Employee Experience Framework;
- Ensure Components submit bi-annual Engagement Action Plans that are assessed by DHS OCHCO and signed by Component leadership;
- Continue quarterly Human Resources Statistics reviews with a focus on increasing data accuracy and using data to driver better mission outcomes; and
- Continue efforts to fill Mission Critical Occupations, including through the expansion of the DHS CTMS – a new approach to federal talent management that features flexibilities for defining jobs and critical skills, conducting hiring, and providing market-sensitive compensation.



GAO High-Risk Area: Managing Federal Real Property (Government-wide)

Overview: GAO designated federal real property as a high-risk government operation in 2003, citing: (1) retention of excess and underutilized properties; (2) an over-reliance on costly leasing to meet long-term space needs; (3) the use of unreliable data to support decision-making; and (4) risks to facility security. In March 2019, GAO provided a high-risk update,²² which identified three remaining high-risk areas of focus for Federal real property: (1) excess and underutilized property; (2) data reliability; and (3) facility security. For each risk area in this government-wide designation, DHS demonstrated the senior leadership commitment required, the capacity, appropriate action plans, compliance monitoring capabilities, and material progress toward addressing them.

The DHS real property portfolio is spread over 5,000 different locations and consists of more than 55,000 individual asset records. It is comprised of more than 100 million square feet of building space, 40,000 structures, and 90,000 acres of land. The portfolio has a variety of mission use types to support the diverse missions of the Department.

Real property is a major cost driver for DHS, at more than \$4 billion per year. Of this amount, the average annual allocated resources for acquisitions or improvements to land and structures is \$1 billion, for leased rental payments is \$2 billion, and the remaining \$1 billion funds operations and maintenance activities.

The responsibilities of DHS’s Senior Real Property Officer (SRPO) are designated to DHS’s Chief Readiness Support Officer (CRSO). As part of the CRSO’s authorities delegated from the USM, the Office of the Chief Readiness Support Officer (OCRSO) is responsible for providing Departmental strategy, policy, oversight, and coordination of the DHS Components with delegated real property operating authority. There are 12 DHS Components with delegated real property operating authority, all of which have their own SRPO, funding structures, maturities, means, and strategies to deliver their real property programs in line with Departmental policies. Further, the Department’s Federal Protective Service (FPS) provides integrated security and law enforcement services to federally owned, leased, or operated buildings, facilities, property, and other assets.

Lead Office and Official: MGMT, OCRSO, Tom Chaleki, CRSO

Progress: In FY 2023, DHS put a new structure into place to oversee and coordinate implementation of a newly developed workplace strategy focused on space optimization. The strategy will allow for a more cost-effective delivery of flexible and adaptable workspace, while improving mission delivery and employee productivity and morale. Aspects of the strategy include facility improvements, sustainable and resilient facilities, and a “workspace of the future” that aligns with and supports evolving workforce flexibilities. The Department is optimizing real property financial resources to support its workplace strategy through the DHS planning, programming, budgeting, and execution (PPBE) process.

Excess and Underutilized Property



In FY 2023, the Department revised the Facility Condition Assessment (FCA) Instruction 119-02-04 to mature the standardized process for conducting FCAs by developing metrics and best practices to monitor resources for recapitalizations, deferred maintenance, and operational readiness. DHS will also establish a bi-annual committee of internal stakeholders for implementation of the approved FCA Instruction.

Data Reliability

DHS OCRSO is utilizing the Department’s Program Budget Review process to connect real property financial data within the Office of the Chief Financial Officer’s (OCFO) “OneNumber” financial system, and will continue to employ several strategies to improve real property management, reduce leasing costs, and reduce excess and underused property. In FY 2023, DHS developed and instituted a Real Property Data Warehouse (RPDW) Data Quality Improvement Scorecard for rating Component agency quarterly data submissions, and increased efficiency and reduced costs by automating the process of RPDW Component agency quarterly data submissions.

Regional Planning - National Capital Region (NCR)

DHS is implementing an NCR real property strategy that will consolidate DHS Headquarters tenancies in the NCR over a ten-year timeframe. Since FY 2019, DHS has reduced its NCR portfolio by 1.16 million Rentable Square Feet (RSF), and DHS will reduce its portfolio by another 1.75 million RSF during the next six years. Through oversight of the NCR Real Property Strategy, the NCR Executive Committee, chaired by the Deputy Under Secretary for Management, will become the executive sponsor for emphasizing portfolio strategy objectives across the enterprise and promote transparency and accountability to real property management.

Facility Security

FPS protects and delivers integrated law enforcement and protective security services to the buildings, grounds, and property that are owned, occupied, or secured by the Federal Government. FPS participates and provides substantial contributions to the Interagency Security Committee’s “Risk Management Process For Federal Facilities: An Interagency Security Committee Standard,”²³ and has partnered with the United States Marshal Service and the Administrative Office of the United States Courts to support new initiatives and actions related to security responsibilities in federal Courthouse facilities. The FPS Facility Security Assessment program has been adopted by many other agencies throughout the Executive Branch.

FPS has oversight of approximately 17,000 Protective Security Officers (PSOs), (e.g., contract guards), who, who provide the most visible day-to-day component of FPS’s facility security protection. FPS developed the Post Tracking System (PTS) to manage the PSO program by ensuring officers are properly trained and prepared to stand post, which is now in place in all 11 Regions and the DHS Headquarters. Since the release of the 2022-2026 FPS Strategic Plan in December 2022, FPS has worked to develop performance measures and targets within the Strategic Plan. FPS has made significant progress on

²³ “The Risk Management Process For Federal Facilities: An Interagency Security Committee Standard,” dated 2021; <https://www.cisa.gov/publication/risk-management-process>



completing the design of all performance measures and targets including specific measures for Infrastructure Modernization.

Planned Actions and Key Milestones: DHS continues to improve the management, oversight, and physical security of its real property inventory. Specific initiatives in FY 2024 include:

Excess and Underutilized Property

DHS will continue evaluating disposal capabilities and authorities to streamline removal of excess property from the inventory. As one example, the U.S. Coast Guard continues pursuing reductions of its owned excess and underutilized building assets—primarily housing and lighthouse assets.

Data Reliability

DHS will codify and implement the Real Property Asset Management System Manual and revise the DHS Real Property Manual to provide consistent Department-wide policy and promote improvement in program efficiency.

Regional Planning - National Mission Support

DHS is pursuing opportunities to implement Joint Mission Support Centers to allow Components to share access to common mission support requirements such as firing ranges, Sensitive Compartmented Information Facility (SCIFs), and training centers. The Department’s first Joint Mission Support Center in San Antonio was implemented in May 2023 and provides SCIF access through cost sharing to multiple DHS entities in the area.

Data Reliability

FPS is on track to fully implement the Post Tracking System on all PSO contracts by the end of Fiscal Year 2024.

GAO High-Risk Area: Improving the Management of IT Acquisitions and Operations (Government-wide)

Overview: The federal government spends over \$80 billion annually on IT. GAO has determined agencies continue to struggle with IT projects due to overly broad scopes, delivery of functionality several years after initiation, and ineffective executive-level IT governance and oversight in general.

DHS has launched numerous improvements on multiple fronts to enhance overall management of IT projects, acquisitions and resources since the issuance of M-15-14²⁴ consistent with the intent of Federal IT Acquisition Reform Act provisions.

²⁴ “Management and Oversight of Federal Information Technology,” dated June 10, 2015; <https://obamawhitehouse.archives.gov/sites/default/files/omb/memoranda/2015/m-15-14.pdf>



Lead Office and Official: MGMT, Office of the Chief Information Officer (OCIO), Robert Dorr, Executive Director, Business Management Directorate

Progress: DHS continues to enhance OCIO oversight of the \$10 billion IT portfolio. Since 2015, DHS OCIO has:

- Updated DHS IT management policies and processes to support OCIO oversight across all phases of the PPBE process;
- Standardized operating procedures to improve the transparency and management of IT acquisitions; and
- Strengthened strategic alignment of IT resources across DHS through cross-functional, executive steering councils, among other accomplishments.

In FY 2023, the DHS OCIO:

- Introduced an IT resource allocation framework that requires alignment of new IT budget requests to the DHS Unified Cybersecurity Maturity Model, enabling a risk-based approach to investment selection;
- Supported OCFO and OCRSO development of Financial Management Policy Manual (FMPM) § 2.13, which set forth the rules on using funds for IT system modernization projects and facilities infrastructure improvements projects;
- Partnered with the DHS Financial Systems Modernization Program Management Office and conducted requirements improvement efforts to help ensure required capabilities and functionality are delivered for new planned systems;
- Revamped the IT Acquisition Review structure to include subject matter experts in Artificial Intelligence, SecDevOps, and other critical areas for alignment with policy, strategic initiatives, and best practices;
- Instituted a formal Headquarters and MGMT Chief Information Officer through new delegation to improve effectiveness of all aspects of IT resource management; and
- Formalized and executed Lead Technical Authority oversight for DHS MGMT IT acquisition programs to evaluate technical feasibility and program maturity.

Planned Actions and Key Milestones: In FY 2024 and beyond, DHS OCIO will continue to:

- Leverage the NEF to fund IT modernization projects that meet the intent of the Modernizing Government Technology Act;
- Execute Technology Modernization Fund funds for Southwest Border Technology Integration and Information Sharing projects;
- Mature the DHS IT Acquisition Review process to provide more granular visibility into IT spending across the Department; and
- Partner with OCFO to enhance OCIO engagement across the PPBE process.

In addition, DHS OCIO will:

- Implement the Unified Cyber Security Maturity Module to evaluate cyber investments against risk posture improvement; and



- Work with the Office of Program Accountability and Risk Management and DHS Components to revise existing operational analysis guidance to embed stronger post-Full Operational Capability oversight for all Major Programs (both IT and non-IT).

GAO High-Risk Area: Government-wide Personnel Security Clearance Process (Government-wide)

Overview: In January 2018, GAO designated the government-wide personnel security clearance process as a High-Risk Area. The process faces significant challenges related to: (1) the timely processing of clearances; (2) measuring investigation quality; and (3) ensuring IT security, among other things. A high-quality and timely government-wide personnel security clearance process is essential to minimize the risks of unauthorized disclosures of classified information, and to help ensure information about individuals with a criminal history, or other questionable behaviors, is identified and assessed. While the ongoing reforms in this area are promising, challenges remain regarding the timely processing of clearances, a lack of performance measures to assess quality at all stages of the process, and addressing IT system challenges in this government-wide high-risk area.

DHS has been actively involved with the government-wide personnel security reform effort, Trusted Workforce (TW) 2.0, since the initiative began in 2018, and the Department remains dedicated to successfully implementing the resulting changes and continues to actively engage with interagency partners regarding this extensive reform. In concert with the interagency focus on implementing TW 2.0, and as a continuation of DHS’s 2022 “Secretary’s Infrastructure Transformation” initiative, the Department’s “Secretary’s 2023 Priorities” includes overhauling the personnel security process to drive efficiency and effectiveness. As DHS continues to advance and modernize personnel security within the Department, the DHS TW 2.0 Working Group, which was established in June 2020 and is composed of personnel security practitioners from all DHS Operational Components, remains an integral part of implementation efforts.

DHS is implementing TW 2.0 requirements while also making progress on internal DHS personnel security-related initiatives and continues to not have a background investigations backlog. In addition to providing updates within DHS on personnel security program improvements, the DHS Office of the Chief Security Officer (OCSO) provides regular briefings regarding DHS personnel security-related matters to staff from the U.S. House of Representatives Permanent Select Committee on Intelligence and the U.S. Senate Select Committee on Intelligence.

Lead Office and Official: MGMT, OCSO, Richard D. McComb, Chief Security Officer

Progress: The Department has achieved 95 percent enrollment of its national security population into the Office of the Director of National Intelligence Continuous Evaluation System (CES). CES includes automated record checks for criminal, financial, foreign travel, terrorism, and public records. DHS achieved the goal prior to April 2023 and has



continued to maintain or exceed this enrollment level month after month with the enrollment at 97 percent as of the end of FY 2023.

DHS enrolled 78 percent of eligible fingerprints for DHS personnel into the Noncriminal Justice Rap Back Service (or the equivalent), which is managed by the FBI’s Criminal Justice Information Services Division, as of the end of FY 2023. Rap Back Service alerts agencies of any associated records, such as criminal activity, for the agency’s enrolled personnel.

The Department pursued opportunities to automate its internal personnel vetting processes through the Enterprise Security Forms System (eSFS), which streamlines inputting applicant information in the contractor onboarding process through a web-based platform. ESFS modernization will include end-to-end transparency for stakeholders such as personnel security practitioners, program managers, and contractors.

DHS delivered the application and requisite training for the DHS Continuous Vetting and Analytics Service (CVAS), enabling 200 or more role-based personnel security end users to adjudicate alerts from CES as of January 2023. CVAS analyzes security alert data, performs identity resolution, and provides risk scoring analysis based on personnel security adjudication policies and applicable business rules. This automation allows end users to focus on other significant actions when an individual may pose a risk to a trusted workforce.

At the end of FY 2023, DHS onboarded 95 percent of applicants—contractors and federal employees—who did not require a polygraph in an average of 17 days. For cases that met reciprocity criteria, applicants were onboarded in an average of 7 days.

Planned Actions and Key Milestones: In FY 2024, DHS will:

- Achieve TW 1.5 requirements for the entire DHS national security population by the end of CY 2023;
- Issue a Supplement to the “Department of Homeland Security Trusted Workforce 2.0 Implementation Plan” (July 14, 2021) in FY 2024, Quarter 1, addressing accomplishments and identifying key future milestones;
- Continue implementing recommendations from the DHS Personnel Security Operations Task Force;
- Transition the Department from the Electronic Questionnaires for Investigations Processing, to the National Background Investigation Services’ e-Application program;
- Pilot eSFS with contractor personnel;
- Draft DHS policy to align with Continuous Vetting initiatives to transition the Department from TW 1.25 to TW 1.5;
- Begin enrolling the DHS public trust population in Continuous Vetting;
- Work on replacing the DHS enterprise personnel security case management system to satisfy evolving industry standards and requirements;
- Strengthen CVAS by increasing data source interfaces and developing processes that will meet and enhance TW 2.0 requirements; and
- Remain engaged with the Performance Accountability Council Program Management Office and Department of Defense regarding IT shared services for personnel security processing, and any recommendations from the continued TW 2.0 efforts.



Appendices



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Acronym List

A

ADA – Americans with Disabilities Act
AFR – Agency Financial Report
AGA – Association of Government Accountants
AI – Artificial Intelligence
AITF – Artificial Intelligence Task Force
AMO – Air and Marine Operations
APB – Acquisition Program Baseline
APG – Agency Priority Goal
API – Application Programming Interface
APP – Annual Performance Plan
APR – Annual Performance Report
ARPA – American Rescue Plan Act, 2021
ATON – Aids to Navigation

B

BCA – Benefit-Cost-Analysis
BFCT – Biometric Facial Comparison Technology
BOD – Binding Operational Directive
BRIC – Building Resilient Infrastructure and Communities
BRS – Blended Retirement System

C

CAA – Consolidated Appropriations Act
CARES – Coronavirus Aid, Relief, and Economic Security Act, 2020
CBP – U.S. Customs and Border Protection
CBRN – Chemical, Biological, Radiological and Nuclear
CBRNE – Chemical, Biological, Radiological, Nuclear, and Explosive
CDL – Community Disaster Loans
CDP – Center for Domestic Preparedness
CEAR – Certificate of Excellence in Accountability Reporting

CEIU – Child Exploitation Investigations Unit
CFIUS – Committee on Foreign Investment in the United States
CFO – Chief Financial Officer
CFTF – Cyber Fraud Task Force
CIO – Chief Information Officer
CIP – Construction in Progress
CISA – Cybersecurity and Infrastructure Security Agency
COBRA – Chemical, Ordinance, Biological, and Radiological
COBRA – Consolidated Omnibus Budget Reconciliation Act, 1985
COLA – Cost of Living Allowance
COP – Common Operating Picture
COTS – Commercial Off-the-Shelf
CPI – Consumer Price Index
CPSS – Checkpoint Property Screening System
CSEA – Child Sexual Exploitation and Abuse
CSRB – Cyber Safety Review Board
CTMS – Cybersecurity Talent Management System
C-UAS – Counter Unmanned Aircraft Systems
CVAS – Continuous Vetting and Analytics Service
CWMD – Countering Weapons of Mass Destruction Office
CX – Customer Experience

D

DADLP – Disaster Assistance Direct Loan Program
DCIA – Debt Collection Improvement Act, 1996
DEF – Disaster Emergency Fund



DEIA – Diversity, Equity, Inclusion, and Accessibility
DHS – Department of Homeland Security
DOD – Department of Defense
DOJ – Department of Justice
DOL – Department of Labor
DRF – Disaster Relief Fund
DVE – Domestic Violent Extremism

E

E2C2 – Export Enforcement Coordination Center
ECTF – European Electronic Crime Task Force
EDS – Explosive Detection System
EOIR – Executive Office for Immigration Review
ERM – Enterprise Risk Management
ERO – Enforcement and Removal Operations
eSFS – Enterprise Security Form System
EV – Electric Vehicle

F

FAA – Federal Aviation Administration
FAA – DHS Financial Accountability Act
FBwT – Fund Balance with Treasury
FCC – Federal Communications Commission
FCEB – Federal Civilian Executive Branch
FCU – Financial Crimes Unit
FECA – Federal Employees Compensation Act, 1916
FEMA – Federal Emergency Management Agency
FERS – Federal Employees Retirement System
FEVB – Federal Employee and Veterans' Benefits

FFMIA – Federal Financial Management Improvement Act, 1996
FFRD – Future of Flood Risk Data
FIFO – First In-First Out
FIMA – Flood Insurance Mitigation Administration
FISMA – Federal Information Security Management Act
FLETC – Federal Law Enforcement Training Centers
FMA – Flood Mitigation Assistance
FMFIA – Federal Managers' Financial Integrity Act
FPS – Federal Protective Service
FSMS – Financial Systems Modernization Solution
FY – Fiscal Year

G

GAAP – Generally Accepted Accounting Principles
GAO – U.S. Government Accountability Office
GE – Global Entry
GPR – Government Performance and Results Act, 1993
GPRAMA – GPR Modernization Act, 2010
GS – General Service
GSA – General Services Administration
GTAS – Government-wide Treasury Account Symbol Adjusted Trial Balance System

H

HART – Humanitarian, Adjustment, Removing Conditions and Travel
HMA – Hazard Mitigation Assistance
HMGP – Hazard Mitigation Grant Program
HSI – Homeland Security Investigations
HVE – Homegrown Violent Extremists



Acronym List

I

I&A – Office of Intelligence and Analysis
ICE – U.S. Immigration and Customs Enforcement
ICMM – Internal Control Maturity Model
ICOFR – Internal Control Over Financial Reporting
IEFA – Immigration Examination Fee Account
IHP – Individuals and Households Program
IHSC – ICE Health Service Corps
IIJA – Infrastructure Investment and Jobs Act, 2022
INA – Immigration and Nationality Act
IPE – Information Produced by Entity
IPERA – Improper Payments Elimination and Recovery Act, 2010
IPERIA – Improper Payments Elimination and Recovery Improvement Act, 2012
IPIA – Improper Payments Information Act, 2002
IT – Information Technology
ITGC – Information Technology General Controls
IUC – Information Used in Controls
IUUF – Illegal, Unreported, and Unregulated Fishing

J

JCDC – Joint Cyber Defense Collaborative
JPMO – Joint Program Management Office

K

KEVS – Known Exploited Vulnerabilities

L

LECC – Law Enforcement Coordination Council
LOI – Letter of Intent

M

MERHCF – Medicare–Eligible Retiree Health Care Fund
MGMT – Management Directorate
MHS – Military Health System
MMPC – Major Management and Performance Challenges
M-UAS – Medium UAS

N

NAGC – National Association of Government Communications
NATO – North Atlantic Treaty Organization
NCATC – National Criminal Analysis and Targeting Center
NCFI – National Computer Forensics Institute
NCP – Normal Cost Percentage
NCR – National Capital Region
NDAA – National Defense Authorization Act
NDD – Non-Detained Docket
NFIP – National Flood Insurance Program
NGO – Nongovernmental Organization
NICE – National Initiative for Cybersecurity Education
NICS – Next Generation Incident Command System
NII – Non-Intrusive Inspection
NIMS – National Incident Management System
NISAC – National Infrastructure Simulation and Analysis Center
NOC – National Operations Center
NPFC – National Pollution Funds Center
NRCC – National Response Coordination Center
NRMCM – National Risk Management Center



NSC – National Security Cutter
NSSE – National Special Security Event
NTAC – National Threat Assessment Center

O

OCFO – Office of the Chief Financial Officer
OCIO – Office of the Chief Information Officer
OIG – Office of Inspector General
OM&S – Operating Materials and Supplies
OMB – Office of Management and Budget
OPEB – Other Post Retirement Benefits
OPLA – Office of the Principal Legal Advisor
OPM – Office of Personnel Management
ORB – Other Retirement Benefits
OSA – Office of Homeland Security Situational Awareness
OSLTF – Oil Spill Liability Trust Fund
OTA – Other Transaction Agreement

P

PA – Public Assistance
PA&E – Program Analysis and Evaluation
PC&I – Procurement, Construction, and Improvement
PIIA – Payment Integrity Information Act, 2019
PM – Performance Management
PMDf – Performance Measure Definition Form
POA&M – Plan of Action and Milestones
POE – Port of Entry
PP&E – Property, Plant, and Equipment
PPA – Programs, Projects, and Activities

Q

QHSR – Quadrennial Homeland Security Review

R

RPA – Robotic Process Automation
RSI – Required Supplementary Information

S

S&T – Science and Technology Directorate
SBR – Statement of Budgetary Resources
SEACATS – Seized Assets and Case Tracking System
SES – Senior Executive Service
SFFAS – Statement of Federal Financial Accounting Standards
SFRBTF – Sport Fish Restoration Boating Trust Fund
SLTT – State, Local, Tribal, and Territorial
SMD – Strategic Management Division
SOC – Service Organization Control
SPM – Service Provider Monitoring
S-UAS – Small UAS
SWB – Southwest Border

T

TAK – Team Awareness Kit
TBI – Treasury Breakeven Inflation
TCO – Transnational Criminal Organization
TIER – Treasury Information Executive Repository
TSA – Transportation Security Administration
TSO – Transportation Security Officer
TSP – Thrift Saving Plan
TTP – Trusted Traveler Program
TVS – Travel Verification System



Acronym List

U

UAS – Unmanned Aircraft System
UCMM – Unified Cybersecurity Maturity Model
UFLPA – Uyghur Forced Labor Prevention Act, 2022
UN – United Nations
UPR – Unearned Premium Reserve
USBP – U.S. Border Patrol
USCG – U.S. Coast Guard
USCIS – U. S. Citizenship and Immigration Services
USFA – U.S. Fire Administration

USM – Under Secretary for Management
USPS – U.S. Postal Service
USSGL – U.S. Standard General Ledger
USSS – U.S. Secret Service

V

VAP – Victim Assistance Program
VAV – Virtual Attorney Visitation
VAYGo – Validate as You Go

W

WFFR – Wildland Firefighter Respirator
WYO – Write Your Own

**U.S. CUSTOMS AND BORDER PROTECTION
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY
FEDERAL EMERGENCY MANAGEMENT AGENCY
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
TRANSPORTATION SECURITY ADMINISTRATION
U.S. COAST GUARD
U.S. CITIZENSHIP AND IMMIGRATION SERVICES
U.S. SECRET SERVICE
COUNTERING WEAPONS OF MASS DESTRUCTION OFFICE
FEDERAL LAW ENFORCEMENT TRAINING CENTERS
OFFICE OF HOMELAND SECURITY SITUATIONAL AWARENESS
OFFICE OF INTELLIGENCE AND ANALYSIS
OFFICE OF INSPECTOR GENERAL
MANAGEMENT DIRECTORATE
SCIENCE AND TECHNOLOGY DIRECTORATE**

WE ARE DHS.





U.S. DEPARTMENT OF HOMELAND SECURITY

ANNUAL PERFORMANCE REPORT FY 2023-2025

APPENDIX A | MEASURE DESCRIPTIONS, DATA COLLECTION METHODOLOGIES, AND
VERIFICATION AND VALIDATION INFORMATION

DEFENDING THE HOMELAND



The U.S. Department of Homeland Security's Annual Performance Report (APR) for FY 2023-2024 presents a summary of the Department's performance for FY 2023, with performance measure results, explanations, and targets for FY 2024-2025 included.

The APR presents summaries of the Department's performance for each DHS Mission outlined in the 2023 Quadrennial Homeland Security Review (QHSR). It also highlights key performance information, including measures and results for the Department's Objectives outlined in the QHSR.

The report further summarizes information on key initiatives in the DHS Performance Management Framework related to the Strategic Review and our Agency Priority Goals (APGs). Also included are other key management initiatives, and a summary of our performance challenges and high-risk areas identified by the DHS Office of the Inspector General (OIG) and the Government Accountability Office (GAO). The APR is consolidated to incorporate our Annual Performance Plan (APP). Appendix A provides a detailed listing of all performance measures in the APR with their respective measure description, scope of data, data source, data collection methodology, reliability index, and explanation of data reliability check.

For FY 2023, the Department's Performance and Accountability Reports consist of the following two reports:

[DHS Agency Financial Report | Publication date: November 15, 2023](#)

[DHS Annual Performance Report | Publication date: March 11, 2024.](#) This report is submitted with the Department's Congressional Budget Justification.

When published, both reports will be located on our public website at:

<https://www.dhs.gov/performance-financial-reports>

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Introduction

This Appendix provides, in tabular format, a detailed listing of all performance measures in the Annual Performance Report with their respective measure description, scope of data, data source, data collection methodology, reliability index, and explanation of data reliability check. Performance measures and their related data are listed alphabetically by Component.

Performance Data Verification and Validation Process

The Department of Homeland Security (DHS) recognizes the importance of collecting complete, accurate, and reliable performance data that is shared with leadership and external stakeholders. Performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management Office of Management and Budget (OMB) Circular A-136, Financial Reporting Requirements. OMB Circular A-11, Preparation, Submission, and Execution of the Budget, and the Reports Consolidation Act of 2000 (P.L. No. 106-531) further delineate this responsibility by requiring agencies to ensure completeness and reliability of the performance data they report by putting management assurance procedures in place.¹

DHS has implemented a multi-pronged approach to effectively mitigate risks and reinforce processes that enhance the Department's ability to report complete and reliable data for performance measure reporting. This approach consists of: 1) an annual measure improvement and change control process described in the following section using the Performance Measure Definition Form; 2) a central information technology repository for performance measure information; 3) a Performance Measure Checklist for Completeness and Reliability; and 4) annual assessments of the completeness and reliability of a sample of our performance measures by an independent review team.

Performance Measure Definition Form

DHS has used a continuous improvement process annually as a means to mature the breadth and scope of our publicly reported set of measures. This process employs a tool known as the Performance Measure Definition Form (PMDF) that provides a structured format to describe every measure we publicly report in our performance deliverables. The PMDF provides instructions to DHS Components on completing all data fields and includes elements such as the measure name, description, scope of data included and excluded, where the data is collected and stored, a summary of the data collection and computation process, and what processes exist to ensure the accuracy and reliability of the data. These data fields on the form

¹ Note: Circular A-11, PART 6, THE FEDERAL PERFORMANCE FRAMEWORK FOR IMPROVING PROGRAM AND SERVICE DELIVERY, Section 240.28. Data limitations. In order to assess the progress towards achievement of performance goals, the performance data must be appropriately valid and reliable for intended use. Significant or known data limitations should be identified to include a description of the limitations, the impact they have on goal achievement, and the actions that will be taken to correct the limitations. Performance data need not be perfect to be valid and reliable to inform management decision-making. Agencies can calibrate the accuracy of the data to the intended use of the data and the cost of improving data quality. At the same time, significant data limitations can lead to bad decisions resulting in lower performance or inaccurate performance assessments. Examples of data limitations include imprecise measurement and recordings, incomplete data, inconsistencies in data collection procedures and data that are too old and/or too infrequently collected to allow quick adjustments of agency action in a timely and cost-effective way.



Appendix A

reflect GAO's recommended elements regarding data quality.² The PMDF is used as a change management tool to propose and review new measures, make changes to existing measures, and to retire measures we want to remove from our strategic and management measure sets. This information is maintained in a DHS central data repository, discussed next, and is published annually as Appendix A to our Annual Performance Report.

Central Information Technology Repository for Performance Measure Information

All of DHS's approved measures are maintained in the OneNumber tool, Performance Management (PM) System, which is a unique cube in the architecture of the OneNumber tool that also contains outyear planning and budget information. The PM System is a web-based information technology (IT) system accessible to all relevant parties in DHS and was deployed Department-wide in July of 2020. The system has specific access controls which allows for the management of the Department's performance plan and the capturing of performance results by designated system users. The PM System stores all historical information about each measure including specific details regarding: description; scope; data source; data collection methodology; and explanation of data reliability check. The data in the system are then used as the source for quarterly and annual performance and accountability reporting. Finally, the performance data in the PM System are used to populate the Department's business intelligence tools to provide real-time information to interested parties.

Performance Measure Checklist for Completeness and Reliability

The Performance Measure Checklist for Completeness and Reliability is a means for Component Performance Improvement Officers (PIOs) to attest to the quality of the information they are providing in our performance and accountability reports. Using the Checklist, Components self-evaluate key controls over strategic measure planning and reporting actions at the end of each fiscal year. Components describe their control activities and provide a rating regarding their level of compliance and actions taken for each key control. Components also factor the results of any internal or independent measure assessments into their rating. The Checklist supports the Component Head assurance statements attesting to the completeness and reliability of performance data.

Independent Assessment of the Completeness and Reliability of Performance Measure Data

PA&E conducts an annual assessment of its performance measure data with the support of an independent review team. This independent review team assesses selected strategic measures using the methodology prescribed in the DHS Performance Measure Verification and Validation Handbook, documents its findings, and makes recommendations for improvement. Corrective actions are required for performance measures that rate low on the scoring factors. The Handbook is made available to all Components to encourage the development and maturation of internal data verification and validation capabilities, increase transparency, and to facilitate the review process. The results obtained from the independent assessments are also used to support Component leadership assertions over the reliability of their performance information reported in the Performance Measure Checklist and Component Head Assurance Statement.

² In their report, *Managing for Results: Greater Transparency Needed in Public Reporting Quality of Performance Information for Selected Agencies' Priority Goals* (GAO-15-788), GAO cited DHS's thoroughness in collecting and reporting this information in their review of the quality of performance information in their report.



Management Assurance Process for Performance Measure Information

The Management Assurance Process requires all Component Heads in DHS to assert that performance measure data reported in the Department's performance and accountability reports are complete and reliable. If a measure is considered unreliable, the Component is directed to report the measure on the Performance Measure Checklist for Completeness and Reliability along with the corrective actions the Component is taking to correct the measure's reliability.

The DHS Office of Risk Management and Assurance, within the DHS Office of the Chief Financial Officer, oversees the management of internal controls and the compilation of many sources of information to consolidate into the Component Head and the Agency Assurance Statements. The Agency Financial Report contains statements attesting to the completeness and reliability of performance measure information in our Performance and Accountability Reports. Any unreliable measures and corrective actions are specifically reported in the APR.



Measure Descriptions, Data Collection Methodologies, and Verification and Validation Information

U.S. Customs and Border Protection (CBP)

Performance Measure	Percent of detected conventional aircraft incursions resolved along all borders of the United States
Program	Air and Marine Operations
Description	The measure represents the percent of conventional aircraft detected visually or by sensor technology, suspected of illegal cross border activity, which are brought to a successful resolution. Resolution of the incursion is accomplished by the Air and Marine Operations Center (AMOC) working with federal, state, and local partners. The incursion is considered resolved when one of the following has occurred: 1) law enforcement action has been taken for criminal violations; 2) appropriate regulatory or administrative action has been taken for non-criminal violations; or 3) the aircraft did not land or otherwise display unlawful conduct while in the United States, was continuously visually or electronically monitored while over the United States, and has exited U.S. airspace and is no longer a threat to national security.
Scope of Data	The scope of this measure includes all airspace incursions by conventional aircraft along all borders of the United States. The scope of data excludes reporting of unconventional aircraft, such as ultra-light aircraft or small unmanned aircraft systems.
Data Source	Data is stored in the Tasking Operations Management Information System (TOMIS) and the CBP Border Enforcement Management System (BEMS) Data Warehouse.
Data Collection Methodology	Airspace incursions are identified by the AMOC. After an incursion is established, this information is transmitted to the appropriate air branch for air response. The results are then entered into and tracked in the Air and Marine Operations system of record, and summarized on a monthly basis. In calculating the incursion percentage, the total number of resolved incursions represents the numerator, while the total number of detected incursions represents the denominator.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data is routinely reconciled by a comparison of information in the systems manually by contractor and program staff on a monthly and/or quarterly basis.



Performance Measure	Percent of people apprehended or encountered multiple times along the Southwest Border between ports of entry
Program	Border Security Operations
Description	This measure examines the percent of deportable individuals who have entered the U.S. illegally and been apprehended or encountered multiple times by the Border Patrol along the Southwest Border. It serves as an indicator of the potential impact of the Border Patrol's consequence delivery system to deter future illegal crossing activity into the U.S. The consequence delivery system divides border crossers into categories, ranging from first-time offenders to people with criminal records, and delivers a consequence for illegal crossing based on this information. Effective and efficient application of consequences for illegal border crossers should, over time, reduce overall recidivism. The measure factors in border crossing activity just within a twelve-month rolling period.
Scope of Data	Deportable illegal entrants that have or receive a Fingerprint Identification Number (FIN), who are apprehended under Title 8 or encountered under Title 42 multiple times within a twelve-month rolling period, are included in calculating this measure. The scope includes only those apprehensions or encounters that occur within the nine sectors of the Southwest Border. Fingerprints are not taken and FINs are not generated for individuals under age 14, over age 86, and some humanitarian cases, and thus are not included in calculating the data for this measure.
Data Source	Apprehension and encounter data are captured by Border Patrol Agents at the station level and entered into the e3 Processing (e3) system. All data entered via e3 resides in the Enforcement Integrated Database (EID), the official system of record for this data, which is under the purview of the Border Patrol Headquarters Statistics and Data Integrity (SDI) Unit. The physical database is owned and maintained by ICE.
Data Collection Methodology	Data relating to apprehensions and encounters are entered into e3 by Border Patrol Agents at the station level as part of the standardized processing procedure. Data input can be made by any agent who knows the details of the apprehension or encounter. This data is typically reviewed regularly at the station, sector or Headquarters level observing trends to provide feedback to the field on operational activity. Calculation of this measure completed by the SDI Unit at Border Patrol Headquarters and is the number of individuals that have been apprehended multiple times during the 12-month rolling period,



	divided by the total number of individuals apprehended or encountered during the same time period.
Reliability Index	Reliable
Explanation of Data Reliability Check	All apprehension and encounter data entered into e3 Processing is subject to review by supervisors at multiple levels. Data reliability tools are built into the system; for example, data input not conforming to appropriate expectations is reviewed for accuracy and flagged for re-entry. The EID continuously updates to compile all apprehension and encounter data. This data can then be extracted into summary reports, and these summaries are available for review and analysis at station, sector, and Headquarters levels. At the Headquarters level, the SDI conducts monthly data quality reports as well as weekly miscellaneous checks. When discrepancies are found, they are referred back to the apprehending Sector/Station for review and correction.

Performance Measure	Percent of time the U.S. Border Patrol reaches a detection site in a timely manner to assess the nature of detected activity in remote, low-risk areas of the Southwest and Northern Borders
Program	Border Security Operations
Description	This measure gauges the percent of time agents reach remote low-risk areas to assess notifications of potential illegal activity and make a determination of the nature of this activity. The goal is for Border Patrol Agents to respond to these notifications in remote low risk areas within 24 hours. If not accomplished in a timely fashion, the evidence degrades, and determinations cannot be made regarding the nature of the potentially illicit activity. Responding to notifications of activity provides valuable information in terms of both the nature of the detected activity, as well as with confirming whether or not the area continues to be low risk. This measure contributes to our situational awareness and ability to secure the border.
Scope of Data	This population for this measure encompasses all geospatial intelligence-informed reports of potential illicit activity in remote areas along the Southern and Northern land border (excluding Alaska) that Border Patrol sectors have determined to be low flow and low risk. This measure does not include the maritime domain. A response is defined as the time when a Border Patrol Agent arrives at the coordinates for the detection site that was communicated by the Office of Intelligence (OI).
Data Source	The data source is mined from e-mail notifications and individual Field Information Reports (FIR), which are stored in CBP's



	Intelligence Reporting System – Next Generation (IRS-NG) and maintained by CBP's Office of Information Technology.
Data Collection Methodology	When unmanned aircraft systems or other U.S. Government collection platforms detect potential illicit activity, OI sends an e-mail notification to the appropriate Border Patrol Sector. The Sector then deploys Border Patrol Agents to respond to the potential illicit activity. The clock officially starts when the e-mail notification is sent by the OI. The arrival time of Agents at the coordinates provided by the OI is recorded as the response time. Agent response time entries are reviewed by the Patrol Agent In Charge of the Sector Intelligence Unit (SIU) before formally transmitted to OI. A Border Patrol Assistant Chief in OI extracts the FIRs data into an excel spreadsheet, calculates the response times, and then determines what percent of all notifications did agents reach the designated coordinates within 24 hours. The results are then provided to analysts in the Planning Division, who report the results to Border Patrol leadership and to other relevant parties.
Reliability Index	Reliable
Explanation of Data Reliability Check	In the field, the SIU Patrol Agent In Charge reviews and gives approval on all FIR reports prior to their being submitted to OI. After the result is calculated, it is then transmitted to the Planning Division with Sector specific information, including number of notifications and the percent of responses within 24 hours. Analysts review the trend data over quarters to identify anomalies. These are then shared with the Border Patrol Chief and the Chief of the Law Enforcement Operations Directorate to confirm the data and determine how the Sector plans to address any shortfalls.

Performance Measure	Rate of interdiction effectiveness along the Southwest Border between ports of entry
Program	Border Security Operations
Description	This measure reports the percent of detected illegal entrants who were interdicted (apprehended under Title 8, encountered under Title 42, and those who were turned back) after illegally entering the United States between ports of entry along the Southwest Border. The rate compares interdictions to the total of detected illegal entrants, which adds those determined to have evaded apprehension. Border Patrol achieves desired results by maximizing the apprehension of detected illegal entrants, confirming that illegal entrants return to the country from which they entered, and by minimizing the number of persons who evade apprehension and can no longer be pursued (a Got-Away



	<p>Border Zone [GA-b] in zones contiguous to the international border or a Got-Away Interior Zone [GA-i] in enforcement zones having no direct nexus to the international border). This measure is a key indicator of the Border Patrol’s law enforcement response and resolution impact.</p>
<p>Scope of Data</p>	<p>Scope is subjects detected entering illegally in Southwest Border areas that are south of the northernmost checkpoint within a given area of responsibility. In border zones, it includes all Apprehensions (App), Encounters, Turn-Backs (TB), and GA-b. In non-border zones, GA-i replaces GA-b. An App is a deportable illegal entrant who is taken into custody and receives a consequence. An Encounter is an illegal entrant subject to 85 Fed Reg 17060. A GA-b is a subject associated with a TSM event initiated within a border zone who is a) classified as being involved in illicit, cross-border activity; b) not turned back; and c) no longer being actively pursued by agents. A GA-i is a subject associated with a TSM event initiated within an interior zone who is: a) classified as being involved in illicit, cross-border activity; and b) no longer being actively pursued by agents. A TB is a subject who, after making an illegal entry on the Southwest Border of the United States, returns to Mexico.</p>
<p>Data Source</p>	<p>Border Patrol agents capture Apprehension, Encounters, GA-b, GA-i, and TB data at the station level in several systems. Apprehensions and encounters are entered into the e3 Processing (e3) system. All data entered via e3 resides in the Enforcement Integrated Database (EID), the official system of record for this data, which is under the purview of the Border Patrol Headquarters Statistics and Data Integrity (SDI) Unit. The physical database is owned and maintained by U.S. Immigrations and Customs Enforcement (ICE). GA-b, GA-i, and TB are recorded in the Intelligent Computer Assisted Detection (ICAD) Tracking Sign-cutting and Modeling (TSM) application, which resides with the U.S. Border Patrol. TSM is under the purview of and is owned by the U.S. Border Patrol’s Enforcement Systems Unit.</p>
<p>Data Collection Methodology</p>	<p>Data relating to apprehensions and encounters are entered into e3 by Border Patrol Agents (BPAs) at the station level as part of the standardized processing procedure. BPAs use standard definitions for determining when to report a subject as a GA-b, GA-i, or TB in the TSM system. Some subjects can be observed directly as evading apprehension/encounter or turning back; others are acknowledged as GA-b, GA-i, or TB after agents follow evidence that indicate entries have occurred, such as foot sign, sensor activations, interviews with subjects in custody, camera views, communication between and among stations and sectors, and other information. Calculation of the measure is done by the U.S. Border Patrol Headquarters Statistics and Data Integrity</p>



	(SDI) Unit; the numerator is the sum of apprehensions and encounters and TBs, divided by the total entries, which is the sum of apprehensions, encounters, TB, GA-b, and GA-i.
Reliability Index	Reliable
Explanation of Data Reliability Check	Patrol Agents in Charge ensure all agents at their respective stations are aware of and use proper definitions for apprehensions, encounters, GA-b's, GA-i's, and TB's. They also ensure the necessary communication takes place between and among sectors and stations to ensure accurate documentation of subjects who may have crossed more than one station's area of responsibility. In addition to station-level safeguards, SDI validates data integrity by using various data quality reports. The integrity of TB, GA-b, and GA-i data is monitored at the station and sector levels. Data issues are corrected at the headquarters level or forwarded to the original inputting station for correction. All statistical information requests are routed through the centralized headquarters office within Border Patrol and SDI coordinates with these entities to ensure accurate data analysis and output is provided.

Performance Measure	Percent of cargo by value imported to the United States by participants in CBP trade partnership programs
Program	Trade Operations
Description	This measure reports all cargo imported to the United States through CBP trade partnership programs as a share of the total value of all cargo imported. Partnership programs include both the Customs Trade Partnership against Terrorism (CTPAT) and the Importer Self-Assessment (ISA) program. CBP works with the trade community through these voluntary public-private partnership programs to adopt tighter security measures throughout their international supply chain in exchange for benefits, such as a reduced number of inspections, shorter wait times at the border, and/or assignment of a Supply Chain Security Specialist to a partner firm. Trade partnership programs enhance the security of the supply chain by intercepting potential threats before the border while expediting legal trade.
Scope of Data	The population of this measure includes all cargo imported to the United States. Cargo imported through CTPAT and ISA CBP trade partnership programs is reported in the results. A variety of trade actors participate in these programs, such as importers, carriers, brokers, consolidators/third-party logistics providers, marine port-authority and terminal operators, and foreign manufacturers. Each CTPAT and ISA member is assigned a unique identification



	number that is entered in ATS and ACE with each unique import-entry shipment.
Data Source	CBP stores relevant data on cargo imports in two CBP information technology systems, the Automated Targeting System (ATS) and the Automated Commercial Environment (ACE). Reports for this measure are extracted from the ACE Reports module and the ATS Analytical Selectivity Program.
Data Collection Methodology	For each shipment of cargo imported to the United States, the broker responsible for the shipment transmits information electronically to ATS and ACE under a unique import-entry number, including individual lines with a Harmonized Tariff Schedule of U.S. numbers and monetary line values. CBP’s Office of International Trade extracts data on all shipments from ATS and ACE on a quarterly basis. Import-entries completed by trade partnership members are filtered by their CTPAT or ISA shipper number. After extraction of the imports’ monetary line values, (OT) analysts calculate the measure for a particular reporting period by dividing the sum of import values associated with ISA or CTPAT importers by the total value of all imports.
Reliability Index	Reliable
Explanation of Data Reliability Check	Both field-level and HQ-level analysts complete monthly internal monitoring of this measure’s processes and data quality. As part of compiling and reporting results for this measure, CBP also compares source data for the measure in ATS and ACE to separate data sets and measures in ACE Reports and the Analytical Selectivity Program.

Performance Measure	Percent of imports compliant with U.S. trade laws
Program	Trade Operations
Description	This measure gauges the results of an annual CBP review of imports into the U.S., which assesses imports’ compliance with U.S. trade laws, including laws related to customs revenue. CBP’s Trade Compliance Measurement (TCM) program covers a population of all consumption and anti-dumping/countervailing duty (AD/CVD) transaction types, reporting the share of all transactions free from major discrepancies, excluding informal entries, excluding non-electronic informal entries comprising about 15 percent of entries. Reviewing transactions to ensure that imports remain legally compliant and free of major discrepancies facilitates lawful trade flows.
Scope of Data	This measure’s scope includes data on all import transaction types involving antidumping- or countervailing-duty (AD/CVD)



	payments, maintained in CBP’s Automated Targeting System (ATS). Each year, CBP’s Trade Compliance Measurement (TCM) program creates a statistical sample of AD/CVD import-entry lines from a population of such imports. Program staff stratify the sample lines by importers’ assignment to one of CBP’s operational Centers of Excellence and Expertise and the Importer Self-Assessment (ISA) program.
Data Source	Data resides in CBP’s Automated Targeting System (ATS) with User Defined Rules (UDR) for processing. Program staff record findings from the Trade Compliance Measurement (TCM) review in CBP’s Automated Commercial Environment (ACE) information technology system, using ACE’s Validation Activity (VA) function.
Data Collection Methodology	At the start of each fiscal year, program staff define rules in ATS to construct a stratified random sample of import-entry lines from the previous year’s data on imports, risk, volume, value, and compliance history. Data processing identifies import-entry records containing a major discrepancy, defined by specified criteria reaching a specific threshold. Examples include a discrepancy in value or a clerical error producing a revenue loss exceeding \$1,000.00; an intellectual property rights violation; or a country of origin discrepancy placing it in the top third of revenue losses or resulting in a revenue loss exceeding \$1,000.00. Analysts determine the share of the sample which includes a major discrepancy under the criteria specified: This Major Transactional Discrepancy rate is subtracted from 1 and multiplied by 100 to determine the percent in compliance.
Reliability Index	Reliable
Explanation of Data Reliability Check	ATS identifies user-defined summary lines of entry transactions, which opens a Validation Activity in ACE. Each CBP field office reviews the identified summary line transaction for compliance, and records findings with a Validation Activity Determination stored in ACE. CBP HQ analysts extract VAD data from ACE monthly, and a statistician resident in CBP’s Trade Analysis and Measures Division compiles and reviews statistics monthly and at year-end.

Performance Measure	Percent of import revenue successfully collected
Program	Trade Operations
Description	This measure assesses the effectiveness of ensuring that the importers pay the proper amount of taxes and duties owed on imports. Importers must deposit the revenue owed, which they estimate based on type of import, declared value, country of origin, and quantity being imported. CBP impacts the results by



	<p>implementing enforcement actions and providing guidance and estimation tools that serve to reduce importer fraud, negligence, and misunderstanding in estimating revenue owed. Results are used to determine the need for additional or changed policies, enforcement actions, and guidance. This measure aligns to the goal of protecting national economic security, facilitating fair trade, supporting the health and safety of the American people, and ensuring a level playing field for U.S. industry. External factors such as foreign governments that support importer noncompliance and unforeseen changes in policy and trades laws may result in underpayment of import revenue.</p>
<p>Scope of Data</p>	<p>The unit of analysis is an import (i.e., a commodity or set of merchandise being imported) as defined by an entry line on the CBP Entry Summary Form 7501 that describes the import (e.g., type, value, origin, etc.). The attribute is the net of importers' over- and under-payments of duties and taxes owed on the import. The population includes all of the imports for a given time period, excluding non-electronic informal entries. Each year, the Trade Compliance Measurement (TCM) program creates a stratified sample based on sampling rules that account for changes in the import population and risk factors. A post-entry review of the selected sample is used to identify the amount of over- under-payment for each import (entry line) in the sample. The net total under- and over-payment across imports is known as the revenue gap. The revenue gap for the sample is used to estimate the revenue for the population with a 95 percent confidence level.</p>
<p>Data Source</p>	<p>Data resides in CBP's Automated Targeting System (ATS) with User Defined Rules (UDR) that help identify the sample. Program staff record findings from the Trade Compliance Measurement (TCM) review in CBP's Automated Commercial Environment (ACE) information technology system, using ACE's Validation Activity (VA) function. On a monthly basis, a TCM analyst download the data from ATS into a local MS Access datafile for analysis. The CBP Performance Management and Analysis Division (PMAD) within the Office of Accountability is responsible for preparing a report of the measure results, provided by TCM, to CBP leadership. Since the post-entry reviews of the samples are not completed until January 31 of the following fiscal year, the annual result reported at the end of the current fiscal year is an estimate. The estimate is updated in the one-number system once the final result is available.</p>
<p>Data Collection Methodology</p>	<p>The determination of the under- and over-payment of revenues owed on the import in the sample is carried out by teams of import entry specialists located in the CBP field offices. Each office is responsible to review entry lines for imports under their</p>



	jurisdiction. After receiving a sample of entry lines via ACE VA, each review team checks the importer's estimate of validate the duties, taxes, and fees owed for each import and records the amount of under- and over-payment with a Validation Activity Determination (VAD) stored in ACE. A TCM statistician retrieves the VAD data in ACE using SQUEL, transfers it to an MS Access datafile, uses standardized Statistical Analysis System (SAS) commands to calculate the measure result for a given period. The statistician sends the measure results for a given period to PMAD. The calculation is $[1-(\text{Estimated Revenue Gap}/\text{Total Collectable Revenue})] \times 100$.
Reliability Index	Reliable
Explanation of Data Reliability Check	HQ staff host quarterly conference calls with field locations for open discussion of any issues and provides reports to field locations in the event requiring remediation. Analysts document this oversight, sharing this documentation annually with outside auditors as evidence of program control.

Performance Measure	Percent of inbound cargo identified as potentially high-risk that is assessed or scanned prior to departure or arrival at a U.S. port of entry
Program	Trade Operations
Description	This measure reports the percent of international cargo coming to the U.S. via air, land, and sea, which CBP identified as potentially high-risk and then assessed or scanned prior to departure from a foreign port of origin or upon arrival at a U.S. port of entry to address security concerns. CBP assesses risk associated with a particular cargo shipment using information technology (IT) systems. Shipments include a wide range of cargo, from international mail to a palletized commercial shipment of packaged items. An automated system check flags a shipment as potentially high-risk when information meets specified criteria, which triggers actions in the field such as assessing or scanning of potentially high-risk shipments. Assessing, resolving, and scanning potentially high-risk cargo prior to departure from ports of origin or upon arrival at ports of entry ensures public safety and minimizes impacts on trade through effective use of risk-focused targeting.
Scope of Data	This measure's scope includes bill and entry data pertaining to all cargo from international mail to a palletized commercial shipment of packaged items in the land, sea, or air environments destined for a U.S. port of entry. The scope of reported results



	includes all shipments with final disposition status of assessed or scanned prior to departure.
Data Source	CBP collects and maintains this information on systems of record owned by CBP, including the Automated Commercial System (ACS), the Automated Export System (AES), the Automated Commercial Environment (ACE), TECS, and systems owned by partner governments and the private sector. All of these systems feed data in real time to the CBP’s Automated Targeting System (ATS), which assesses the security risk associated with each shipment. ATS reviews bill and entry data pertaining to all destined for a U.S port of entry, identifying shipments as potentially high-risk using scenario-based modelling and algorithms. The ATS Exam Findings Module (EFM) contains the data used by the program to determine the disposition of cargo flagged as potentially high-risk.
Data Collection Methodology	Shippers and brokers provide manifest data for cargo through several systems feeding into ATS, which compiles the set of shipments scored as high-risk. CBP officers review information in ATS on high-risk shipments; resolve or mitigate security concerns; determine cases requiring more examination; and record findings from this review in ATS EFM. Program officers enter findings in the ACE for land shipments, a mandatory requirement for release of trucks and cargo at land ports of entry. Using data compiled in the ATS Exam Findings Module during a reporting period, program analysts calculate the results by counting all shipments scored as potentially high-risk and counting the subset of potentially high-risk shipments with final disposition status effectively determined. The number of status-determined potentially high-risk shipments is divided by the total number of potentially high-risk shipments and multiplied by 100.
Reliability Index	Reliable
Explanation of Data Reliability Check	Supervisors periodically extract data on findings from examinations of potentially high-risk shipments from the Automated Targeting System’s Exam Findings Module for review and validation of data entered by CBP officers in the field. Supervisors identify anomalies in findings data and ensure immediate corrective action(s) to ensure data integrity. Program HQ staff compiles this measure quarterly, provides it to program leadership and DHS. HQ staff investigates anomalies in quarterly results, tracing them back to field activities if necessary for clarification, explanation, and correction.

Performance Measure	Percent of Global Entry members with no security-related violations
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Program	Travel Operations
Description	This measure calculates the percent of Global Entry (GE) members who are found to have no violations that would provide a legitimate reason to suspend or revoke a person's GE membership during the course of the fiscal year. CBP checks all GE members against major law enforcement databases every 24 hours. The measure demonstrates the effectiveness of the GE trusted traveler program at correctly identifying low-risk travelers and quickly incorporating any changes in traveler risk-status that result in suspension or removal to ensure that all active GE members meet required security protocols at all times.
Scope of Data	The measure covers all individuals who are current enrollees of the CBP GE trusted traveler program during the course of the Fiscal Year.
Data Source	All data is pulled from the Trusted Traveler Program membership database, which is an automated system maintained by CBP, that records individual security-related information for all GE enrollees.
Data Collection Methodology	The CBP National Targeting Center checks all current GE members against major law enforcement databases every 24 hours to identify any GE members who have a law enforcement violation, derogatory information related to terrorism, membership expiration, or any other legitimate reason to warrant suspending or revoking trusted status and conducting a regular primary inspection. Reports are generated from the Trusted Traveler Program database to calculate the results for this measure on a quarterly basis.
Reliability Index	Reliable
Explanation of Data Reliability Check	CBP conducts frequent queries against the law enforcement databases used by the National Targeting Center (NTC) throughout the various enrollment steps, including at initial GE application, during the in-person interview, and throughout GE program membership on a 24-hour basis. The system allows CBP to perform vetting and re-vetting in real time. The derogatory information is captured and taken under consideration immediately upon being recorded in the law enforcement databases. This update of the initial vetting and the recurrent 24-hour re-vetting quickly assesses violations and criminal information that could render a member ineligible to participate in the program. In addition, CBP conducts system checks, random examinations, and document screening to verify data and program reliability.



Cybersecurity and Infrastructure Security Agency (CISA)

Performance Measure	Number of targeted hunts of Federal Civilian Executive Branch agencies leveraging Endpoint Detection and Response Persistent Access Capability under CISA's National Defense Authorization Act authorities (New Measure)
Program	Cybersecurity
Description	This measure reflects the number of Federal Civilian Executive Branch (FCEB) targeted hunts leveraging Endpoint Detection and Response Persistent Access Capability (EDR PAC), with an overall goal of uncovering unknown anomalous and/or malicious activity. Agencies are chosen through operational priorities set by Threat Hunting Chief of Operations. Targeted Hunt operations will include a comprehensive (host, network, and cloud telemetry) review, triage, and baselining of an agency’s corporate environment to identify technology/services patterns and trends. These operations will also include industrial control systems and operational technology environments. Outputs from hunts will be utilized by tactical and operational staff; and senior leaders to inform mission resources and actions, Operational Visibility investments, and external outreach (Binding Operational Directives, Emergency Directives, Cybersecurity Alerts). These hunts will lessen the impact of or prevent national service degradation, theft of proprietary and/or intellectual property, and prevent harm to the public.
Scope of Data	Operations will establish the prioritization list for targeted hunts, these efforts will be limited to agencies that have been onboarded to EDR PAC. Unit of analysis is a completed targeted hunt. A targeted hunt is deemed complete once there is a finalized operations report, which is shared only with the targeted agency. Other operational artifacts include documented/updated operational tickets, playbooks, and knowledge articles.
Data Source	Data for these operations will be stored in CISA’s ticketing system of record - Tardis. Artifacts associated with the activity will be stored within CSD’s operational networks meant for storing customer data.
Data Collection Methodology	At the end of each quarter, an analyst from the Targeted Hunt (TH) team runs a query for ‘completed targeted hunts’ from Tardis (ServiceNow is replacement system). The TH Analyst retrieves and calculates the total number each quarter and inputs this as the measure ‘Quarterly Result’ for reporting.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent observation and assessment error, the Targeted Hunt Lead reviews the ‘Quarterly Result’ data prior to reporting. To



	<p>prevent data entry and retrieval errors, the data entry screen for TARDIS includes formatted fields and dropdown menus. To prevent analysis and calculation errors, the TH Analyst uses formula-based spreadsheet calculations where necessary to assist in arriving at the result and reflects this within the 'Quarterly Result'. The number is reviewed by multiple staff prior to final submission.</p>
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Performance Measure	Number of voluntary adoptions of CISA cybersecurity shared services offerings by Federal Civilian Executive Branch agencies (Retired Measure)
Program	Cybersecurity
Description	This measure helps gauge the extent to which CISA's cyber service offerings meet the needs of its federal customer base; as increased agency adoption of cybersecurity shared services enhances the Nation's cybersecurity posture. Specifically, this measure tracks the number of CISA's cybersecurity shared services voluntarily adopted by federal civilian agencies, accounting for the fact that agencies may adopt more than one service. This measure counts only voluntary adoptions, excluding any shared services that federal civilian agencies are mandated to use by policy.
Scope of Data	The unit of analysis is a single cybersecurity shared service voluntarily adopted by a federal civilian agency from the Agency Gold List (AGL). Each unique service adopted is counted even if an agency already adopted a different service. If multiple subcomponents of an agency have adopted the same service, it only counts as one. The population includes all Federal Civilian Executive Branch (FCEB) agencies. The attribute is whether the service adopted is a voluntary service. A voluntary service is one federal civilian agencies are not mandated to use by statute, policy, directive, etc.
Data Source	The originating data source is the CSSO Customer List Update Tracker. Analysts access quarterly reporting data via the Cybersecurity Division (CSD) Integrated Metrics Platform. Data collection, transfer, and analysis are all manual. Certified Special Security Officer (CSSO) Customer List Update Tracker: Cybersecurity shared services managers use this Microsoft Excel tool to manually collect information during the service adoption process. This information is collected by service managers during the service adoption process, except for the Parent Agency and Agency Subcomponent fields, which come from the CISA Department and Agency Data Standard, managed by the CISA Chief Data office. CSD Integrated Metrics Platform: At each



	quarter, the data are aggregated to the appropriate reporting metrics and the results are transferred to this Microsoft SharePoint platform.
Data Collection Methodology	The CSSO Customer List Update Tracker is populated by cybersecurity shared services managers, who collect information during the service onboarding process. The tracker and associated data quality and management processes are managed by the CSSO Center of Excellence (COE) and CSSO Program Management Office (PMO). On a weekly basis, data are manually transferred into the Authoritative Customer List Database for shared storage and access. Agency attributes are tracked in compliance with the CISA Department and Agency Data Standard, incorporating inclusion on the Agency Gold List, parent-child relationships between agency organizational units, as well as abbreviation standards. Computation of this measure includes a simple summation of the total cumulative number of voluntary services onboarded by federal civilian agencies.
Reliability Index	Reliable
Explanation of Data Reliability Check	Each service has some type of onboarding process and agreements to be used as validation of adoption. To prevent observation and assessment errors, technology platforms can be queried for usage based on domain names and users; each service can be queried for agreements to respective agencies (based on Agency Gold List). To prevent data entry and retrieval errors, data validation leverages controlled lists to drive consistency and ensure compliance with the CISA Department and Agency Data Standard. To prevent analysis and calculations errors, the CSSO monitors the CISA Department and Agency Data Standard and validates the control lists against it bi-weekly and incorporates validation rules and data validation capabilities such as controlled lists at the point of data input.

Performance Measure	Percent of agencies that have developed internal vulnerability management and patching procedures by the specified timeline (Retired Measure)
Program	Cybersecurity
Description	This measure tracks compliance with CISA’s Managing Unacceptable Risk Vulnerabilities Binding Operational Directive (BOD) that was released in November 2021. The first requirement from the directive is for agencies to develop or update internal vulnerability management procedures. The requirement to develop or update comes into effect 60 days from issuance. The BOD includes details on scope for these procedures, including establishing a process for ongoing



	remediation of vulnerabilities that CISA identifies to carry unacceptable risk, assigning roles and responsibilities, establishing validation and enforcement procedures, and setting tracking and reporting requirements. Internal vulnerability patching procedures will reduce the number of vulnerabilities across the Federal Civilian Executive Branches.
Scope of Data	The scope is all Federal Civilian Executive Branch (FCEB) agencies, which will be required to comply with the BOD. The denominator will be all FCEB agencies. The numerator will be the percent of Federal Executive Branch agencies that have developed internal vulnerability management and patching procedures.
Data Source	Initially agencies may submit quarterly reports through CyberScope submissions or report through the CDM Federal Dashboard. Starting on October 1, 2022, agencies that had not migrated reporting to the CDM Federal Dashboard were required to update their status through CyberScope bi-weekly. Upon request agencies will provide a copy of these policies and procedures to CISA. The following data sources are compiled and managed by the CISA CyberDirectives Team: 1) Agency Self Reporting via CyberScope Platform – quarterly deadlines and 2) Continuous Diagnostics and Mitigation (CDM) Federal Dashboard – automated platform pulling scan data from agency networks. The CyberDirectives team consolidates this data into an excel dashboard and reports on agency compliance. The numerator will be the percent of Federal Executive Branch agencies that have developed internal vulnerability management and patching procedures.
Data Collection Methodology	Initially agencies may submit quarterly reports through CyberScope submissions or report through the CDM Federal Dashboard. Starting on October 1, 2022, agencies that had not migrated reporting to the CDM Federal Dashboard were required to update their status through CyberScope bi-weekly. These metrics will be captured quarterly until October 2022, then will be captured bi-weekly. The denominator for compliance percentage would be the total number of FCEB agencies that have developed internal vulnerability management and patching procedures. The numerator will be the % of Federal Executive Branch agencies that have developed internal vulnerability management and patching procedures.
Reliability Index	Reliable
Explanation of Data Reliability Check	CISA will ingest and validate the data from CyberScope each quarter, until October 2022, at which point CISA will review and validate the data reporting via CDM Federal Dashboard bi-weekly. CISA will also reach out to select agencies for added validation if



	reporting warrants, for example an agency reports not updating portions of their policy or procedures. The CDM dashboard will be an authoritative data source, directly scanning agency networks and will enable quick response and less cycles on validation.
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Performance Measure	Percent of Federal Civilian Executive Branch agency Domain Name System egress traffic bypassing CISA’s Domain Name System filtering capabilities (Retired Measure)
Program	Cybersecurity
Description	This measure assesses CISA’s ability to manage risk to Federal Civilian Executive Branch (FCEB) entities using CISA’s DNS filtering capabilities. The program impacts the results by working with Agencies to improve integrated network defense services through analyst-to-analyst discussions and reduction of false positive results. Results will be used to determine if improvements to supporting suite of IT systems [specifically protective DNS (pDNS)] improve FCEB risk posture by escalating the percent of DNS traffic that uses CISA DNS filtering capabilities. This measure aligns to agency goal of deploying needed visibility capabilities (CSD AOP 1.1.2), which is important to manage risk to FCEB entities. External factors such as intentional Agency manual bypass of DNS filtering will impact results.
Scope of Data	The scope of this measure is limited to DNS egress traffic from FCEB entities. The scope includes traffic which uses CISA’s DNS filtering capabilities, and traffic which bypasses CISA’s DNS filtering capabilities, due to both automatic or manual DNS filtering bypass, so that the complete picture of which traffic is using the filtering capability, and which is not, is established for purposes of measurement. CISA’s inability to distinguish between automatic or manual DNS filtering bypass makes the specific reason for bypass difficult to discern at scale. Both IPv4 and IPv6 traffic are in scope for this metric. The unit of analysis is a single DNS over Transport Layer Security (DOT), DNS over HTTPS (DOH) outbound query packet. The population includes all DOT and DOH outbound query packets. The attribute is whether a DNS packet transits CISA DNS filtering capabilities.
Data Source	The data for the measure are stored in NCPS (EINSTEIN) systems. Packet transit information is compiled automatically in the course of standard Integrated Network Defense operations. The results are then transferred to the CSD Metrics Platform by a Threat Hunting/Adversary Pursuit analyst.



Data Collection Methodology	Daily statistics are entered for all DNS, DOT and DOH outbound queries for all FCEB entities. Outbound queries, which are not directed at CISA authorized DNS filtering infrastructure are known to be bypassing CISA DNS filtering capabilities. A Threat Hunting/Adversary Pursuit analyst retrieves the data to calculate the result. The number of DNS packets directed at CISA authorized DNS filtering infrastructure are divided by the total number of DNS packets and multiplied by 100 to derive the percentage routed through CISA DNS filtering capabilities.
Reliability Index	Reliable
Explanation of Data Reliability Check	The data collection methodology is sufficiently reliable to derive the percentage of FCEB entities with DNS egress traffic, which bypasses DNS filtering capabilities. DNS queries may be sent multiple times but counted only once and TCP DNS numbers will include packets which are not directly related to queries (overhead packets) but these outliers are not estimated to make a substantial difference in the percentage of FCEB entities bypassing DNS filtering capabilities.

Performance Measure	Percent of vulnerable systems notified under the Ransomware Vulnerability Warning Pilot that have been mitigated (New Measure)
Program	Cybersecurity
Description	This measure assesses how stakeholders mitigate vulnerable systems after notification under the Ransomware Vulnerability Warning Pilot (RVWP). RVWP notifications leverage existing authorities and technology to proactively identify systems that contain security vulnerabilities associated with ransomware attacks. Once affected systems are identified, regional cybersecurity personnel notify system owners of security vulnerabilities, to enable timely mitigation. The users of the results are senior leadership, RVWP Program team members and collaborating CISA Divisions. The results are used to show impact of the work and the add value to securing the cyber ecosystem. This measure aligns to the FY24-26 CISA Cybersecurity Strategic Plan. Assessing this performance provides awareness of effective prevention efforts for Critical Infrastructure and the mitigation of damaging intrusions. External factors that could adversely impact results are stakeholder responses to notifications, and stakeholder actions to mitigate the vulnerability.
Scope of Data	For RVWP, the unit for measurement is an Internet Protocol (IP) address. Measuring by IPs tracks all vulnerable device instances observed. To measure the number of mitigated RVWP



	<p>notifications, Insights searches Shodan for all RVWP notification IPs to see if the port of the observed vulnerable device is open or closed. If the port is closed for the observed vulnerable device of an IP, this notification is considered mitigated. If the port is open, this IP is not considered mitigated. To calculate the goal of 40% mitigated RVWP notifications, the total number of mitigated IPs, aka closed ports, is divided by the total number of RVWP notified IPs. Moving the decimal point two places to the right provides the percentage of RVWP notifications mitigated.</p>
<p>Data Source</p>	<p>Analysts gather RVWP notification IPs from the Insights' internal Excel file. These metrics are typically provided by request to support briefings or products. Mitigated percentage metrics are not stored or tracked due to their ability to change. However, the raw RVWP data is entered in ServiceNow and Excel files. To search Shodan for port status, analysts save all RVWP IPs into a separate .xlsx file. A custom script is then used to search Shodan via their API capability to detect whether the port for the observed vulnerable device is open or closed. To calculate the total percentage, analysts use a calculator to divide the number of RVWP IPs with closed ports by the total number of RVWP IPs notified. Moving the decimal point over two spaces to the right provides the total percentage of mitigated RVWP notifications. There is no set regularity for performing the percentage RVWP notifications mitigated. This task is performed on an as-needed basis, at minimum annually.</p>
<p>Data Collection Methodology</p>	<p>RVWP utilizes Excel and ServiceNow to submit and store data. Insights manages an Excel file to track RVWP notifications – direct entity notification and IPs submitted via administrative subpoena. The file is accessible through Teams and SharePoint. The Joint Cyber Defense Collaborative (JCDC) is responsible for management and maintenance of ServiceNow for administrative subpoena and entity notification. JCDC also maintains an Excel file that tracks the notification information for administrative subpoena entities. ServiceNow is used to submit RVWP notification information, including mitigation documentation, which is then forwarded to CISA Regional staff. Analysts submit notification requests through ServiceNow. Once the notification submission is complete, the analyst updates the Excel file with the RVWP notification information. RVWP provides metrics regarding notification efforts as requested by CIRCIA and CISA leadership. Minimally, RVWP provides metrics quarterly and yearly.</p>
<p>Reliability Index</p>	<p>Reliable</p>
<p>Explanation of Data Reliability Check</p>	<p>Analysts fill out the RVWP internal Excel tracking file completely and accurately to ensure data requests for the program can be executed efficiently. Both the Excel files and ServiceNow</p>



	<p>platforms have drop-down menu options, and the entity notification ServiceNow application allows users to bulk import large amounts of data. ServiceNow also has a dashboard that allows users to see RVWP administrative subpoena metrics related to submission numbers and statuses. Insights has been working with the ServiceNow team to populate RVWP notification information into the dashboard. This effort is still in progress. Lastly, both the Excel file and ServiceNow applications have alerts in place to prevent submission of duplicate IPs. There are no additional review procedures associated with calculating the percentage of RVWP notifications mitigated.</p>
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Performance Measure	Percent of all state and territory emergency communications interoperability components operating at the highest levels
Program	Emergency Communications
Description	<p>The measure identifies the current level of emergency communications interoperability maturity across 56 states and territories as defined by the National Council of Statewide Interoperability Coordinators (NCSWIC) Interoperability Markers. The 24 markers cover a range of interoperability factors including governance, standard operating procedures, technology, training and exercises, usage, and others, allowing states and territories to benchmark their progress and enhance their capabilities for interoperable communications. Each state and territory self-evaluate their interoperability maturity annually against all 24 interoperability components. Markers operating as “defined” or “optimized” based on best practices are considered the highest levels. Interoperable emergency communications capabilities enable first responders and government officials to continue to communicate during response to incidents or disasters.</p>
Scope of Data	<p>The unit of analysis is a single state or territory emergency communications interoperability components. The population includes all 56 states and territories’ self-assessments of their Interoperability Markers. The Interoperability Markers evaluate their interoperability capability along one of three maturity ratings: initial, defined, or optimized for each of the 24 assessed markers. “Initial” indicates little to no maturity reached on a particular marker, “defined” indicates a moderate level of maturity, and “optimized” indicates the highest level of maturity based on current best practices. The attribute is whether the state or territory’s interoperability capability has a rating of “optimized” for each of the 24 assessed markers.</p>
Data Source	CISA staff, including ECD Performance Management and applicable IOD Emergency Communications Coordinators,



	coordinates with the Statewide Interoperability Coordinator (SWIC) for each state or territory to review each marker and capture the maturity level and supplemental contextual detail as provided by the state/territory. The data is recorded by CISA staff using a SharePoint based data entry tool and saved in SharePoint for analysis.
Data Collection Methodology	Interoperability Markers data is collected annually through voluntary state/territory self-assessments and analyzed to determine the current state and trends of interoperability progress across the nation. States/territories may provide ad-hoc updates if progress is made and ready for reporting. CISA (ECD and IOD) staff support SWICs with a self-evaluation of their capabilities along the 24 Interoperability Markers, indicating whether the state’s level of maturity is “initial,” “defined,” or “optimized”. The data is stored on an Excel spreadsheet on SharePoint or through Power Apps data entry and migrated to a data analytics tool. Data is extracted using a manual query that filters “defined” and “optimized” ratings. The calculation is as follows: The numerator is the number of total markers reported by states/territories that are either “defined” + “optimized” divided by 1344 [24 markers x 56 states and territories]. The result is multiplied by 100 to determine the percentage.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data is self-reported by SWICs with assistance and guidance from ECD Performance Management Staff and Emergency Communications Coordinators to ensure consistency. ECD staff reviews and validates information with the SWIC on a regular basis to ensure the most current Interoperability Markers information is captured, progress is measured, and ECD service delivery is informed.

Performance Measure	Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network
Program	Emergency Communications
Description	This measure gauges the reliability and effectiveness of the Government Emergency Telecommunications Service (GETS) by assessing the completion rate of calls made through the service. The GETS call completion rate is the percent of calls that a National Security/Emergency Preparedness (NS/EP) user completes via public telephone network to communicate with the intended user/location/system/etc. GETS is accessible by authorized users at any time, most commonly to ensure call completion during times of network congestion caused by all-



	hazard scenarios, including terrorist attacks or natural disasters (e.g., hurricane or earthquake).
Scope of Data	The measure covers total GETS usage, so the scope of the data is all calls initiated by NS/EP users on the Public Switched Network, including test calls and GETS usage during exercises, such as National Level Exercises (NLEs).
Data Source	Data is obtained through Monthly Performance Reports (MPRs) from the carriers: AT&T, Sprint, and Verizon. The reports contain information on daily GETS call attempts to include date of call attempt, time of call attempt, call duration, originating digit string and location, terminating digit string and location, and disposition of the call attempt [answered, busy, ring no answer, invalid PIN (GETS Personal Identification Number), and network announcement.
Data Collection Methodology	Each quarter, ECD analyzes all MPRs, and EPRs if applicable, from that time period to calculate the overall and event-specific call completion rates.
Reliability Index	Reliable
Explanation of Data Reliability Check	Carrier data is recorded, processed, and summarized on a quarterly basis in accordance with criteria established by GETS program management. All data collected is also in accordance with best industry practices and is compared with previous collected data as a validity check by ECD analysts. The results are reviewed for clarity and consistency before final submission.

Performance Measure	Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements
Program	Infrastructure Security
Description	This measure demonstrates the percent of facilities that are likely to enhance their security and resilience by integrating Infrastructure Protection vulnerability assessment or survey information. Providing facilities with vulnerability information allows them to understand and reduce risk of the Nation's critical infrastructure. The results are based on all available data collected during the fiscal year through vulnerability assessments. Security and resilience enhancements can include changes to physical security, security force, security management, information sharing, protective measures, dependencies, robustness, resourcefulness, recovery, or the implementation of options for consideration.



Scope of Data	The scope of this measure includes all critical infrastructure facilities that received a vulnerability assessment during the fiscal year.
Data Source	Data from interviews with facilities following vulnerability assessments and surveys are stored in the Infrastructure Survey Tool (IST), which is input into a central Link Encrypted Network System residing on IP Gateway. The Office of Infrastructure Protection owns the final reporting database.
Data Collection Methodology	Infrastructure Protection personnel conduct voluntary vulnerability assessments on critical infrastructure facilities to identify protective measures and security gaps or vulnerabilities. Data are collected using the web-based IST. Following the facility's receipt of the survey or assessment, they are contacted via an in-person or telephone interview. Feedback is quantified using a standard 5-level Likert scale where responses range from 'Strongly Disagree' to 'Strongly Agree.' Personnel at Argonne National Laboratory conduct analysis of the interview to determine the percent of facilities that have responded that they agree or strongly agree with the statement that, 'My organization is likely to integrate the information provided by the [vulnerability assessment or survey] into its future security or resilience enhancements.' This information is provided to Infrastructure Protection personnel who verify the final measure results before reporting the data.
Reliability Index	Reliable
Explanation of Data Reliability Check	The data collection is completed by trained and knowledgeable individuals familiar with the knowledge, skill, and ability to determine effective protective measures. Additionally, the data go through a three-tier quality assurance program that ensures the data collection is in line and coordinated with methodology in place. The quality assurance is conducted by the program and methodology designers providing a high level of confidence that data entered meets the methodology requirements. Any questionable data are returned to the individual that collected the information for clarification and resolution. Updates to the program or changes to questions sets are vetted by the field team members prior to implementation. Training is conducted at least semi-annually either in person or through webinar. Immediate changes or data collection trends are sent in mass to the field so that all get the message simultaneously.

Performance Measure	Percent of Organizational Interagency Security Committee Benchmarks Reported at Fully Compliant
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Program	Infrastructure Security
Description	<p>This measure demonstrates progress agencies are making towards achieving the Interagency Security Committee (ISC)’s identified benchmarks related to its policies and standards. Additionally, this measure showcases Domestic Violent Extremism (DVE) mitigation/prevention activities conducted by CISA. Executive Branch organizations submit benchmark data, including DVE activities, which is reviewed and scored on a scale from 1 to 5 (fully compliant) to ensure relevant policies and standards are met. The results are used by the program to make recommendations for areas of noncompliance.</p>
Scope of Data	<p>The results of the measure are based on all available data within the ISC-CS (Interagency Security Committee Compliance System). The unit of analysis is an individual benchmark submitted from a member organization. The population is the total number of organizational benchmarks (which includes DVE activities) received from Executive Branch organizations. The attribute is whether the benchmark received a score of 5 (fully compliant). The numerator, or what is counted in the results, is the total number of benchmarks, across the total number of member organizations reporting, that have a score of 5, defined as fully compliant, on a scale of 1-5. The denominator, or population, is the total number of benchmarks reported on, across the total number of member organizations reporting.</p>
Data Source	<p>The data is sourced from ISC-CS, which is operated by the ISC program office and provides a summary of each organization’s submission, thereby indicating that a successful submission has been completed.</p>
Data Collection Methodology	<p>The compliance benchmark data is provided by ISC-CS Administrators, Uploaders and/or Data POC’s. These individuals, who represent Executive Branch organizations, are responsible for submitting data, ensuring its accuracy, and validating it in the ISC-CS. While data upload privileges are granted by departments/agencies as they see fit, only the organization administrator can validate the data as correct. Once the data is input into the ISC-CS, analysts within the program generate a report from the system annually. The numerator, or what is counted in the results, is the total number of benchmarks, across the total number of member organizations reporting, that have a score of 5, defined as fully compliant, on a scale of 1-5. The denominator, or population, is the total number of benchmarks reported on, across the total number of member organizations reporting. The numerator is dividing by the denominator to calculate the percentage of total reported benchmarks that are fully compliant.</p>



Reliability Index	Reliable
Explanation of Data Reliability Check	The ISC-CS, which serves as the primary data source, has the capability to create reports for organizations who have submitted compliance data. Once all Agencies have submitted their data, the ISC creates a report and spot checks the results with the data located in the ISC-CS to ensure that there are no anomalies or inconsistencies with the reported data submissions. The ISC keeps a record of all Agencies providing compliance data, ensuring that all organizations are accounted for and properly identified. The data and results for this measure will be submitted to analysts at the CISA HQ level for their review and concurrence. This provides a final check for any potential errors in data collection, calculation, or scoping.

Performance Measure	Number of unique election stakeholders reached through Election Security & Resilience strategic engagements
Program	National Risk Management Center
Description	This measure demonstrates the capacity of the CISA National Risk Management Center (NRMC) Election Security and Resilience (ESR) sub-division to engage state and local jurisdictions to ensure awareness and to promote the use of election information services and cybersecurity assessment services. This measure counts individual stakeholders responsible for executing election activity. The CISA/NRMC election security team engages state and local jurisdictions through various outreach engagements, (e.g., conferences, meetings, summits) to promote CISA/NRMC services, the process for requesting services, and the value these services provide to help stakeholders better understand and manage risk that is unique to their respective jurisdictions and election infrastructure.
Scope of Data	The population of the data encompasses all election security stakeholders (e.g., state/local jurisdictions and entities) reached through strategic engagements in a fiscal year as recorded in the CISA/NRMC state and local jurisdictions election security stakeholder engagement meeting calendar/database. The unit of analysis is a single election security stakeholder reached through strategic engagements in a fiscal year as recorded in the CISA/NRMC state and local jurisdictions election security stakeholder engagement meeting calendar/database This includes in-person engagements such as conferences and meetings and virtual engagements including webinars and teleconferences where ESI has a participatory role.



Data Source	The CISA/NRMC ESR team will maintain a fiscal year’s state and local jurisdictions election security stakeholder engagement meeting calendar/database. The meeting calendar/database serves as the source of data for the measure. The meeting calendar/database will contain the list of state and local jurisdictions that have invited ESI to attend, or ESI has requested to attend, election security related engagements/meetings. The CISA/NRMC ESI team will update the meeting calendar/database on a regular basis.
Data Collection Methodology	The CISA/NRMC performance analyst conducts a quarterly state and local jurisdictions election security stakeholder engagement data call. The CISA/NRMC election security office will use the state and local jurisdictions election security stakeholder engagement meeting calendar/database to provide the total number of election stakeholder engagements completed by ESR during the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	Once the performance analyst records and analyzes the data, there is a second analyst to cross-check the data entry and analysis and provide a peer review to check for accuracy. The data and result for this measure will be submitted to analysts at the CISA HQ level for their review and concurrence. This provides a final check for any potential errors in data collection, calculation, or scoping.

Countering Weapons of Mass Destruction Office (CWMD)

Performance Measure	Number of High Risk Urban Areas that have achieved Full Operational Capability to combat radiological/nuclear threats through the Securing the Cities Program
Program	Capability and Operational Support
Description	This measure assesses the number of High-Risk Urban Areas (HRUAs) that have achieved Full Operational Capability through the Securing the Cities (STC) program. The STC program seeks to give state and local agencies the ability to detect and deter nuclear terrorism. The program provides funding for equipment, such as radiation detectors, and training during an initial five-year capability development period. Funding for sustainment beyond five years is available to participating high risk urban areas contingent upon satisfying criteria specified in the STC Implementation Plan; includes a region’s ongoing commitment to the mission and successful completion of a series of validation exercises that include one Tabletop Exercise (TTX) and one Full Scale Exercise (FSE). This performance measure aligns with the



	CWMD Office mission as defined in Public Law 115-387, Countering Weapons of Mass Destruction Act of 2018.
Scope of Data	The unit of analysis is one HRUA that is eligible for the STC program. The population of this measure are all HRUA eligible for the STC program. Currently, there are 14 areas eligible for the STC program. Eligibility is determined by using the following criteria: population, risk, and presence of FBI Level 5 Stabilization Teams (key partners in radiological/nuclear detection mission). The attribute is whether the eligible HRUA has achieved full operating capability.
Data Source	In accordance with the terms of the cooperative agreements between CWMD and the STC jurisdictions, the lead agency for each HRUA submits Quarterly Performance Reports (QPRs). The QPRs are submitted via an inter-active PDF report form. The STC Program Office retains these reports and subsequent datasets on the CWMD Share Drive. Each QPR contains the number of personnel trained, the equipment issued, and results of exercises as evidence for the program office to use in assessing implementation status.
Data Collection Methodology	To be count an HRUA as protected, the area must demonstrate it is fully mission capable. The criteria for fully mission capable is at least 5 percent of its law enforcement or Fire/Rescue Personnel are trained and equipped with Personal Radiation Detector to detect and report Radiological/Nuclear material out of regulatory control; has demonstrated a regionally coordinated radiological/nuclear detection; possesses operational and information exchange plans; and possesses protocols that facilitate mutual assistance and information sharing among regional partners and federal agencies. The datasets are queried to determine the number of HRUAs that have met the criteria for being fully mission capable by the CWMD STC Director. The STC Program Office will collect data via QPRs submitted through GrantSolutions and required deliverables in accordance with the terms of the cooperative agreements.
Reliability Index	Reliable
Explanation of Data Reliability Check	STC maintains a data verification process checked by action officers at various organizational levels. This process ensures STC data is verified and approved by senior management. Reviews focus on equipment use and maintenance, as well as training and operational success.
Performance Measure	Percent of Acquisition programs to counter chemical, biological, radiological, and nuclear (CBRN) threats that meet their



	Acquisition Program Baseline (APB) schedule, cost, and performance thresholds
Program	Capability and Operational Support
Description	This metric will assess two things: (1) programs having APB schedule thresholds which remain to be achieved, and programs that have completed their final baselined key event during the current annual evaluation period and (2) programs that have not yet reached FOC and those that have reached FOC during the current annual evaluation period, defined as CWMD and all supported Component(s) having signed an FOC Achievement Memorandum.
Scope of Data	This metric will be calculated for programs beginning at Acquisition Decision Event (ADE)-2C or ADE-3, whichever occurs earlier; and ending at Post-Implementation Review or FOC achievement, whichever occurs later. Programs achieving one or more of these milestones during the current annual evaluation period will be included in the calculation.
Data Source	The sources of the data are: APBs, Acquisition Decision Memoranda (ADM) granting Acquisition Decision Event approval, Component Acquisition Review Board (CARB) results, Technical Review Board (TRB) reports, other written documentation of schedule key event completion (as applicable, varies by program and key event) APBs, FOC achievement reporting memoranda, Financial obligation and execution data, DHS INVEST data (for MAOL programs)
Data Collection Methodology	Program managers provide written evidence of performance against APB and cost, schedule, and performance thresholds. The data collected on an ongoing basis. The data is collected via monthly ACQ Division Issue papers, Quarterly Performance Reviews, status of funds, and spend plans.
Reliability Index	Reliable
Explanation of Data Reliability Check	Reviewed at semi-annual CAE Program Reviews, in which the program manager presents a comprehensive brief of progress towards meeting the stated requirements. CAE provides annual certification to PARM.

Federal Emergency Management Agency (FEMA)

Performance Measure	Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training
Program	Education, Training, and Exercises



Description	The measure assesses the increase in the level of students trained as reported by individual first-line supervisors. These supervisors observe and report through an on-line survey how training skills are being used on-the-job and whether or not their subordinate is better prepared to respond to disasters and emergencies as a result of the National Fire Academy training they received.
Scope of Data	Approximately 8,000 individuals attend National Fire Academy resident training courses each year. Participants include fire and emergency response personnel and allied professionals. Using an online web-based format, the target population of the data collection includes all supervisors of students trained who have completed an NFA-sponsored on-campus training course. As of this time, the return rate is still being evaluated.
Data Source	Data are obtained from Level 3 training evaluation questionnaires sent to the emergency responder's respective supervisor 4 - 6 months after the training course has ended.
Data Collection Methodology	The NFA uses an online, web-based format. Supervisors of students trained who have completed NFA training are sent a link which enables them to complete the questionnaires online. The data is captured and processed through an Oracle database system.
Reliability Index	Reliable
Explanation of Data Reliability Check	Typically, 60% of the Level 3 evaluation questionnaires are completed and returned. The data is reliable because it is collected directly from the first-line supervisor of the student trained. All data is collected and reviewed by the Academy's Training Evaluation Center for completeness prior to report compilation and production. Through the use of descriptive statistics (e.g., respondent demographics and training applications and effectiveness), the homogeneity of the target population and interest in the subject ensure satisfactory levels of validity and reliability based on respondents' ability to provide useful and consistent information.

Performance Measure	Benefit to cost ratio of the Hazard Mitigation Grants
Program	Grants
Description	This measure reports the estimated annual benefit to cost ratio of grants provided by the FEMA Hazard Mitigation Assistance program to lessen the impact of disasters. A value greater than one indicates more benefit was reaped than cost expended. The program works with state, tribal, territorial, and local (STTL)



	governments engaged in hazard mitigation planning to identify natural hazards that impact them, identify strategies and activities to reduce any losses from those hazards, and establish a coordinated approach to implementing the plan. These plans are the basis for STTL grant requests. The FEMA team verifies that applicants used approved BCA tools and methodology and confirms the BCA is ≥ 1 .
Scope of Data	The scope of this measure includes all grants on an annual basis provided by the FEMA Hazard Mitigation Assistance program.
Data Source	The systems primarily used for the data collection includes FEMA's Enterprise Data Warehouse (EDW) which consolidates data from Hazard Mitigation Grant Program - National Emergency Management Information System (HMGP-NEMIS) and Mitigation Electronic Grants Management System (MT- eGrants) systems. Data is collected and consolidated into an Excel spreadsheet where the calculations for aggregate Benefit to cost ratio will be performed.
Data Collection Methodology	The total project cost and the benefits are calculated by the applicant for each of the projects. The estimated benefits are derived based on benefit-cost analysis methodologies developed by FEMA. These are proven methodologies and have been in use for the past 10 years. To determine the cost effectiveness of a Hazard Mitigation Assistance (HMA) project, FEMA utilizes a benefit-cost ratio, which is derived from the project's total net benefits divided by its total project cost. Each sub-grant obligation and total project cost is captured in the HMGP-NEMIS or MT-eGrants system by FEMA HMA staff. Quarterly reports will be generated utilizing FEMA's EDW which will be utilized for the data reporting.
Reliability Index	Reliable
Explanation of Data Reliability Check	Each sub-grant obligation and total project cost is captured in the HMGP-NEMIS or MT-eGrants system. This information is electronically consolidated in FEMA's EDW. FEMA HMA staff download relevant data from the EDW, and after making the calculations for an aggregate Benefit to cost ratio generate Quarterly excel based reports. These calculations go through a series of staff reviews before being reported on FEMA's performance system of record - the Performance Hub.

Performance Measure	Percent of capabilities where community capability is far less than national goal
Program	Grants



<p>Description</p>	<p>This measure assesses effectiveness of the Homeland Security Grant program, which is a suite of risk-based grants to assist state, local, tribal, and territorial efforts in preventing, protecting against, mitigating, responding to and recovering from acts of terrorism and other threats. This measure compares the combined community capability to national capability targets, which comprise the national goal; it presents a snapshot of the general state of national preparedness. A capability is far less than the national goal if affected communities report capability of less than 30% of the national goal needed to manage catastrophic scenarios. National capabilities required to be reported each year may change, so it may be necessary to provide additional context on the number of national capabilities included in the reported measure score. Information about how national capability targets are identified and determined is at https://www.fema.gov/sites/default/files/2020-06/fema_national-thira-overview-methodology_2019_0.pdf</p>
<p>Scope of Data</p>	<p>The unit of analysis is a single capability reported in the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) by states, territories tribes and urban areas against relevant national capability goals. The population is the total capabilities reported by communities who complete the THIRA and SPR. Each national capability is specific to a catastrophic scenario that affects a subset of states, territories and urban areas. For each national capability target, all communities are identified as either directly impacted by the scenario or as a non-scenario community. Therefore, only a subset of communities contribute towards each scenario-specific capability. The attribute is whether the community capability is below 30% for each standardized impact of national goal achievement The capabilities used in this measure are the national capabilities that states, territories, and urban areas are required to report in that year.</p>
<p>Data Source</p>	<p>For community capabilities, the data is derived from the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). The THIRA is a three-step risk assessment process that helps communities understand their risks and what they need to do to address those risks. The outputs from this process lay the foundation for determining community’s gaps as part of the SPR. THIRA/SPR data for each community is submitted through the online FEMA Preparedness Toolkit. For National goals the data is derived from the National Risk and Capability Assessment (NRCA) and the National THIRA (NTHIRA). The National THIRA is a process that assesses the impacts of the most catastrophic threats and hazards to the Nation and establishes capability targets to</p>



	manage them. The information from this process is published in the National Preparedness Reports.
Data Collection Methodology	Communities submit their THIRA/SPR data through the online FEMA Preparedness Toolkit. NPAD will calculate community capability gaps in relation to National goals for each required standardized impact by dividing aggregated community-level capability assessments from the SPR by National Capability Targets set in the National Risk and Capability Assessment (NRCA). NPAD will then count the number of required standardized impacts with a national target achievement below 30% for each standardized impact. The count of all standardized impacts below 30% of national goal achievement is the numerator. The denominator is the total number of standardized impacts states, territories, and urban areas are required to report in the measurement year. The measurement score is calculated by dividing the numerator by the denominator.
Reliability Index	Reliable
Explanation of Data Reliability Check	FEMA’s National Preparedness Assessments Division (NPAD) aggregates Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) data on an annual basis, reviews each submission for errors, and works with communities to correct issues.

Performance Measure	Percent of dollars from FEMA Justice40 covered programs flowing to disadvantaged communities (New Measure)
Program	Grants
Description	This measure assesses FEMA’s ability to meet the Justice40 initiative EO 14008 goal that 40% of the overall benefits of certain federal investments flow to disadvantaged communities. This measure annually tracks the overall percentage of financial dollars from FEMA’s Justice40 covered programs (Building Resilient Infrastructure and Communities (BRIC), Flood Insurance Mitigation (FMA), RiskMAP, and Regional Catastrophic Preparedness Grant Program (RCPGP)) project selections that flow to disadvantaged communities. The purpose of FMA is to reduce/ eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program (NFIP); the target population for this measure are those insured by NFIP in a disadvantaged community. Disadvantaged communities are defined using the Climate and Economic Justice Screening Tool (CEJST). This measure aligns to the FY24-25 Agency Priority Goal (APG) to Remove Barriers to Disaster Resilience and Recovery Programs.



<p>Scope of Data</p>	<p>The unit of analysis for BRIC, FMA, and RCPGP is grant dollars announced. For RiskMAP it is the funds allocated. The population is the total grants dollars announced for the BRIC, FMA, and RCPGP programs and the total funds allocated for RiskMAP activities within the fiscal year. The data included are only data associated to the four current Justice40 covered programs, BRIC, FMA, RiskMAP, and RCPGP as follows 1) BRIC and FMA: all grant dollars announced in a fiscal year with the exception of projects that do not include specified jurisdictions 2) RiskMAP: all RiskMAP projects for the fiscal year; 3) RCPGP: all grant dollars announced in the fiscal year with the exception of Management and Administration project-related costs. The attribute is the specified jurisdiction for the funds identified as a disadvantaged community through the Climate and Economic Justice Screening Tool (CEJST).</p>
<p>Data Source</p>	<p>The data source for BRIC and FMA is the FEMA Grants Outcomes (FEMA Go) platform and GIS data attachments from the NOFO. The data source to determine the projects for RiskMAP is Coordinated Needs Management Strategy (CNMS) and FEMA's Mapping Information Platform (MIP). Once the projects are determined, they are tracked in excel. The data source for RCPGP is the Non-Disaster Grants System. The data source to determine disadvantaged communities is CEJST. Each program owns their own data. The data are collected once a year.</p>
<p>Data Collection Methodology</p>	<p>For the overall measure, the numerator is calculated by adding the numerators of each program, adding the denominator of each program, and then dividing the numerator by the denominator. The numerator for each program is 1) BRIC and FMA, the total dollars announced that flow to the disadvantaged communities; 2) For RiskMAP, the total amount of funding allocated to disadvantaged communities; 3) For RCPGP, the total dollars announced for disadvantaged communities multiplied by the impact score. The denominator for each program is 1) For BRIC, FMA and RCPGP, the denominator is the total dollars announced in the fiscal year excluding the dollars that is not for specified jurisdictions; 2) For RiskMAP, the denominator is the total amount of funding allocated for all RiskMAP activities for the fiscal year. Office of Resilience Strategy will collect and compile the data from each program on an annual basis and calculate the overall measure results.</p>
<p>Reliability Index</p>	<p>Reliable</p>
<p>Explanation of Data Reliability Check</p>	<p>To prevent data entry errors, FEMA GO, the Non-Disaster Grants System, CNMS and MIP has controls such as date validation, the use of dropdown fields rather than free text when possible, and the use of database fields formatted for specific purposes</p>



	<p>(numbers, dates, etc.). Benefitting areas and communities are intersected on census tracts in CEJST. This manual process is reviewed and validated by supervisors. Additionally for RCPGP, FEMA staff manually collect impact score data associated with each RCPGP-funded project to determine the percentage and associated dollar benefit to disadvantaged communities. The results are reviewed and validated by supervisors. Once the Office of Resilience Strategy receives the data from the program, staff members validate the total funds against original data sources and validate the disadvantaged communities are correctly identified through CEJST. Measure calculations are done manually and validated by supervisors.</p>
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Performance Measure	Percent of communities in high-risk areas for earthquake, flood, and wind hazards, adopting current or next most recent hazard-resistant building codes
Program	Mitigation
Description	<p>This measure reports the percentage of high-risk communities in 50 states, the District of Columbia, and 5 territories (USVI, PR, Guam, American Samoa, CNMI) adopting building codes containing provisions that adequately address earthquake, flood, and wind hazards. FEMA tracks the number of high-risk communities that have adopted disaster resistant building codes by working with the Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule (BCEGS). ISO collects data from the BCEGS survey daily and evaluates and assigns a grade of 1 (exemplary commitment to building code enforcement) to 10 to gauge adoption of building codes. Adopting disaster-resistant building codes helps strengthen mitigation nationwide to reduce the Nation’s vulnerability to disasters.</p>
Scope of Data	<p>The population of this measure includes communities in 50 states, the District of Columbia, and 5 territories (USVI, PR, Guam, American Samoa, CNMI) in high earthquake, flood, and wind-prone areas as determined by the Insurance Services Office, Inc. (ISO) through their Building Code Effectiveness Grading Schedule (BCEGS) database and research. The two most recent building code editions, covering a time frame of six years of code development, are used to determine if a community has adopted disaster-resistant codes.</p>
Data Source	<p>The source of data for this measure is ISO's BCEGS database which tracks data on building codes adopted by participating jurisdictions from the BCEGS questionnaire. The BCEGS survey data is completed by communities electronically in the BCEGS</p>



	database. BCEGS database is updated daily to include the latest surveys taken.
Data Collection Methodology	ISO collects data from the BCEGS survey daily and tracks building code adoption. ISO populates the BCEGS database with the survey results. The Mitigation program receives raw data from ISO through their BCEGS database.
Reliability Index	Reliable
Explanation of Data Reliability Check	FEMA relies on ISO to manage the completeness and reliability of the data provided through their BCEGS database to the program; however, the data are reviewed by FEMA's Mitigation program to ensure results are consistent over time. If significant fluctuations in quarterly and annual results occur, the program will work with ISO to address issues with data reliability.

Performance Measure	Percent of U.S. population (excluding territories) covered by planned mitigation strategies
Program	Mitigation
Description	This is a point in time metric that determines the percent of U.S. population (excluding territories) covered by approved or approvable local Hazard Mitigation Plans. The population of each community with approved or approvable local Hazard Mitigation Plans is used to calculate the percentage of the national population. The FEMA Mitigation program gathers and analyzes critical data to aid in future mitigation efforts and enable communities to be better informed and protected. FEMA Mitigation helps communities reduce risk through sound land-use planning principles (such as planned mitigation strategies), floodplain management practices, and financial assistance.
Scope of Data	The scope of this measure includes all United States jurisdictions excluding territories.
Data Source	Data are derived from Regional Reports and are entered into a Microsoft Excel spreadsheet, which is maintained on redundant network drives. A Headquarters master spreadsheet is populated monthly by FEMA Regional Risk Analysis staff that record, report, and store the names and locations of the jurisdictions that have received FEMA approval of mitigation plans.
Data Collection Methodology	FEMA regional staff review each mitigation plan based on the regulations found in 44 CFR Part 201. Plans are not approved until they demonstrate that the affected jurisdiction(s) engaged in a planning process, identified and evaluated their risks from natural hazards, create overarching goals, and evaluate a range of specific actions that would reduce their risk, including a



	mitigation strategy that describes how the plan will be implemented. Data on the approved plans is stored by FEMA Headquarters (HQ) Risk Analysis Division in a Microsoft Excel spreadsheet. The percent is calculated by dividing the population of jurisdictions with approved, or approvable, plans by the total population in the United States (excluding territories).
Reliability Index	Reliable
Explanation of Data Reliability Check	FEMA utilizes an iterative validation process for its Mitigation Plan approval inventory. The FEMA Regions house the approved plans and approval records, and the master spreadsheet is kept at FEMA HQ. Each Region produces monthly reports on approved plans, which are then sent to FEMA HQ and compiled into a master All Regions Plan Approval Inventory. The Inventory is matched to Federal Information Processing Standard and Community Identification Database codes to jurisdictions and utilizes Census data to match populations for each jurisdiction. The information is sent back to the Regions for validation and updating each month.

Performance Measure	Total national investment in mitigation (in billions)
Program	Mitigation
Description	The Federal Insurance and Mitigation Administration (FIMA)—an element of FEMA—defines 'mitigation investment' as an expenditure of resources intended to avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a disaster. This measure refers to such expenditures as 'investments in mitigation.' FY 2019 results for this measure will focus on expenditures for ten FEMA mitigation programs. Over time, FEMA will determine how to incorporate mitigation investments by other federal agencies and investments by non-federal entities. In both of these instances, FEMA will determine how to value time or other non-monetary investments in mitigation. Such non-federal entities include private-sector firms, non-governmental organizations, non-profit organizations, as well as state, local, tribal, and territorial governments.
Scope of Data	This measure includes data from FEMA as well as data provided by non-FEMA entities that invest in mitigation. Such investments encompass risk-management actions including prevention, property protection, public education/awareness, natural-resource protection, and structural projects. This measure includes the direct Grant amounts provided by the Federal Government and the accumulation of labor and other non-monetary investment not funded by grants and its equivalent monetary value. FEMA expects to incorporate data on private-



	sector investments between FYs 2022 and 2023, explaining the expected year-on-year target increase of 65 percent.
Data Source	Data for this measure will come from MitInvest, an online database within SharePoint which serves as the sole method for FEMA Headquarters and Regional Offices to record information on the status of FEMA’s external engagements, partnerships, and investment data related to investments in mitigation.
Data Collection Methodology	For each mitigation investment, FEMA staff complete an internal data-collection instrument (DCI), which provides staff with instructions for documenting how the investment in question supports the recommendations of FEMA’s National Mitigation Investment Strategy; the budget obligation of each fiscal year’s mitigation investments; and details about how the investment mitigates risk/harm. FEMA transfers this data from DCIs to the MitInvest database. Staff at FEMA headquarters will confirm the investment with submitting Regional or HQ staff, and with any non-FEMA entity involved to validate a connection between the investment and the National Mitigation Investment Strategy. Upon confirmation, staff will add the investment in question to the total monetary amount included in this measure. FIMA will report annually on the status of mitigation investments nationwide.
Reliability Index	Reliable
Explanation of Data Reliability Check	The MitInvest database is a SharePoint document repository, available via controlled access exclusively through FEMA’s intranet. MitInvest staff use documents separate from DCIs submitted to cross-check information about non-FEMA entities and investments. Information saved to MitInvest will inform management decisions, which will motivate effort to ensure the reliability of MitInvest data in addition to requirements to validate this measure’s reliability.

Performance Measure	Number of properties covered with flood insurance (in millions)
Program	National Flood Insurance Fund
Description	This measure assesses the effectiveness of FEMA’s commitment to increase public understanding of flood risks while working with insurance agents and companies nationally to encourage the purchase of flood insurance. This measure counts the number of flood insurance policies in force (PIF). Flood insurance policies are issued by private insurance carriers who participate in the “Write Your Own’ segment of FEMA’s National Flood Insurance Program (NFIP), as well as policies sold by independent insurance agents through NFIP Direct. This measure aligns to the



	2022-2026 FEMA Strategic Plan Goal 2: Lead Whole of Community in Climate Resilience which aims to build a climate resilient nation through risk reduction. Individual’s lack of awareness of flood risk they face, lack of awareness of flood damage not covered in homeowner policies, and price of flood insurance could adversely impact the results.
Scope of Data	The unit of analysis is the number of flood insurance policies in force. The population includes all flood insurance policies in force issued by private insurance carriers that participate in National Flood Insurance Program’s (NFIP) 'Write Your Own' (WYO) Program or sold by independent insurance agents and serviced by the NFIP Direct. The attribute is the policies are in force.
Data Source	Data for this measure is stored in the NFIP System of Record, Pivot. The transactions come into the Pivot system through daily/monthly reporting from the NFIP Write Your Own companies and NFIP Direct. Federal Insurance Directorate under Federal Insurance and Mitigation Agency (FIMA) is responsible for the Pivot and reporting the results.
Data Collection Methodology	NFIP Write Your Own companies and independent insurance agents enter policy information into Pivot. Analysts within FIMA use a .SQL file to retrieve the number of policies in force from Pivot. The measure is a total count of the number of flood insurance policies in force at the time of reporting.
Reliability Index	Reliable
Explanation of Data Reliability Check	FEMA’s Financial Control Plan and the Pivot Use Procedures set out the reporting requirements of insurance companies, both Write Your Own and NFIP Direct, which includes transactions for new business, renewals, endorsements, and cancellations. The system of record will validate policy submissions by either accepting or rejecting each transaction. Rejected policies must be corrected and resubmitted with time standards set out in FEMA procedures. Write Your Own companies and NFIP Direct must also reconcile individual policy transactions on a monthly basis.

Performance Measure	Number of lives lost per year due to fire in the U.S. (New Measure)
Program	Preparedness and Protection
Description	This measure assesses FEMA’s effectiveness in reducing the number of civilian and firefighter lives lost from fire-related events. Though USFA does not have direct control over the



	<p>results of this measure, we do have influence through the USFA programs and fire prevention efforts. This will serve as a proxy metric to indicate how USFA can improve on its programs and fire prevention efforts to continue to address the nation’s fire problem.</p>
Scope of Data	<p>The unit of analysis is one civilian or firefighter. The attribute is fatality due to fire. Fire death is defined as a civilian or firefighter fatality resulting from a structure fire or wildland fire event. The population is all civilian and firefighter fire deaths in the US. The population currently does not include fire deaths that occur in U.S. territories and Tribal areas.</p>
Data Source	<p>The data source is a combination of submitted and curated data residing at USFA. Curated data will include data selected, organized, and presented using professional or expert knowledge. For years 2023-2025, the National Fire Incident Reporting System (NFIRS) will be the main data source. Beyond 2025, the National Emergency Response Information System (NERIS) data system will be used as source data with internal validation.</p>
Data Collection Methodology	<p>The USFA NFIRS data system receives civilian and firefighter fire death data from local fire departments and state fire marshal offices throughout the United States, excluding territories and Tribal. The data including number of deaths, geolocation, gender, race, ethnicity, and age are collected from NFIRS using SQL to generate a report. USFA staff also manually scrapes nationwide media for fire deaths capturing geolocation, gender, race, ethnicity, and age of fire fatalities. Civilian data collected through internet data searches are maintained and searchable year-round on the USFA home fire fatality webpage. Staff of the Nation Fire Data and Research Center combine the data collected from the NFIRS data system and the internet data searches together and store them in an excel file annually. The measure calculation methodology is a straight count of the number of lives lost due to fire events.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>Fire Death data reported to the NFIRS are compiled and reviewed by the USFA National Fire Data Center staff. USFA National Fire and Emergency Medical Services Division staff also search and verify civilian deaths reported in the media and firefighter deaths reported directly from fire departments. Validation: The number of fire deaths will be validated against external data sources including the National Fire Protection Association’s (NFPA) National Fire Experience Survey (NFPA Survey) for a given calendar year. Estimates from the NFPA Survey are generally available in Sept. for the preceding year (e.g., fatality estimates</p>



	for Calendar Year 2006 were available in Sept 2007). Data are analyzed to produce estimates of fire related civilian fatalities which will be used as validation of USFA results.
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Performance Measure	Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year
Program	Preparedness and Protection
Description	This measure reports the share of all respondents to FEMA's annual National Household Survey who answered affirmatively to questions assessing whether they had taken more than one preparedness action in the past year, whether taking these actions at their workplace, school, home, or other community location. FEMA has noted that many Americans will experience a disaster or emergency at some point. FEMA emphasizes the importance of a national approach to preparedness, and will use results from this measure to assess the agency's effectiveness in this regard.
Scope of Data	Annually, FEMA conducts a National Household Survey to understand and assess Americans' attitudes and behaviors regarding emergency preparedness. The scope of this measure includes all responses to the questions on the survey which ask whether over the past year the respondent took multiple preparedness actions at their workplace, school, home, or other community location in the past year. Through a contractor, FEMA conducts the National Household Survey through telephone interviews.
Data Source	Interviewers capture responses and enter them into a Computer Assisted Telephone Interviewing (CATI) system, owned by the contractor and maintained at the contractor's facilities. The contractor conducting the survey establishes appropriate quality-control measures to ensure that data collection adheres to the outlined standards of the contract.
Data Collection Methodology	FEMA's survey contractor collects data using the CATI system and completes analysis of responses using two statistical software packages: 1) the Statistical Package for the Social Sciences, and 2) the Statistical Analysis System. When processing the data from the surveys, analysts correct for respondents' unequal probabilities of selection. Analysts also post-stratify sample data according to respondents' geography, age, gender, and race, to account for potential biases such as over- and under-representation of certain population segments to match the distribution derived from the latest-available Current Population Survey estimates. To produce this measure, analysts divide the



	count of affirmative responses to the questions asking whether or not the respondent took multiple preparedness actions at their workplace, school, home, or other community location in the past year into the total number of responses.
Reliability Index	Reliable
Explanation of Data Reliability Check	The survey contractor certifies that each programmed survey instrument goes through a rigorous quality control process. Rigorous quality assurance extends from the design phase through data collection in the field. The overall process includes, but is not limited to, program testing, a pre-test and cognitive testing to determine the effectiveness of the survey and questions, monitoring of in-progress calls, recording of all interviews, and the production of tabulations of every question and variables to detect any missing data or errors. Additional quality measures include the checking of survey skip patterns and data accuracy and consistency checks. FEMA relies on the contractor’s processes to ensure data reliability.

Performance Measure	Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public using the Integrated Public Alert and Warning System
Program	Preparedness and Protection
Description	This measure assesses the effectiveness of recruiting Alerting Authorities to send alert and warnings to the public through the Integrated Public Alert & Warning System (IPAWS). This measure tracks the share of U.S. population under the jurisdiction of local authorities to which state governments have granted authorization to Alerting Authorities to alert and warn the public through IPAWS. IPAWS is FEMA’s national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration’s Weather Radio.
Scope of Data	The unit of analysis is individuals in the United States. The population is all individuals in the United States. The attribute is if the individual lives in a county authorized by state governments to send alerts and warnings to the public using the Integrated Public Alert & Warning System (IPAWS). For each county, the program uses current census data on the US population and counts of sub-populations by local jurisdiction. In addition, the program uses its own data on local counties authorized by state



	governments to send alerts and warnings to the public using IPAWS.
Data Source	The data source for the US population is provided by the Commerce Department’s Census Bureau. For data on counties registered to use IPAWS, the Office of National Continuity Program maintains a list of jurisdictions registered to use IPAWS, updated and validated quarterly. Data is maintained in the IPAWS Division, posted on fema.gov at IPAWS Alerting Authorities - Agencies and Organizations.
Data Collection Methodology	For each period of performance, the program will have 1) a list of agencies registered to use IPAWS, last updated no earlier than the preceding fiscal quarter; 2) data on total U.S. population, decomposed by county. The program uses a Microsoft Excel spreadsheet to calculate the performance measure results. The numerator is the number of US population with a least one public agency authorized to use IPAWS. The denominator is the total US population.
Reliability Index	Reliable
Explanation of Data Reliability Check	For population data, the program uses Census Bureau data, which the Bureau verifies and validates: See the Census Bureau’s data verification and validation process at https://www.census.gov/programs-surveys/popest/technical-documentation/methodology.html . The program itself maintains a list of non-federal public authorities registered to use the Integrated Public Alert & Warning System (IPAWS), updated quarterly. As the sole grantor of IPAWS access to public authorities, the Office of National Continuity Programs (ONCP) can validate data for this measure as ONCP extends or rescinds IPAWS access to public authorities. To prevent analysis and calculation errors, ONCP uses a Microsoft Excel application to calculate the performance measures results for consistency. The results are peer reviewed before submitting.

Performance Measure	Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs
Program	Regional Operations
Description	This measure gauges FEMA’s efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminated as grants to survivors as assistance. It helps FEMA know if the agency is being efficient in the way it provides disaster assistance. This measure is for FEMA’s most common disasters of less than \$50M (Level III).



<p>Scope of Data</p>	<p>The results are based on all available data and not a sample of data for Major Disasters under \$50M. The measure only applies to Major Disasters (DRs). It does not apply to Emergency Declarations (EMs), Fire Management Assistance Grants (FMAGs) or any other administrative costs in the disaster relief fund. Administrative Costs are those costs which are classified in IFMIS (Integrated Financial Management Information System) as 'Administrative' in FEMA's system of record, Enterprise Data Warehouse (EDW) reports and Financial Information Tool (FIT) reports. Examples include but are not limited to salaries and benefits, travel, facilities.</p>
<p>Data Source</p>	<p>The data is collected and stored in IFMIS. It is reported via FIT reports, in addition, the disaster administrative cost percentage for specific disasters is reported on in the Automated COP, which also pulls data from IFMIS. OCFO owns IFMIS and the FIT reports. ORR owns the Automated COP.</p>
<p>Data Collection Methodology</p>	<p>The data is collected via IFMIS and reported in FIT reports. The remaining steps are conducted by an analyst using data from a FIT report. The data is organized so that disasters are first separated by their size which is determined by the total actual federal dollars obligated. Small disasters have total actual federal obligations less than \$50M. An administrative cost percentage is calculated for each disaster and is the (Total Administrative Costs for that disaster)/(Total Obligations for that disaster). To create the score for each year, the analyst groups all disasters declared in that year of the same size and calculates the average administrative cost percentage across all those disasters (Sum of Admin Cost Percentages of Each Disaster)/Total Number of Disasters). This results in three scores per year, one each for small, medium, and large disasters.</p>
<p>Reliability Index</p>	<p>Reliable</p>
<p>Explanation of Data Reliability Check</p>	<p>The data is collected via IFMIS and reported in FIT reports. The remaining steps are conducted by an analyst using data from a FIT report. The data is organized so that disasters are first separated by their size which is determined by the total actual federal dollars obligated. An administrative cost percentage is calculated for each disaster and is the (Total Administrative Costs for that disaster)/(Total Obligations for that disaster). To create the score for each year, the analyst groups all disasters declared in that year of the same size and calculates the average administrative cost percentage across all those disasters (Sum of Admin Cost Percentages of Each Disaster)/Total Number of Disasters). This results in three scores per year, one each for small, medium, and large disasters.</p>



Performance Measure	Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)
Program	Response and Recovery
Description	This measure assesses how quickly the program provides financial assistance to qualified individuals and households through the Individuals and Households Program (IHP). This measure reports the average number of days between the applied date and the first receipt of an award. By evaluating how quickly disaster survivors receive financial assistance, the program can assess the effectiveness of a critical, customer-facing element of the agency’s mission. This metric includes all forms of IHP financial assistance.
Scope of Data	The unit of analysis is the first individuals and households financial assistance award received by an Individuals and Households Program (IHP) applicant for the disaster in which they applied (i.e., the applicant did not previously receive any financial awards through the IHP for the current disaster). The population is all first IHP financial assistance awards received by applicants from all active disasters. If the first award falls in the reporting period, it is included. The measure will include all types of first IHP financial awards. The attribute is the number of days from when the application can first be reviewed (“applied date”) to receipt of the first award “first award date”. Applicants may apply for assistance before their county has been declared a major disaster. However, the application can’t be reviewed until after their county has been declared. The date used for the calculation is the first date the application can be reviewed.
Data Source	The Individual Assistance Division operates the National Emergency Management Information System (NEMIS) as a system of record for IHP. NEMIS contains all program-pertinent information for registered individuals and households, their current and damaged dwelling locations, inspection results, correspondence, eligibility award decisions, and amounts of IHP assistance. Primary sources of the data include applicants, caseworkers, and inspectors engaged in the registration, casework, and inspection processes. FEMA’s Recovery Directorate Operational Data Storage (ODS) database backs-up NEMIS data every 15 minutes, allowing users to extract NEMIS data separately from the live NEMIS production server. Employing this best practice ensures that data extraction does not impact the production server. The Recovery Directorate owns both ODS and NEMIS.
Data Collection Methodology	The Recovery Reporting and Analytics Division (RAD) extracts data from ODS using queries coded in SQL, a standard language for storing, manipulating and retrieving data in databases. RAD



	retrieves data from ODS into Tableau (a business intelligence tool used across the agency for data analysis and visualization) using a query that captures a reporting period. Therefore, each quarter the query is modified to include data from the recent quarter. The retrieved dataset contains award type, registration ID, disaster number and code, region, declaration date, Covid or Non-Covid related assistance, award date, designated date, expected applied date, program code, eligibility code and amount. The average days is calculated by summing the days between the applied date and the date of the first award and then dividing by the number of applicants that received a first award in that reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	For consistency, a standard definition of “applied date” is used. To prevent data entry errors, NEMIS has controls such as date validation, the use of dropdown fields rather than free text when possible, and the use of database fields formatted for specific purposes (numbers, dates, etc.). The ODS database backs up NEMIS data every 15 minutes, ensuring data is up to date and accurate. To prevent error, RAD analysts extract data using a validated and approved SQL query to pull data into Tableau, which then cleans the data and checks for anomalous entries. The timeliness calculations are automated using Tableau. Initial findings from RAD analysts are shared between the RAD Analysis Branch, Reporting Branch, and Director to double-check counts and analysis results. Findings are then shared with the Individual Assistance director and their SMEs for verification and review before submitting to senior leadership. Questions and discrepancies are reviewed and corrected, if necessary.

Performance Measure	Percent achieved of Incident Management Workforce readiness targets
Program	Response and Recovery
Description	This measure captures FEMA’s Incident Management (IM) workforce readiness toward established workforce planning factors required to manage the expected disaster activity across the nation. These models were developed by historical data and subject matter expert inputs. The agency established a planning factor for the number of IM staff in each position and level of qualification necessary to sufficiently manage expected disaster workloads. The workforce planning factors of staffing and qualification, if achieved, will allow FEMA to cover 89% of the nation’s typical routine disaster risk workload requirements. The IM workforce is critical in providing direct survivor assistance.



Scope of Data	The scope of the data includes statistics of all incident management employees during the year of reporting. The performance measure is a composite measure made up of two components: force strength and force qualification. The scope of data for force strength is the number of IM workforce on board, or hired, at FEMA. The scope of data for force qualification is based on statistics collected for each member of the IM workforce. These statistics include the associated percentages of required trainings and tasks completed by position.
Data Source	The foundational inputs for the measure are recorded, reported, and stored in FEMA's Deployment Tracking System (DTS). DTS is an SQL database which is accessed and managed by FEMA's Field Operations Directorate (FOD) staff. Planning factors are informed by the Cumulative Distribution Function (CDF) outputs of Event Staffing Models, which relate workloads from expected disaster scenarios to the number of personnel required to manage the workload.
Data Collection Methodology	Data computed for force qualification level begins with taking an individual's overall qualification level based on training and completion percentage. Task completion weighs 75% while training completion weighs 25%. To determine the qualification level of the entire IM workforce, sum all qualification values together then divide the total staff qualification level by the qualification planning factor of 13,605. To calculate force strength, take the total number of IM workforce and divide by the force strength planning factor of 17,670. Lastly, to obtain the composite number, multiple both force strength and qualification results by 0.5 and sum the numbers together.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data used to compile this measure resides on information systems subject to control and maintenance by the programs' subject-matter experts, who use this same data to inform and manage program operations. The measure will be tracked and checked for accuracy by analysts and managers within the FOD. If deployment or qualifications data is incorrect, FOD will work with the Cadre or Program Office to change the data based upon internal data management processes. Once verified, reliable data will be updated in the system immediately.

Performance Measure	Percent of applicants satisfied with FEMA's Individuals and Households Program application process (Retired Measure)
Program	Response and Recovery



Description	This measure assesses FEMA’s ability to help people before, during, and after disasters by measuring an applicant’s satisfaction with the service they received during the registration process. The application process is the first step in providing disaster assistance through specific FEMA Individual Assistance programs. The measure utilizes data from responses to a question in the FEMA Customer Experience Survey (OMB Control Number: 1601-0029) administered electronically to applicants with an email address. Respondents rate how strongly they agree with the statement “I am satisfied with the service I received from FEMA”. The insights derived from survey results will help drive improvements for FEMA policies and programs. However, the results will not be used to generalize the data beyond the scope of the sample.
Scope of Data	The unit of analysis is a rating of how strongly disaster survivors who have applied for FEMA disaster assistance and have an e-mail address agree with the statement “I am satisfied with the service I received from FEMA” on a Likert Scale of 1 – 5 (1 is strongly disagree, 5 is strongly agree).
Data Source	The OMB filing for this survey was made under OMB Circular A-11 Section 280 which specifies “No attempt will be made to generalize the findings from these three groups of activities to be nationally representative or statistically valid”. Furthermore, the OMB Circular A-11 Section 280 implementation guidelines states “Results will not be used to make statements representative of the universe of study, to produce statistical descriptions (careful, repeatable measurements), or to generalize the data beyond the scope of the sample.” We are in full compliance of this guidance.
Data Collection Methodology	CSAS sends the FEMA Customer Experience survey via e-mail to a random sample of disaster survivors with an e-mail address two weeks after the disaster registration period begins and continues until the registration period closes. They export the results from the Medallia tool into the Enterprise Data Warehouse (EDW) / Organizational Data Store (ODS) database for storage every two weeks. Quarterly, CSAS generates reports and raw data from EDW and ODS and sends it to the RRAD Performance Measurement and Analysis Team (PMAT). PMAT then loads the raw data into PowerBi for automatic calculation of a normalized percentage using the average of all responses. The numerator is the average of all responses - 1. The denominator is 4.
Reliability Index	Reliable
Explanation of Data Reliability Check	CSA surveyors are monitored by a quality control section to ensure data provided by applicants is recorded correctly. Training, updating scripts, and coaching take place to mitigate



	<p>reliability issues when recording applicant answers. Data are also reviewed by CSA program analysts and statisticians after the surveys are complete to ensure data accurately reflects what the surveys captured. Once accuracy is ensured, data are provided in an Excel format for performance measurement. RAD compares the raw data to the CSA results summary. These results are then peer reviewed and followed up by a supervisory review of the calculations. Through these various steps we are confident that the data are complete, accurate, and thoroughly reviewed.</p>
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Performance Measure	Percent of applicants satisfied with simplicity of the Individuals and Households Program
Program	Response and Recovery
Description	<p>This measure provides program managers with disaster survivors' impressions about the simplicity of the procedures required to receive disaster relief from the Individuals and Households Program (IHP). The program collects survivors' impressions of interactions with IHP using standard telephone surveys at three touchpoints of their experience with FEMA. The program sets a threshold for survivors' responses to qualify for an overall rating of 'satisfied,' and the measure indicates the share of all questions answered and scored in the reporting period that meet the threshold, i.e., scores of four or five points on the five-point Likert-type scale. Managers will use insights derived from survey results to help drive improvements to IHP. Feedback from disaster survivors ensures the program provides clear information and high-quality service in critical, public-facing agency activities. This measure aligns to the FY24-25 APG to Remove Barriers to Disaster Resilience and Recovery Programs.</p>
Scope of Data	<p>This measure's scope includes valid responses to telephone surveys of disaster survivors in jurisdictions qualifying for the Individuals and Households Program (IHP). The Customer Survey and Analysis Section in the Recovery Reporting and Analytics Division conducts three surveys. The Office of Management and Budget (OMB) approved all of the surveys for dissemination. The surveys include a significant share of the registration population, enhancing results' validity. Analysts produce results using five (5) Likert-type-scale questions, each with a five (5)-point scale. Sampling includes all eligible applicants who contacted FEMA. The Initial survey begins about two weeks after registration, with a goal of 1,200 survivors per quarter. The Contact survey begins two weeks after a survivor's call or Internet contact, with a goal of 1,800 survivors per quarter. The Assessment survey begins 30 days after an IHP decision, with a goal of 400 survivors for each disaster declaration.</p>



Data Source	The Customer Survey and Analysis Section (CSAS) in the Recovery Reporting and Analytics Division (RRAD) stores all survey responses in WinCATI (a Computer Assisted Telephone Interviewing system) for easy retrieval, statistical analyses, and reporting. CSAS staff export data from the survey system into a Microsoft Access database, where all survey data resides. RRAD operates and maintains systems used to store customer-survey data.
Data Collection Methodology	Using data stored in Microsoft Access, CSAS staff generate quarterly reports to the RRAD Performance Measurement and Analysis Team (PMAT) to calculate each question’s comprehensive result. PMAT loads the results into PowerPivot for automatic calculation. For all surveys completed, PMAT analysts review respondents’ answers to each of the five questions. RRAD has determined that answers to any question of 4 or 5 points on the five-point Likert-type scale satisfy the threshold for 'satisfaction with the simplicity of IHP.' Analysts then calculate the share of threshold-clearing answers for each question, and then calculate the average share of threshold-clearing responses across all five questions in the surveys submitted during a given reporting period, which yields the results for the performance measure.
Reliability Index	Reliable
Explanation of Data Reliability Check	A quality-control section monitors CSAS surveyors to ensure correct recording of data provided by applicants. The program engages in training, updating scripts, and coaching to mitigate reliability issues when recording applicant answers. CSAS program analysts and statisticians also review data after completion of surveys to ensure that recorded data accurately reflect what the surveys captured. After these accuracy checks, staff provide analysts with data in Excel format for performance measurement calculations. RRAD compares the raw data to the CSAS results summary. A peer review follows, followed by a supervisory review of the calculations. These multiple steps reinforce program confidence in the data’s completeness, accuracy, and validity.

Performance Measure	Percent of applicants satisfied with the Public Assistance process and customer service
Program	Response and Recovery
Description	This measure evaluates Public Assistance (PA) applicants’ satisfaction with the PA program and customer service. The PA Assessment survey collects satisfaction information from



	<p>applicants after they received an award. These applicants have progressed from requesting assistance to developing projects and then obtaining the award. This measure aligns to the FY24-25 Agency Priority Goal (APG) to Remove Barriers to Disaster Resilience and Recovery Programs.</p>
Scope of Data	<p>The Customer Survey and Analysis Section (CSAS) within the Recovery Reporting and Analytics Division (RRAD) conducts two surveys for Public Assistance Assessment survey quarterly. CSAS delivers the Initial and Assessment surveys to applicants via e-mail. Applicants who do not start or complete the survey will receive a phone call from CSAS to complete the survey. CSAS delivers the survey to applicants by declaration. All applicants receive the survey when their declaration has at least 70% of applicants with awards. Applicants that have not received an award are excluded from the Assessment survey and therefore from the measure. Only applicants that have complete the project development process are include in the measure. In the Assessment survey applicants will rate how strongly they agree with the statement “I am satisfied with the...” on a scale of 1 – 5 (1 being strongly disagree,5 being strongly agree).</p>
Data Source	<p>The FEMA Recovery Reporting and Analytics Division’s (RRAD) Customer Survey and Analysis Section (CSAS) conducts the survey to collect the data for this measure. They use the Medallia tool for data collection and survey administration. They import, results into the Enterprise Data Warehouse (EDW) / Organizational Data Store (ODS) database for storage. The Recovery Reporting and Analysis Division is the owner of the customer survey data.</p>
Data Collection Methodology	<p>The Recovery Reporting and Analytics Division (RRAD) created an Oracle SQL query to extract the survey data. The Oracle SQL query is saved in a Power BI model stored on a Recovery Reporting and Analytics Division (RRAD) server folder. The Power BI model is refreshed manually, as needed, to update data in the Power BI model. Any necessary data cleaning is performed in Power BI. Data in the Organizational Data Store (ODS) database is updated monthly. The Power BI model is updated, as needed, but at least once a month. This measure calculates the average score for five specific survey questions. The average is then normalized to a scale between 0 and 1. It is normalized by subtracting 1 and dividing the result by 4. The formula requires a subtraction of 1 to adjust the lowest score from a 1 to 0.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>CSAS monitors surveyors to control quality and ensure responses provided by applicants is recorded correctly. CSAS supervisors provide training and coaching to mitigate reliability issues during</p>



	<p>the recording of applicant answers. CSAS program analysts and statisticians review data after the surveys are complete to ensure data accurately reflects what the surveys captured. After accuracy is ensured, data are provided in an Excel format for performance measurement and uploaded to the Enterprise Data Warehouse (EDW) / Organizational Data Store (ODS) database for storage. The Performance Measurement and Analysis Team (PMAT) compares the raw data to the CSAS results summary. These results are then peer reviewed and then a supervisor reviews the calculations. These steps ensure that the data are complete, accurate, and thoroughly reviewed.</p>
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Performance Measure	Percent of critical federal response teams supported by voice, video, and data connectivity using a fully-capable mobile emergency office vehicle (Retired Measure)
Program	Response and Recovery
Description	<p>The program has identified on-scene availability of a mobile platform for voice, video, and data connectivity as a critical capability for Federal teams managing response and recovery operations. The program has procured Mobile Emergency Office Vehicles (MEOVs) to provide these capabilities for these teams. Using data from systems employed to track and manage the agency’s physical assets, this measure indicates the share of all teams managing response and recovery operations with access to an MEOV during a given fiscal year.</p>
Scope of Data	<p>This measure’s scope includes the share of all recovery teams with immediate access to one of the agency’s MEOVs. Over the course of a given fiscal year, the program procures MEOVs, which provide response and recovery teams with on-scene availability of a mobile platform for voice, video, and data connectivity as a critical capability. MEOVs support relevant response activities conducted by Incident Management Assistance Teams, Incident Support Bases, Urban Search and Rescue Incident Support Teams, and National Disaster Medical System Incident Response Coordination Teams. To track and manage the program’s inventory of MEOVs, program staff use an agency-wide property-management database. The agency’s Office of Response and Recovery maintains a tally of the types and numbers of Federal teams that have validated requirements for support by the program’s Mobile Emergency Response Support Detachments, which include MEOVs.</p>
Data Source	<p>The agency’s Mission Support Bureau maintains and operates the Sunflower Asset Management System (SAMS), an online database which serves as the agency’s official property-</p>



	management system. The Disaster Emergency Communications Division serves as the program of record for MEOV data stored in SAMS.
Data Collection Methodology	SAMS produces reports detailing the agency-wide inventory of MEOVs. The agency’s Office of Response and Recovery maintains a tally of the types and numbers of Federal teams which have validated requirements for support by the program’s Mobile Emergency Response Support Detachments, which include MEOVs. For any given fiscal year, dividing the total size of the MEOV inventory into the total number of federal response teams yields this performance measure.
Reliability Index	Reliable
Explanation of Data Reliability Check	Both the logistics section of the Disaster Emergency Communications Division and the agency’s fleet-management staff in the agency’s Office of the Chief Administrative Officer review reports of MEOV inventory produced by SAMS. These reviews ensure accurate counts of MEOV inventory. The agency’s Office of Response and Recovery has responsibility for the types and numbers of Federal response teams which have validated requirements for support by the program’s Mobile Emergency Response Support Detachments, which include MEOVs.

Performance Measure	Percent of Individuals and Households Program applicant’s confidence in FEMA (Retired Measure)
Program	Response and Recovery
Description	This measure assesses the program’s ability to assist people before, during, and after disasters by measuring an applicant’s confidence in FEMA after applying for disaster assistance. The application process is the first step in providing disaster assistance through specific FEMA Individual Assistance programs. The measure utilizes data from responses to a question in the FEMA Customer Experience Survey (OMB Control Number: 1601-0029) administered electronically to applicants with an email address. Respondents rate how strongly they agree with the statement “This interaction increased my confidence in FEMA”. All responses are included in the results. The insights derived from survey results will help drive improvements for FEMA policies and programs. However, the results will not be used to generalize the data beyond the scope of the sample.
Scope of Data	The unit of analysis is a single completed survey from a disaster survivor who applied for FEMA disaster assistance and has an e-mail address. The population is the total number of completed surveys from a random sample of disaster survivors who



	<p>registered for assistance, indicated their preference of electronic communication, and provided a valid email address. Survey results are calculated using all available data from completed electronic surveys. The confidence interval for this survey is 95% +/- 5%. However, the results will not be used to generalize the data beyond the scope of the sample. The attribute is all responses to the question. The average score is then used to calculate a normalized percentage to move from a 1-5 Likert scale to a 0-100% scale to accurately relay the applicant's confidence based on their response to the question, "This interaction increased my confidence in FEMA" on a Likert Scale of 1-5 (1 strongly disagree, 5 strongly agree).</p>
Data Source	<p>The OMB filing for this survey was made under OMB Circular A-11 Section 280 which specifies "No attempt will be made to generalize the findings from these three groups of activities to be nationally representative or statistically valid". Furthermore, the OMB Circular A-11 Section 280 implementation guidelines states, "Results will not be used to make statements representative of the universe of study, to produce statistical descriptions (careful, repeatable measurements), or to generalize the data beyond the scope of the sample." We are in full compliance of this guidance. The FEMA Recovery Reporting and Analytics Division's (RRAD) Customer Survey and Analysis Section (CSAS) uses the Medallia tool to administer the FEMA Customer Experience Survey (OMB Control Number: 1601-0029) electronically to disaster survivors who have applied for FEMA assistance and provided an email address. The question used for this measure is question 2 "This interaction increased my confidence in FEMA".</p>
Data Collection Methodology	<p>CSAS sends the FEMA Customer Experience survey to a random sample of disaster survivors via email two weeks after the disaster registration period begins and continues until the registration period closes. They export the results from the Medallia tool into the Enterprise Data Warehouse (EDW) / Organizational Data Store (ODS) database for storage every two weeks. Quarterly, CSAS generates reports and raw data from EDW and ODS and sends it to the RRAD Performance Measurement and Analysis Team (PMAT). PMAT then loads the raw data into PowerBi for automatic calculation of a normalized percentage using the average of all responses. The numerator is the average of all responses - 1. The denominator is 4.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>CSAS monitors surveyors to control quality, and ensure data provided by applicants is recorded correctly. CSAS supervisors provide training and coaching to mitigate reliability issues during the recording of applicant answers. CSAS program analysts and</p>



	<p>statisticians review data after the surveys are complete to ensure data accurately reflects what the surveys captured. After accuracy is ensured, data are provided in an Excel format for performance measurement and uploaded to the Enterprise Data Warehouse (EDW) / Organizational Data Store (ODS) database for storage. The Performance Measurement and Analysis Team (PMAT) compares the raw data to the CSAS results summary. These results are then peer reviewed and then a supervisor reviews the calculations. These steps ensure that the data are complete, accurate, and thoroughly reviewed.</p>
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Performance Measure	Percent of end-of-life equipment and vehicles replaced to ensure operational readiness of FEMA’s Urban Search and Rescue Sponsoring Agencies (New Measure)
Program	Response and Recovery
Description	<p>This measure assesses Urban Search and Rescue (USR) Sponsoring Agencies’ operational readiness in maintaining, replacing, or upgrading equipment (communications, technical, hazmat, logistics, rescue, medical) and vehicles deemed for replacement. FEMA must meet its mandate (Public Law 114-326) to “provide a national network of standardized search and rescue resources to assist States and local government in responding to hazards,”. The measure supports USR’s priority to have effective lifesaving equipment available for a disaster response. The data collected aid in capturing ongoing equipment and vehicle gaps, identify funding shortfalls, and mitigating risk in the replacement of equipment and vehicles before it becomes a point of failure. A Sponsoring Agency is a State or local government that has executed an agreement with DHS to organize and administer a task force.</p>
Scope of Data	<p>The unit of analysis is a piece of equipment or vehicle in the Urban Search and Rescue’s (USR) Sponsoring Agencies inventory that have an expiration date or are designated near-to-end of life cycle within the fiscal year. The population is all equipment and vehicles within the inventory that have an expiration date or are designated near-to-end of life cycle within the fiscal year. There are variations to schedules of replacement for equipment across the USR Sponsoring Agencies. The attribute is if the equipment or vehicle has been replaced or not.</p>
Data Source	<p>Each Sponsoring Agency uses a combination of financial documents related to procurement of equipment, physical inventory of equipment, and the equipment cache and vehicle fleet list to source the data. Each Sponsoring Agency has their</p>



	own system of record for this information. The data is transmitted to USR Branch at FEMA HQ and stored in Excel files.
Data Collection Methodology	Each USR Sponsoring Agency will provide their data outlining their physical inventory of equipment and vehicle fleet, to include shelf life, financial documents outlining procurement of new equipment and assessment on which pieces of equipment and vehicles still require replacement to USR Branch at FEMA HQ at the beginning and end of the fiscal year. After each inventory data call, USR Branch will compare physical inventory to equipment cache lists, identify and validate all equipment that falls out of date, and validate against USR Directive, funds awarded and procurement records. The total counts at the beginning of the year will be the equipment and vehicles scheduled to be replaced within the fiscal year (denominator). The total counts at the end of the year will be the equipment and vehicles replaced within the fiscal year (numerator). Once the counts are validated, USR Branch will calculate the results by dividing the denominator by the numerator.
Reliability Index	Reliable
Explanation of Data Reliability Check	The USR Sponsoring Agencies will collect, review, and submit the data to the USR Branch at HQ. The physical inventory is validated by physical observation, replacement, and procurement records. USR Branch will review and validate all the data and calculations provided by the Sponsoring Agencies by comparing the data received to funds awarded and procurement records.

Performance Measure	Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources delivered by the agreed upon date
Program	Response and Recovery
Description	This measurement evaluates the percent of shipments from FEMA Distribution Centers or logistics partners that arrive at the specified location by the validated and agreed upon delivery date.
Scope of Data	The parameters used to define what data is included in this performance measure are comparison of requested materials, date to be delivered, arrival status, and quantity received. All shipments resulting in a valid shipment will be measured. The 'agreed upon date' is the established date that both supplier (logistics) and customer (operations) have determined best meets the need of the situation.



Data Source	FEMA is shifting from manual record-keeping systems to an automated Logistics Supply Chain Management System (LSCMS). Both systems are used to report Receipt information from state sites to FEMA. As FEMA strives to integrate the LSCMS Request and Order systems, there may be some errors in recording the Required Delivery Date (RDD) on the Request into the Order system. Data responsibilities are shared by several FEMA and external groups: The NRCC Resource Support Section (RSS) verifies and validates the information and orders the assets. FEMA partners/Distribution Centers/Incident Support Bases (ISBs) fulfill the order and dispatch the shipments; FEMA HQ/field sites/states receive the shipments and verify time received and condition of the shipment. FEMA Logistics Management directorate owns the reporting database through the LSCMS/Total Asset Visibility (TAV) Program.
Data Collection Methodology	Requests for disaster assets are entered into LSCMS by supply chain managers at FEMA HQ or regional staff. When shipments are received at designated locations (either FEMA or state sites), the receipt is recorded in LSCMS by FEMA staff (state representatives report data to FEMA). FEMA analysts extract Tier I (life-saving/life-sustaining resources) and Tier II (key operational resources) data from LSCMS to calculate the number of shipments in an order meeting the RDD. For each tier, FEMA staff tabulates the percent of shipments arriving by the RDD.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data is first checked for accuracy and completeness by the Logistics Management Center (LMC) within the Logistics Operations Division. The specific role within the LMC is to conduct this comprehensive review and analysis is the LMC Chief. As a double-check, the Transportation Management Branch (TMB) within the Distribution Management Division verifies any shipment where there is a question against the actual Bill of Lading (BOL), which is the contract between FEMA and the Transportation Service Provider, and is signed and dated by the driver and the customer upon delivery. By comparing the date the BOL was signed against the reported receiving date within LSCMS, the TMB provides the double check to ensure data is accurate. The TMB also maintains a daily log of all orders throughout the year which is used to clarify any questions or discrepancies.

Federal Law Enforcement Training Centers (FLETC)

Performance Measure	Number of students/participants who receive human trafficking awareness related training (New Measure)
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Program	Law Enforcement Training
Description	<p>This measure assesses the number of students/participants receiving human trafficking awareness related training sessions. FLETC currently accomplishes this in two ways. First, the Human Trafficking Awareness Training Program (HTAT) is available to federal, state, local, tribal, and territorial (SLTT) law enforcement officers (LEOs) and direct law enforcement support personnel. Attendees learn to recognize the indicators and respond appropriately to suspected cases of human trafficking. Second, FLETC provides instruction in basic training programs that covers indicators of human trafficking and how to respond to suspected cases with a victim-centered approach. Many LEOs and direct law enforcement support personnel hold public-facing jobs and are thereby well positioned to witness indicators of potential instances of human trafficking, interact with potential traffickers and victims, and report suspicious activity.</p>
Scope of Data	<p>The unit of measure is a single student/participant that receives FLETC instruction on human trafficking awareness. LEOs attending one of FLETC's center basic training programs and certain center integrated basic training programs receive instruction on the indicators of human trafficking and how to respond to suspected cases with a victim-centered approach. In addition to curriculum included in some basic training programs, FLETC also offers the Human Trafficking Awareness Training Program (delivered both virtually and in-person), which explores this topic more in-depth.</p>
Data Source	<p>Data on student/participant throughput is stored in FLETC's Student Administration and Scheduling System (SASS). SASS is an enterprise-wide IT solution that includes a scheduling system; a student-registration and management system; a testing and evaluation function; a tuition component; and a student billing component.</p>
Data Collection Methodology	<p>To calculate the results, an End of Year Students Summary Report is extracted from SASS, and only students/participants who completed/graduated a training program with human trafficking related curriculum during the specified timeframe are counted in the results.</p>
Reliability Index	Reliable
Explanation of Data Reliability Check	<p>Training records are generated and validated via FLETC's Student Services Division. The validated data populates the End of Year Students Summary Report. The number of students/participants who completed/graduated a training program with human trafficking related curriculum during the reporting period are</p>



	extracted from SASS via the End of Year Students Summary Report.
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Performance Measure	Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training
Program	Law Enforcement Training
Description	This measure reflects the effectiveness of FLETC's training based on survey results documenting Partner Organizations' (PO's) satisfaction with the quality of instructional staff, whether FLETC's basic and advanced training addresses the right skills needed for officers and agents to perform their law enforcement duties, whether basic and advanced training prepare officers and agents to perform specific job-related tasks safely and effectively, and overall satisfaction with the training. Responses of "Strongly Agree" and "Agree" are considered satisfied. FLETC provides training to more than 100 POs, 12 of which are within the Department of Homeland Security. The results provide on-going opportunities for improvements incorporated into FLETC training curricula, processes, and procedures.
Scope of Data	This measure includes the results from all POs that respond to the PO Satisfaction Survey statements about satisfaction with the quality of instructional staff, whether FLETC's basic and advanced training addresses the right skills needed for officers and agents to perform their law enforcement duties, whether basic and advanced training prepare officers and agents to perform specific job-related tasks safely and effectively, and overall satisfaction with the training. Responses of "Strongly Agree" and "Agree" are considered satisfied. Responses of "Not Applicable" are excluded from the calculations.
Data Source	The source of the data is the FLETC PO Satisfaction Survey administered via a web-based survey program (Verint), which tabulates and calculates the survey results. The PO representative from each PO provides responses to the survey through Verint and saves the responses online when the survey is completed.
Data Collection Methodology	The FLETC POs are surveyed using the PO Satisfaction Survey. Data are collected annually from July to August. The survey uses a six-point Likert scale. Program personnel import the survey data as saved by survey respondents from Verint into Microsoft Excel to generate data charts and tables. The percent is calculated as the average of the number of POs that responded "Strongly Agree" or "Agree" to statements about satisfaction with the quality of instructional staff, whether FLETC's basic and advanced training addresses the right skills needed for officers



	and agents to perform their law enforcement duties, whether basic and advanced training prepare officers and agents to perform specific job-related tasks safely and effectively, and overall satisfaction with the training divided by the number of POs that responded to each of the respective statements. Responses of "Not Applicable" are excluded from the calculations.
Reliability Index	Reliable
Explanation of Data Reliability Check	The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. Following release of the survey summary report, FLETC leaders conduct verbal sessions with PO key representatives to confirm and discuss their responses. Throughout the year other formal and informal inputs are solicited from the PO representatives by FLETC staff and used to validate the survey results. No known data reliability problems exist.

Office of Intelligence and Analysis (I&A)

Performance Measure	Percent of finished intelligence products aligned to key intelligence questions (Retired Measure)
Program	Analysis and Operations (A&O)
Description	This measure evaluates the extent to which finished intelligence products address Key Intelligence Questions aligned to customer requirements identified in the Program of Analysis. The Program of Analysis is organized around thematic responsibilities and ensures alignment of prioritized planned analytic efforts to customer requirements. Key Intelligence Questions are developed by the intelligence Mission Centers in partnership with the Intelligence Enterprise following a Homeland Security Intelligence Priorities Framework process that identifies the most pressing topics for the enterprise. All analytic products must include appropriate metadata tagging, including Homeland Security priority code and alignment against Program of Analysis Key Intelligence Questions. Prioritizing intelligence products around key analytic questions promotes transparency, reduces duplication of effort, and increases the value to customer.
Scope of Data	The population for this measure is based on all finished intelligence products. The numerator includes a subset of finished intelligence products that are aligned to Key Intelligence Questions. A finished intelligence product is a product of analytical judgement applied to address an intelligence question where the analytic conclusions have been drafted, reviewed, and



	disseminated outside of I&A. Key Intelligence Questions are identified and periodically reviewed and updated in the Program of Analysis.
Data Source	Analysts store their initial analysis in the System for Analytic Review and Approval (SARA) system, and then the finished analytical production and reports are stored in an internal system named HELIX. All analytic products must include appropriate metadata tagging, including Homeland Security priority code and alignment against Program of Analysis Key Intelligence Questions.
Data Collection Methodology	Analysts begin work by initiating a project, tracking its flow through the SARA system, which captures the necessary data and metadata to analyze alignment to identified Key Intelligence Questions. Once the analyst completes their analysis and produces a report of conclusions, it then moves through the work flow to leadership review for analytic tradecraft which validates judgements contained in the report of conclusions. If approved, the report then considered a finished intelligence product, and is disseminated outside the organization depending on classification level. The results for this measure are determined by dividing the number of finished intelligence products aligned to a Program of Analysis Key Intelligence Question by the total number of finished intelligence products.
Reliability Index	Reliable
Explanation of Data Reliability Check	The finished intelligence product information and the numbers themselves are validated monthly by the Performance Measurement and Evaluation and Production staff to ensure completeness and accuracy of the data and metadata in Helix. The information in this check may be cross-referenced with SARA to ensure its accuracy. The number of products aligned to Program of Analysis Key Intelligence Questions and the total number of products are consistently reviewed by senior leadership. If potential errors have been identified in this reliability check, corrections are made to the metadata element in the repository. In the event of differences of opinion, an adjudication process exists to resolve discrepancies over the determination of information that are determined by I&A senior leadership.
Performance Measure	Percent of finished intelligence products shared with the Intelligence Community (Retired Measure)
Program	Analysis and Operations (A&O)



Description	This measure reflects the percent I&A's finished intelligence products that are considered compliant with Intelligence Community Directive (ICD) 203, and which are shared with the Intelligence Community. A finished intelligence product is a product of analytical judgement applied to address an intelligence question where the analytic conclusions have been drafted, reviewed, and disseminated. ICD 203-compliant products constitute a smaller subset of finished intelligence production that includes Homeland Intelligence Todays, Intelligence Assessments, and Field Analysis Reports. Providing finished intelligence products equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.
Scope of Data	The scope is finished intelligence production that is considered compliant with Intelligence Community Directive (ICD) 203, and which is shared with the Intelligence Community (numerator) as a percent of the total number of I&A's ICD 203-compliant finished intelligence production (denominator). I&A finished intelligence products that are ICD 203-compliant constitute a smaller subset of I&A's finished intelligence production that includes products, Homeland Intelligence Todays, Intelligence Assessments, and Field Analysis Reports.
Data Source	Finished intelligence products are stored in an internal system named HELIX, and entered into various dissemination systems, including the official federal intelligence repository, the Library of National Intelligence. This is the same system used by the rest of the Intelligence Community to access all intelligence reporting.
Data Collection Methodology	Analysts initiate and track projects through the System for Analytic Review and Approval (SARA) system. Once the analyst produces a report of conclusions, it then moves through the work flow to leadership review for analytic tradecraft which validates judgements contained in the product. If approved, the report is then considered a finished intelligence product compliant with Intelligence Directive 203. Finished intelligence products are disseminated outside the organization depending on classification level. The results for this measure are determined by dividing the number of finished intelligence products that are compliant with ICD 203 and shared with the Intelligence Community divided by the total number of finished intelligence production, which includes products, Homeland Intelligence Todays, Intelligence Assessments, and Field Analysis Reports.
Reliability Index	Reliable
Explanation of Data Reliability Check	I&A employs a formal review process to verify the data for this measure. Data in the SARA and HELIX systems are reviewed at least monthly for completeness and accuracy by the Office of



	Intelligence and Analysis Enterprise Performance and Evaluation Branch, as well as operational analysts. In the event that inaccurate data is reported, processes are in place to adjudicate any issues and correct the record to ensure accuracy.
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Performance Measure	Percent of intelligence products rated satisfactory and useful by customers
Program	Analysis and Operations (A&O)
Description	This measure reflects the percent of I&A's intelligence production that is shared with its state, local, tribal, and territorial (SLTT) partners. An intelligence product is a product of analytical judgement applied to address an intelligence question where the analytic conclusions have been drafted, reviewed, and disseminated outside of I&A. This measure ensures that I&A is leveraging its unique information sharing role by sharing intelligence products with SLTT partners.
Scope of Data	The population of this measure is all customer feedback received from surveys appended to each I&A intelligence report. The customer feedback surveys contain a standard question intended to elicit the degree of customer satisfaction with the usefulness of the intelligence report. The question asks customers to rate satisfaction on a five-point rating scale (very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, very dissatisfied). Responses of "very satisfied" and "somewhat satisfied" will be considered to have met the criteria for "satisfactory and useful" and are included in the scope of this measure.
Data Source	The data sources for this performance measure will be the Enterprise Performance and Evaluation Branch (EPE) Dashboards located on the unclassified and high-side networks, as well as the unclassified EPE SharePoint site. Note that analysts initiate and track projects in the System for Analytic Review and Approval (SARA) system, and then the finished analytical production and reports are stored in an internal system named HELIX.
Data Collection Methodology	Once the analyst produces a report, it moves to leadership review, which validates judgements contained in the report. Approved reports are disseminated outside the organization depending on classification level. Interactive customer feedback surveys are appended to each intelligence report. Customers enter their responses to the surveys and click a "Submit Feedback" button that automatically generates an email on the appropriate network. The feedback is automatically ingested from the email responses and fed into the dashboards on



	SharePoint, to include an automated file transfer and consolidation. The results for this measure are determined by dividing the total number of those responding they are “very satisfied” or “somewhat satisfied” by the total number of survey responses received.
Reliability Index	Reliable
Explanation of Data Reliability Check	EPE verifies the successful ingest of feedback at least weekly and ensures the removal of any redundant entries through rigorous data cleansing and direct customer follow-up, where necessary. Satisfaction and usefulness metrics are consistently reviewed by senior leadership. If potential errors have been identified in this reliability check, corrections are made to the dashboards and SharePoint site. In the event of differences of opinion, an adjudication process exists to resolve discrepancies over the determination of information that are determined by I&A senior leadership.

U.S. Immigration and Customs Enforcement (ICE)

Performance Measure	Number of convicted criminal and pending criminal charge arrests (New Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measure assesses the effectiveness of efforts to identify, locate, and arrests noncitizen immigrants with criminal convictions or pending criminal charges. Senior leadership will be able to use the results of this metric to evaluate agency performance and inform critical programmatic decision-making, particularly regarding the efficient use and distribution of resources. A noncitizen’s status as Convicted Criminal or Pending Criminal is determined at the point of the individual’s booking into custody according to their criminal history record in EID.
Scope of Data	The unit of analysis is a single ICE Arrest. The attribute that determines whether an arrest is counted in the results is if the individual is a noncitizen and the individual’s criminal history status in EID, specifically, whether the individual is recorded as “convicted criminal” or “pending criminal charge.” If an individual’s status changes from “convicted criminal” or “pending criminal charge” to another status after their arrest, that change will not be reflected in this metric’s data. The population includes all ICE Arrests recorded during the fiscal year. The final result is recorded as the sum of all arrests meeting the above criteria.
Data Source	Data for this measure is stored in the Enforcement Integrated Database (EID). This database stores and maintains data relating



	to the investigation, arrest, booking, detention, and/or removal on non-citizens encountered during immigration and law enforcement activities. This database is managed by EID, under OCIO of ICE. Law Enforcement and Systems Analysis (LESA) Statistical Tracking Unit (STU) is the office that gathers, analyzes, and reports this data.
Data Collection Methodology	Arrests and noncitizen criminality are derived and calculated from data recorded in the EID database. ICE personnel input this information into the individual's EID record as part of administrative processing for individuals during and immediately after their arrest by an ICE officer. An ETL (extract, transform, load) process then takes data from EID to a data warehouse called the ICE Integrated Decision Support (IIDS) System. An analyst uses spreadsheet functionality to calculate the result. Number of convicted criminal and pending criminal charge arrests is calculated by taking the sum of all arrests for which the subject meets the criteria of "convicted criminal" or "pending criminal charge."
Reliability Index	Reliable
Explanation of Data Reliability Check	Headquarters staff validate the completeness and accuracy of the data entered by field offices into the EID through trend analysis. Data is cross-referenced between field office reports, and data entered into the database. The Statistical Tracking unit checks for consistency of the results or measuring instrument through validation, back-end testing, or reproducibility of the data through alternative methodology. Any inaccuracies will need to be sent to the Unit Chief, who will make the necessary corrections to the tasking query. Systematic features are in place within both the EID and the ENFORCE Alien Removal Module EARM to mitigate manual data entry errors. Where applicable, drop-down lists provide users with a set list of values from which to choose. In addition, required fields must be completed for the information to be submitted to the EID. If these fields are not completed an error message will appear.

Performance Measure	Number of convicted criminal and pending criminal charge noncitizen returns and removals from the U.S. (New Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measure assesses the effectiveness of efforts to extricate from the U.S. noncitizens with criminal convictions or pending criminal charges. A noncitizen's status as Convicted Criminal or Pending Criminal is determined at the point of the individual's booking into custody according to their criminal history record in EID. Increases in the number of criminal arrests is likely to be



	<p>representative of improvements and efficiencies achieved in ERO’s operations, particularly regarding the identification, location, and apprehension of noncitizens with criminality who are more likely to pose threats to U.S. public safety. Senior leadership will be able to use the results of this metric to evaluate agency performance and inform critical programmatic decision-making, particularly regarding the efficient use and distribution of resources.</p>
Scope of Data	<p>The unit of analysis is a single ICE Return or Removal. The population includes all ICE Returns and Removals recorded during the fiscal year. The attribute that determines whether a return or removal is counted in the results is the individual’s criminal history status in EID, specifically, whether the individual is recorded as “convicted criminal” or “pending criminal charge.” If an individual’s status changes from “convicted criminal” or “pending criminal charge” to another status after their return/removal, that change will not be reflected in this metric’s data. The final metric is recorded as the sum of all returns and removals meeting the above criteria.</p>
Data Source	<p>Data for this measure is stored in the Enforcement Integrated Database (EID). This database stores and maintains data relating to the investigation, arrest, booking, detention, and/or return/removal of non-citizens encountered during immigration and law enforcement activities. This database is managed by EID, under OCIO of ICE. Law Enforcement and Systems Analysis (LESA) is the office that gathers, analyzes, and reports this data.</p>
Data Collection Methodology	<p>Returns/removals and noncitizen criminality are derived and calculated from data recorded in the EID database. ICE personnel input this information into the individual’s EID record as part of administrative processing for individuals during and immediately after their return or removal is conducted by an ICE officer. An ETL (extract, transform, load) process then takes data from EID to a data warehouse called the ICE Integrated Decision Support (IIDS) System. An analyst uses spreadsheet functionality to calculate the result. Number of convicted criminal and pending criminal charge returns and removals from the U.S. is calculated by taking the sum of all returns and removals for which the subject meets the criteria of “convicted criminal” or “pending criminal charge.”</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>Headquarters staff validate the completeness and accuracy of the data entered by field offices into the Enforcement Integrated Database (EID) through trend analysis to look for aberrations and unusual patterns. Data is analyzed on a weekly basis and compared to statistics from prior months and the previous year.</p>



	Data is then cross-referenced between field office detention facility reports of the number of removals, and data entered the database. The Law Enforcement Systems and Analysis (LESA) office checks for consistency of the results or measuring instrument through validation, back-end testing, or reproducibility of the data through alternative methodology. Depending upon the degree of consistency between two measures of the same measure allows the statistician to determine whether the data is considered reliable and or stable. Any inaccuracies will need to be sent to the Statistical Tracking Unit (STU) Unit Chief, who will make the necessary corrections to the tasking query.
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Performance Measure	Number of convicted criminal noncitizens who were returned or were removed from the United States (Retired Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measure includes both the return and removal of noncitizens who have a prior criminal conviction from the United States by ICE Enforcement and Removal Operations (ERO). This measure reflects the program's efforts to ensure convicted criminal noncitizens do not remain in the United States.
Scope of Data	All returns and removals of illegal immigrants who have had a prior criminal conviction are included in this measure. All non-criminal immigration violators are excluded from the count. An immigration violator is only considered a convicted criminal if he or she has also been convicted of a crime.
Data Source	Data is maintained in the Removal Module of the ENFORCE database. This database is maintained at ICE headquarters and the data entry occurs at Enforcement and Removal Operations (ERO) Field Offices throughout the country. Tools in the Integrated Decision Support System (IIDS) are used to query the Removal Module and produce reports to calculate the final results for this measure. The IIDS data warehouse is maintained by ERO's Statistical Tracking Unit (STU).
Data Collection Methodology	Enforcement and Removals Operations field offices are responsible for the entry and maintenance of data regarding the removal and return of noncitizens. When a noncitizen is removed and/or returned from the United States, case officers in the field will indicate in the database the case disposition and date the removal/return occurred in the database. Officers track the status of administrative processes and/or court cases and indicate when actual removals occur in the Removal Module of the ENFORCE database. Reports generated from the Removal Module using IIDS determine the number of convicted illegal



	noncitizens returned/removed from the country during the specified time.
Reliability Index	Reliable
Explanation of Data Reliability Check	Headquarters staff validate the completeness and accuracy of the data entered by field offices into the Removal Module through trend analysis to look for aberrations and unusual patterns. Data is analyzed on a weekly basis and compared to statistics from prior months and the previous year. An additional reliability check occurs when data is cross - referenced between field office detention facility reports of the number of removals, and data entered into the database. The Statistical Tracking unit checks for consistency of the results or measuring instrument through validation, back-end testing or reproducibility of the data through alternative methodology. Depending upon the degree of consistency between two measures of the same measure allows the statistician to determine whether the data is considered reliable and or stable. Any inaccuracies will need to be sent to the Unit Chief, who will make the necessary corrections to the tasking query.

Performance Measure	Percent of detention facilities that meet the National Detention Standards Program during their full annual inspection (New Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measures ICE’s effectiveness in ensuring all adult detention facilities, with an Average Daily Population (ADP) greater than 1, meet the ICE National Detention Standards Program. Family residential centers, ERO juvenile facilities, staging facilities, or holding rooms that may temporarily hold ICE detainees are not included in this metric. The program ensures facilities used to house non-citizens in immigration proceedings or awaiting removal do so in accordance with their contractually obligated ICE national detention standards and assesses results through conducting annual facility inspections, imposing penalties for noncompliance and provide guidance to facilities in reaching compliance. Life/safety deficiencies are immediately addressed upon receiving a preliminary report.
Scope of Data	The unit of analysis for this measure is an adult facility on the Authorized Facility's List, authorized to house ICE detainees under the ERO Detention Management Control Program (DMCP) with an ADP greater than 1 during the reporting period. The population consists of all adult facilities on the Authorized Facility's List authorized to house ICE detainees under the ERO Detention Management Control Program (DMCP) that received a



	<p>full inspection during the reporting period. Family residential centers, or ERO juvenile facilities, staging facilities, or holding rooms that may temporarily hold ICE detainees are not included in this metric. The attribute for each unit of analysis is whether the facility was found in compliance with their contractually obligated ICE national detention standard by receiving an overall rating of acceptable/adequate or higher. An overall rating of acceptable/adequate or higher reflects the facility has passed the inspection.</p>
Data Source	<p>Data for this measure is stored in ODO's Inspection Management System (IMS). The IMS contains data including the date of annual inspection, location of the inspection, the line items for each standard, if it was compliant or noncompliant, and the overall rating. The rating is contained in formal inspection reports provided by ODO and is further reviewed by the Detention Oversight Unit (DOU). The reports and results of the inspections are automatically uploaded and stored in IMS. Data from the IMS is used to generate a detailed Compliance Inspection Final Report. The final report is electronically ingested into EROs Facility Management System (FMS) from the IMS</p>
Data Collection Methodology	<p>During annual compliance inspections, subject matter experts (SMEs) enter their determination for each line item of compliant or deficient along with a written description of what they observed that justifies that determination on whether detention facilities are compliant with detention standards. SMEs record their assessment of each standard, along with any comments, in real time on the 3-in-1 tablets that contain a standardized inspection worksheet which automatically uploads to IMS. Life/safety deficiencies are immediately addressed upon receiving a preliminary report. ERO uses an automated query in FMS to produce the quarterly results and inspection data for annual inspections across all field offices or facilities that is imported into the DHS OneNumber system. The calculation is the number of facilities passing the annual inspection divided by the number of facilities inspected.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>The standardized inspection worksheet is programmed into tablets used onsite. The use of IMS algorithms eliminates inspection rating and other system errors. ODO meets annually to review the weighting factors and rules used in the algorithm. Facility inspection reports undergo multiple levels of review to ensure accuracy, including Team Lead, Section Chief and the ODO Unit Chief. The Unit Chief makes the final determination of whether a line item is deficient or not. If the Unit Chief changes the inspector's determination, an explanation and rationale for the change are entered into the IMS system. All final reports are</p>



	reviewed by ERO and the Inspections and Audit Unit. The error in calculation of results is minimized by the use of automated queries and formatted fields in FMS.
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Performance Measure	Percent of detention facilities that meet the subsequent 180-day reinspection (Retired Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measure gauges the percent of detention facilities, with an Average Daily Population (ADP) greater than 10, that have received an overall rating of acceptable or above on their 180-day reinspection within the Enforcement and Removal Operations (ERO) National Detention Standards Program as measured against the Performance Based National Detention Standards. Through a robust inspections program, the program ensures facilities utilized to detain non-citizens in immigration proceedings or awaiting removal to their countries do so in accordance with the Performance Based National Detention Standards.
Scope of Data	The unit of analysis for this measure is an adult facility on the Authorized Facility's List authorized to house ICE detainees through ERO Detention Management Control Program (DMCP) with an ADP greater than 10 that received a 180-day reinspection during the reporting period. The population is all adult facilities on the Authorized Facility's List authorized to house ICE detainees through ERO Detention Management Control Program (DMCP) that received a 180-day reinspection during the reporting period. Family residential centers, or ERO juvenile facilities, staging facilities, or holding rooms that may temporarily hold ICE detainees are not included. The attribute for each unit of analysis is whether or not the facility received an "acceptable" inspection rating.
Data Source	The review rating is contained in formal inspection reports provided by the Detention Standards Compliance Unit (DSCU) contractor and is further reviewed by the DSCU. The information from these reports are compiled to determine the agency-wide percentage of facilities receiving acceptable or above rating.
Data Collection Methodology	Data for this measure is collected and evaluated by ERO inspectors. These 180-day reinspections review the current National Detention Standards that apply to all facilities, and rate whether the facility is in compliance with each standard. Based on these ratings, the compliance for each facility is calculated. This information is communicated in formal reports to the program and the ERO Inspections and Audit Unit and the Detention Standards Compliance Unit at ERO Headquarters,



	which oversees and reviews all reports. The program reports semi-annually on agency-wide adherence with the Detention Standards based on calculating the number of facilities receiving an acceptable or better rating, compared to the total number of facilities inspected. The percent is calculated by dividing those facilities that passed the 180-day reinspection by the total population those receiving a 180-day reinspection during the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	The program reviews all reports of detention facilities inspections. Inspections that receive a final rating of "Acceptable" or above are reviewed by the Detention Standards Compliance Unit (DSCU) and the Inspections and Audit Unit. Inspections that receive deficient or at-risk rating are reviewed by DSCU SMEs.

Performance Measure	Total number of noncitizen returns and removals from the U.S. (New Measure)
Program	Enforcement and Removal Operations (ERO)
Description	This measure assesses ERO effectiveness enforcing immigration law by removing noncitizens without proper legal residency authorization from the territory of the United States. This measure includes both the return and removal of noncitizen immigrants from the United States by ICE ERO. This measure reflects the program's efforts to enforce immigration law by identifying, apprehending, processing, and removing noncitizen immigrants from the United States.
Scope of Data	The unit of analysis is a noncitizen without proper legal residency authorization within the United States. The population is all noncitizens without proper legal residency authorization an instance of a return or removals of a noncitizen immigrant from within the United States. The attribute to be counted is if a noncitizen was removed or returned.
Data Source	Data for this measure is stored in the Enforcement Integrated Database (EID), which tracks all arrests, detentions, and removals. Law Enforcement and Systems Analysis (LESA) Statistical Tracking Unit (STU) is the office that gathers, analyzes, and submits this data.
Data Collection Methodology	Headquarters staff validate the completeness and accuracy of the data entered by field offices into the Enforcement Integrated Database (EID) through trend analysis to look for aberrations and unusual patterns. Data is analyzed on a weekly basis and compared to statistics from prior months and the previous year.



	<p>An additional reliability check occurs when data is cross-referenced between field office detention facility reports of the number of removals, and data entered into the database. The Statistical Tracking unit checks for consistency of the results or measuring instrument through validation, back-end testing, or reproducibility of the data through alternative methodology. Depending upon the degree of consistency between two measures of the same measure allows the statistician to determine whether the data is considered reliable and or stable. Any inaccuracies will need to be sent to the Unit Chief, who will make the necessary corrections to the tasking query.</p>
Reliability Index	Reliable
Explanation of Data Reliability Check	<p>Headquarters staff validate the completeness and accuracy of the data entered by field offices into the Enforcement Integrated Database (EID) through trend analysis to look for aberrations and unusual patterns. Data is analyzed on a weekly basis and compared to statistics from prior months and the previous year. An additional reliability check occurs when data is cross-referenced between field office detention facility reports of the number of removals, and data entered into the database. The Statistical Tracking unit checks for consistency of the results or measuring instrument through validation, back-end testing, or reproducibility of the data through alternative methodology. Depending upon the degree of consistency between two measures of the same measure allows the statistician to determine whether the data is considered reliable and or stable. Any inaccuracies will need to be sent to the Unit Chief, who will make the necessary corrections to the tasking query.</p>

Performance Measure	Number of disruptions and dismantlements resulting from significant human trafficking, labor exploitation, and child exploitation investigations (New Measure)
Program	Homeland Security Investigations (HSI)
Description	<p>This measure reports the number of significant investigations of human trafficking, labor exploitation, and child exploitation that resulted in a disruption or dismantlement. To be considered significant, the investigation must involve a high-threat transnational criminal organization or individuals engaged in criminal activity related to human trafficking, labor exploitation, or child exploitation. "Disruption" is defined as impeding the normal and effective operation of the targeted organization. "Dismantlement" is defined as destroying the organization's leadership, financial base, and network to the degree that the organization is incapable of operating and/or reconstituting itself.</p>



	This measure aligns to the FY24-25 Agency Priority Goal (APG) to Combat Human Trafficking, Labor Exploitation, and Child Exploitation
Scope of Data	The unit of analysis is a Significant Case Review (SCR). The population is all SCRs within the reporting period. The attribute is an SCR that resulted in a disruption or a dismantlement of high-threat domestic or transnational criminal organizations (TCO) or individuals engaged in criminal activity related to human trafficking, labor exploitation, or child exploitation. The following SCR investigative threshold categories are used to identify the investigative population; 01D,01I, 06A, 06B, 06C, 06D, 06E, 06F, 07A, 07B, 07C, and 07D. SCRs consist of three types of submissions: an initial significant investigation, a disruption, and a dismantlement. The scope of results includes cases that were determined by the SCR process to be a disruption, or a dismantlement of high-threat domestic or transnational criminal organizations or individuals engaged in criminal activity related to human trafficking, labor exploitation, or child exploitation.
Data Source	Data is entered in the SCR module located in the ICM system. ICM serves as HSI's core law enforcement case-management tool. ICM enables program personnel to create an electronic case file that organizes and links all records and documents associated with an investigation, and to record investigative hours. ICM is the official system of record used to initiate cases, identify case categories, and record and report substantive case information during the investigative process, capturing arrest, indictment, conviction, and case closure. Management of the SCR program resides with the Domestic Operations Division located at ICE/HSI Headquarters (HQ).
Data Collection Methodology	A Special Agent (SA) identifies an investigation meeting the criteria as an initial significant investigation and completes and submits the Domestic Operations SCR worksheet through his/her chain of command. Once approved by a Domestic Operations Program Manager, the SA enters the SCR in ICM. Cases are confirmed as significant by an HQ Program Manager, the field-based Group Supervisor, and the Special Agent in Charge. An independent team at HQ and an SCR panel review the cases and verify they meet criteria for a significant, disruption, or dismantlement designation which is recorded in ICM. HSI analysts at HQ extract and aggregate data from ICM. Analysts count the total number of disruptions and dismantlements of high-threat transnational criminal organizations or individuals engaged in criminal activity approved through the SCR process during the reporting period.
Reliability Index	Reliable



<p>Explanation of Data Reliability Check</p>	<p>To prevent observation and assessment errors, the data is reviewed by the Special Agent’s Group Supervisor and the Special Agent in Charge provides the initial reliability check for this data. Confirmation by HQ that the case is significant is another reliability check. A third reliability check is conducted when the results produced by analysts are reviewed by HSI leadership. To prevent data entry and retrieval errors, analysts at headquarters conduct quality control verification on all data received through ICM to ensure performance data are accurate, complete, and unbiased. To prevent analysis and calculation errors, the last reliability check is conducted by the Office of the Chief Financial Officer, Performance Analysis and Evaluation Branch, reviewing the information based on historical trends.</p>
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<p>Performance Measure</p>	<p>Number of human trafficking, labor exploitation, and child exploitation victims assisted (New Measure)</p>
<p>Program</p>	<p>Homeland Security Investigations (HSI)</p>
<p>Description</p>	<p>This measure reports the number of adult or minor victims assisted as a result of human trafficking, labor exploitation, and child exploitation investigations. Human trafficking includes sex trafficking and labor trafficking. Human trafficking, labor exploitation, and child exploitation victims are considered assisted and entered into the Victim Assistance Database (VAD) when a Victim Assistance Program Specialist (VAPS) or Victim Assistance Coordinator (VAC) makes contact and provides information or resources to the victim. Many victims receive additional services such as crisis management and supportive services throughout the investigation. This measure aligns to the FY24-25 APG to Combat Human Trafficking, Labor Exploitation, and Child Exploitation</p>
<p>Scope of Data</p>	<p>The population includes all victims identified by HSI related to human trafficking and child exploitation. The unit of analysis is dependent on victim type. Victims of child exploitation are identified in Type 7 Reports of Investigation (ROI) with the designation of Type 01-Child Exploitation. Victims of human trafficking who receive assistance as described in the Measure Description are recorded in the Victim Assistance Database. The determining attribute for inclusion in this measure is if they were rescued (child exploitation victims) or assisted (human trafficking victims).</p>
<p>Data Source</p>	<p>Child exploitation victim data are stored in the Investigative Case Management (ICM) systems. The data are recorded as a Type 7 ROI, with the attribute (an additional victim type code) of Type 01-Child Exploitation. ICM is maintained by HSI Cyber and</p>



	Operational Technology. The HSI VAP maintains the VAD to capture victims assisted by Victim Assistance Specialists (VASes) and Victim Assistance Coordinators in the field. Victims are identified in the VAD by investigative category, to include human trafficking victims.
Data Collection Methodology	A special agent identifies a child exploitation victim through investigative activities and submits a Type 7 ROI in ICM with the attribute Type 01 – Child Exploitation. The record is reviewed by the special agent’s group supervisor and Special Agent in Charge (SAC). Once approved, the victim is formally identified and is given a victim designation in the investigative case and in ICM. Analysts at Headquarters extract and aggregate the data from ICM by counting the number of victims identified in Type 7 ROIs using Victim Type 01-Child Exploitation. VASes identify human trafficking victims from investigations or from non-governmental organizations and partner law enforcement agencies. The VAS enters the victim data into the VAD when the VAS makes contact and provides information or resources to the victim. When entered into the VAD, the VAS identifies victim type, e.g., human trafficking. Data is extracted from ICM and VAP and summed to get the total number of victims.
Reliability Index	Reliable
Explanation of Data Reliability Check	For victims of child exploitation, the review by the Special Agent’s Group Supervisor and SAC provides the initial data reliability check for this data. A second reliability check is conducted when the results produced by analysts are reviewed by leadership in HSI. Budget Formulation and Reporting Unit analysts also conduct quality control verification on all data received through ICM to ensure performance data are accurate, complete, and unbiased. VASes receive training on the proper entry of assisted victims into the VAD. VAP Program Managers have administrative rights to the VAD and regularly review VAS data for completeness.

Performance Measure	Number of Human Trafficking, Labor Exploitation, Child Exploitation, or Victim Assistance Program outreach or training sessions (New Measure)
Program	Homeland Security Investigations (HSI)
Description	This measure reports the number of training and outreach programs provided by the HSI Victim Assistance Program, Center for Countering Human Trafficking, Child Exploitation Investigations Unit, and Labor Exploitation Program to advance HSI’s nationwide public awareness effort, and any other awareness efforts as needed, to encourage victim identification and reporting to law enforcement and preventing crimes of



	<p>human trafficking, labor exploitation, and child exploitation. Trainings and events are provided to critical partners such as local, state, national, and international law enforcement, prosecutors, judges, forensic interviewers, nongovernmental organizations, social service programs, victim advocates, and survivors. This measure aligns to the FY24-25 APG to Combat Human Trafficking, Labor Exploitation, and Child Exploitation</p>
Scope of Data	<p>The unit of analysis is a victim assisted by HSI. The population includes all victims assisted by HSI. The attribute is if an assisted victim is connected to human trafficking, labor exploitation, and child exploitation. Victims of human trafficking, labor exploitation, and child exploitation, as well as other identified victims who receive assistance, as described in the Measure Description, are recorded in the VAD.</p>
Data Source	<p>The data is stored in VAD. The HSI VAP maintains the VAD to capture victims assisted by VAPS and VACs in the field. Victims are identified in the VAD by investigative category, to include, but not limited to, human trafficking, labor exploitation, and child exploitation victims. The VAD database also identifies victims by categories, such as the type of victimization, age range, gender ID, citizenship, country of origin.</p>
Data Collection Methodology	<p>Upon the identification of a victim in a human trafficking case (forced labor or sex trafficking) or child exploitation through an HSI led investigation or partnering non-governmental organizations or other law enforcement agencies, the VAPS informs the victim of the rights accorded to them by law and connect them to services and resources. The action of informing victims of their rights and connecting them to needed individual services/resources is recorded in the VAD, i.e., housing, therapy, immigration attorney, medical services. On a quarterly basis, Analysts at Headquarters request VAP personnel to extract and aggregate data from the VAD by querying and counting the number of victims identified in human trafficking, labor exploitation, and child exploitation investigations. HSI HQ analysts compile and export the data to CFO PAE where it is entered into the PM system for quarterly reporting.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>VAPS and VACs receive recurring training on the proper entry into the VAD of the victims that receive information about the rights accorded to them by law and that are connected to needed services and resources. VAP Program Manager, Supervisory VAPS, and Unit Chiefs regularly review VAD data for accuracy and completeness. Reports from the VAD can only be generated by the VAP Program Managers, which increases accuracy and minimizes data manipulation by giving too many individuals</p>



	<p>access to retrieve data from the VAD. To prevent observation and assessment error the VAPS, Supervisory VAPS, and Unit Chiefs provide the initial data reliability check. To prevent data entry and retrieval errors a second reliability check is conducted when the results produced by analysts are reviewed by HSI leadership. To prevent analysis and calculation errors analysts at headquarters conduct quality control verification on all data received to ensure performance data are accurate, complete, and unbiased.</p>
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Performance Measure	Number of human trafficking and child exploitation victims rescued or assisted (Retired Measure)
Program	Homeland Security Investigations (HSI)
Description	<p>This measure reports the number of training and outreach programs provided by the HSI Victim Assistance Program, Center for Countering Human Trafficking, Child Exploitation Investigations Unit, and Labor Exploitation Program to advance HSI's nationwide public awareness effort, and any other awareness efforts as needed, to encourage victim identification and reporting to law enforcement and preventing crimes of human trafficking, labor exploitation, and child exploitation. Trainings and events are provided to critical partners such as local, state, national, and international law enforcement, prosecutors, judges, forensic interviewers, nongovernmental organizations, social service programs, victim advocates, and survivors.</p>
Scope of Data	<p>The unit of analysis is a planned outreach or training session to be presented by HSI related to human trafficking, labor exploitation, and child exploitation. The population includes all planned outreach and training sessions to be presented by HSI related to human trafficking, labor exploitation, and child exploitation. The attribute measured is a completed program or presentation of human trafficking, labor exploitation, child exploitation, and victim assistance outreach or training sessions conducted by each respective HSI Division and/or Program.</p>
Data Source	<p>The HSI Cyber Crimes Center (C3), the Victim Assistance Program (VAP), the Center for Countering Human Trafficking (CCHT), and the Document, Benefit, and Labor Exploitation Unit (DBLEU) maintains documentation and records to capture the number of outreach or training programs presented by their respective personnel in their respective systems of record, such as HSI's Investigative Case Management (ICM) System, Victims Assistance Database (VAD), and Forensic Interview Program System. Presentations or outreach programs are identified by investigative category, to include human trafficking, labor</p>



	exploitation, and child exploitation presentations. On a quarterly basis, HSI HQ analysts request and aggregate data from each Division/Program and export the data to CFO PAE where it is entered into the PM system for quarterly reporting.
Data Collection Methodology	The C3, VAP, CCHT, and DBLEU provide outreach and training programs to various entities, as described in the Measure Description. After each completed presentation the program reports the event into their respective system of record and identify and designate presentation type, e.g., human trafficking. HSI HQ analysts request and aggregate data from each Division/Program. Analysts count the total number of outreach or training programs conducted during the reporting period. This allows HSI to accurately determine the total number of human trafficking, labor exploitation, child exploitation, and victims assistance outreach or training sessions provided.
Reliability Index	Reliable
Explanation of Data Reliability Check	C3, VAP, CCHT, and DBLEU personnel receive guidance on the proper entry of outreach and training sessions given and must enter the data within five days of the activity. To prevent observation and assessment error, Program Managers provide the initial data reliability check. To prevent data entry and retrieval errors, a second reliability check is conducted when the results produced by analysts are reviewed by HSI leadership. To prevent analysis and calculation errors, analysts at headquarters conduct quality control verification on all data received to ensure performance data are accurate, complete, and unbiased.

Performance Measure	Number of significant Homeland Security Investigation cases that resulted in a disruption or dismantlement
Program	Homeland Security Investigations (HSI)
Description	This measure reports on the total cumulative number of significant transnational criminal investigations that resulted in a disruption or dismantlement. To be considered significant, the investigation must involve a high-threat transnational criminal organization engaged in criminal activity related to illicit trade, travel, or finance (both drug-related or non-drug-related); counter-terrorism; national security; worksite enforcement; gangs; or child exploitation. "Disruption" is defined as impeding the normal and effective operation of the targeted organization. "Dismantlement" is defined as destroying the organization's leadership, financial base and network to the degree that the organization is incapable of operating and/or reconstituting itself.



<p>Scope of Data</p>	<p>The population includes validated records from all significant transnational criminal investigations involving a high-threat transnational criminal organization engaged in criminal activity related to illicit trade, travel, or finance (both drug-related or non-drug-related); counter-terrorism; national security; worksite enforcement; gangs; or child exploitation entered in the Investigative Case Management IT system, and accepted into the Significant Case Review (SCR) process based on predetermined criteria. SCRs consist of three types of submissions: an initial significant investigation, a disruption, and a dismantlement. The scope of results includes cases that resulted in a disruption or a dismantlement of high-threat transnational criminal organizations engaged in criminal activity related to illicit trade, travel, or finance (drug or non-drug-related); counter-terrorism; national security; worksite enforcement; gangs; or child exploitation.</p>
<p>Data Source</p>	<p>Data is entered in the SCR module located in the Investigative Case Management (ICM) system. ICM serves as HSI's core law enforcement case-management tool. ICM enables program personnel to create an electronic case file that organizes and links all records and documents associated with an investigation, and to record investigative hours. ICM is the official system of record used to initiate cases, identify case categories, and record and report substantive case information during the investigative process, capturing arrest, indictment, conviction, and case closure. Management of the SCR program resides with the Domestic Operations Division located at ICE/HSI Headquarters (HQ).</p>
<p>Data Collection Methodology</p>	<p>A Special Agent (SA) identifies an investigation meeting the criteria as an initial significant investigation and completes and submits the Domestic Operations SCR worksheet through his/her chain of command. Once approved by a Domestic Operations Program Manager, the SA enters the SCR in ICM. Cases are confirmed as significant by an HQ Program Manager, the field-based Group Supervisor, and the Special Agent in Charge. An independent team at HQ and an SCR panel review the cases and verify they meet criteria for a significant, disruption, or dismantlement designation which is recorded in ICM. HSI analysts at HQ extract and aggregate data from ICM. Analysts count the total number of disruptions and dismantlements of high-threat transnational criminal organizations engaged in criminal activity approved through SCR during the reporting period.</p>
<p>Reliability Index</p>	<p>Reliable</p>



<p>Explanation of Data Reliability Check</p>	<p>The SCR is reviewed by the SA’s Group Supervisor and the Special Agent in Charge (SAC). Once the SAC has approved the submission, an HQ panel meets monthly and reviews the SCR. The HQ panel makes a recommendation to the Assistant Director (AD) for Domestic Operations. The final decision on approval lies with the AD. The same data reliability check is used for disruptions and dismantlements, as HSI SAs submit enforcement actions meet the criteria for either a disruption or dismantlement. ICE also conducts quality control verification on all data received through ICM to ensure performance data are accurate, complete, and unbiased.</p>
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<p>Performance Measure</p>	<p>Number of case actions that contribute to the management and reduction of the backlog of cases on the Executive Office for Immigration Review docket at the start of the fiscal year</p>
<p>Program</p>	<p>Office of Principal Legal Advisor (OPLA)</p>
<p>Description</p>	<p>This measure assesses the program’s capability and capacity to complete case actions that may contribute to the more effective management and reduction of the docket backlog of the Executive Office for Immigration Review (EOIR). The program’s case actions include, but are not limited to, grants of relief, removal orders, dismissals, administrative closures, declining to file a Notice to Appear (NTA) and any other similar action taken as a result of a docket efficiency initiative. External factors and changes in policies and regulations may lower the results independent of program actions.</p>
<p>Scope of Data</p>	<p>The unit of analysis is a case with a pending NTA. The population is all cases with a pending NTA. The attribute is whether a case action was taken by the program to manage or remove the case as a part of the EOIR docket backlog. The program’s case actions include, but are not limited to, grants of relief, removal orders, dismissals, administrative closures, declining to file an NTA, or any other similar action taken as a result of a docket efficiency initiative.</p>
<p>Data Source</p>	<p>The Principal Legal Advisor’s Network (PLANet) system is OPLA’s case management system that documents and tracks litigation before EOIR, advice and guidance provided to OPLA’s clients, agency taskings, and administrative work performed by OPLA’s attorney and support personnel. Data stored in PLANet is input manually by OPLA attorneys and support staff. EOIR is the official recordkeeper of proceedings for administrative immigration cases; however, PLANet data is not validated against EOIR records. The Office of the Chief Information Officer manages the PLANet system located at ICE Headquarters. The data retrieved</p>



	for this measure is based solely on what is collected within the PLANet system.
Data Collection Methodology	Once a case action is completed, OPLA attorneys and support staff enter the results in PLANet. OPLA's Knowledge Management Division (KMD) will use Structured Query Language (SQL) to run a report for the reporting period to identify the number of qualifying cases from data that is exported from PLANet. The qualifying cases will be identified using specific combinations of current and future PLANet case criteria, as defined by any applicable OPLA standard operating procedures or PLANet tracking guidance. The calculation is the number of case actions that contributed to the more effective management and reduction of the docket backlog of the Executive Office for Immigration Review.
Reliability Index	Reliable
Explanation of Data Reliability Check	KMD statisticians review and confirm the accuracy of the data presented on a quarterly basis. For quality control purposes, statisticians independently process and analyze the data using the defined criteria of the request. Standardized SQL commands help prevent errors in downloading the data from PLANet. To prevent analysis and calculation errors, the KMD statisticians compare results to ensure consistency. If errors are found, the statisticians review the criteria used to derive the statistical results to confirm accuracy of the measure. Once the accuracy of the criteria has been confirmed, the statisticians individually re-run the analysis to determine whether the same results are obtained as a method of measuring the validity and reliability of the data output. Where possible, PLANet utilizes formatted fields and dropdown menus to prevent data entry errors.

Performance Measure	Number of stakeholder engagements conducted
Program	Office of Principal Legal Advisor (OPLA)
Description	This measure assesses OPLA's efforts to engage intra-governmental and external stakeholders relating to changes in its policies and the importance of its missions, including its efforts to preserve limited government resources to achieve just and fair outcomes in individual immigration cases, and reduce the backlog of cases pending before EOIR. Ensuring stakeholder alignment in addressing immigration enforcement provides opportunities to improve the transparency of OPLA's actions and identify docket efficiency initiatives to improve case processing in immigration court. This measure aligns with the DHS objective to enforce U.S. immigration laws. External factors and changes in



	policies and regulations may lower the results independent of program actions.
Scope of Data	The unit of analysis is a planned stakeholder engagement. The population is all planned stakeholder engagements for the fiscal year. The attribute is whether a planned stakeholder engagement is conducted. All OPLA Field Locations and Headquarters leadership can initiate or participate in an intra-governmental or an external stakeholder engagement.
Data Source	Data from OPLA’s Field Legal Operations is collected on Excel spreadsheets and are submitted and maintained on the OPLA SharePoint site. The Strategic Management Division (SMD) Chief collects information regarding HQ leadership’s engagements through OPLA’s HQ leaders and their Special Counsel. At the end of each reporting period, the SMD Chief combines and tabulates the information to report the results.
Data Collection Methodology	OPLA Field Location Managers and Headquarters Leadership will be requested to report the results of intra-governmental and external stakeholder engagements. Then, the SMD Chief will extract all engagement files from OPLA HQ leadership and Field Location reporting and report quarterly and year-to-date results. The total of all completed stakeholder engagements will be aggregated and counted to get the result.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent data entry and retrieval errors, the Field Legal Operations Excel files are templated to include formatted fields. In addition, all relevant data are called out on the Excel template to ensure all data are provided. The SMD Chief collects additional information regarding HQ leadership engagements and reports that with the Field Location data. The SMD Chief and Field Legal Operations Special Counsel review each submission of completeness and accuracy. Any errors or omissions are requested to be completed by the submitting party. The SMD Chief will review collected data for consolidation and quarterly reporting prior to release.

Office of Homeland Security Situational Awareness (OSA)

Performance Measure	Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes
Program	Analysis and Operations (A&O)
Description	This measure evaluates percent of Situational Awareness (SA) Products disseminated within targeted timeframes. These



	<p>products serve as the basis for senior leader decision-making and SA across the Homeland Security Enterprise. To augment SA, facilitate coordination, and provide decision support, the National Operations Center (NOC) utilizes a web-based DHS Common Operating Picture (COP). The COP can be accessed through various Briefing Display Systems within the NOC, or through any computer using the Homeland Security Information Network (HSIN). HSIN allows only authorized users to manipulate information on the COP. The NOC Watch Team creates a geographically located icon on the COP and an overall written situation summary to provide SA on the event to decision makers and the Homeland Security Enterprise. The targeted timeframe to create and display information on the COP is within 30 minutes of the Senior Watch Officer determining that an incident requires posting to the COP.</p>
Scope of Data	<p>This measure includes all Incident Reports and situational awareness products at the 'monitor' or higher incident level as determined by the Senior Watch Officer. The NOC Standard and Operating Procedures (SOP) promulgate the type of report and timeline requirements for incident reporting. Type of reportable events can include initial breaking, pre-planned, weather, and current reports updates. Incident reports are at the Monitored, Awareness, Guarded (Phase 1), Concern (Phase 2), or Urgent (Phase 3) level.</p>
Data Source	<p>Primary source for the required data is the Phase Notification Log which is an electronic database with controlled access on the DHS shared network drive. During an event, a designated desk position on the NOC Watch Team captures and manually enters the data into the database which provides the detailed report timing information.</p>
Data Collection Methodology	<p>The data for this measure will include the creation of an icon and summary on the DHS Common Operating Picture (COP) for all 'monitored' and higher level Homeland Security situations. The targeted timeframe for this measure starts when the Senior Watch Officer announces designation of an incident at the 'monitored' or higher level. The time stops when the incident has been added to the COP, thus informing the Homeland Security Enterprise. The Notification Log (monitored and higher) will be used to provide the times for this measure as it maintains a detailed incident timeline summary. The manually captured data is entered into the notification log for management review.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>Data is entered into the program as the incident/event is being reported. Data in the system is reviewed by the Knowledge</p>



	Management Officer desk supervisor and Operations Officer to ensure standardization is maintained.
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Science and Technology Directorate (S&T)

Performance Measure	Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise
Program	Research, Development, and Innovation
Description	This measure reflects the percent at which S&T meets its planned fiscal year transitions of technology or knowledge products for research and development funded programs/projects. A successful transition is the ownership and/or operation of a technology or knowledge product by a customer within the Homeland Security Enterprise. Technology product is a piece of equipment, system, or component of a system, such as an algorithm to be embedded into a piece of software. Knowledge products may be assessments, standards, training, or documents for decision support. The transition of technology or knowledge products reflects the value that S&T provides in delivering solutions to secure key assets, enhance operational efficiencies and effectiveness, and enable the Department and first responders to do their jobs safer, better, and smarter.
Scope of Data	The scope of this measure includes the successful transition to ownership and/or operation of a technology or knowledge product by a customer within the Homeland Security Enterprise out of the population of planned technology or knowledge products. Technology product is a tangible product in the form of a piece of equipment, system, or component of a system, such as an algorithm to be embedded into a piece of software. Knowledge product is a document containing conclusions from a study or assessment conducted by a project or service function that is delivered to a customer or released to the public. Knowledge products may be assessments, standards, training, or documents for decision support. Planned program/project milestones that are considered “transitions” start with action verbs such as “deliver,” “complete,” “transfer”, or “transition.”
Data Source	The system of record is the Science and Technology Analytical Tracking System (STATS). The final list of milestones planned, including planned transitions, for research and development (RD) funded program/projects in the fiscal year of execution is compiled outside of STATS, in an Excel file that is then imported into STATS. S&T Offices are tasked through the S&T Exec Sec process to submit the quarterly status of each RD milestone



	planned, including planned transitions. S&T program/project managers report the quarterly status of each planned milestone. S&T leadership review and verify the quarterly status and explanation of each milestone prior to submitting to the S&T Performance Team for review and management. Information from STATS may be exported to an Excel file (Milestone Status Report) to assist with calculating and explaining the measure result as well as forecasting if likely or unlikely to meet the fiscal year target.
Data Collection Methodology	During the fourth quarter of the previous fiscal year, program/project managers submit milestones planned for research and development (RD) funded program/projects in the upcoming fiscal year; planned milestones include technology or knowledge products to be transitioned. During quarterly performance reporting data calls from the S&T Performance Team, program/project managers report the status of each milestone planned for the fiscal year of execution, which are then verified by S&T leadership prior to review by the S&T Performance Team. For the percent result of this measure, the total number of technology products and knowledge products transitioned (numerator) is divided by the total number of technology products and knowledge products planned to be transitioned within the fiscal year (denominator), then multiplied by 100. This information is captured in STATS and submitted by program/project managers with the approval of S&T leadership to the S&T Performance Team.
Reliability Index	Reliable
Explanation of Data Reliability Check	S&T leadership supervising program/project managers reviews the data submitted by program/project managers to ensure accuracy and consistency then verifies the status and explanation of milestones (specifically planned transitions) prior to submitting the data to the S&T Performance Team. The S&T Performance Team provides a third data reliability review before results are finalized and submitted to DHS.

Transportation Security Administration (TSA)

Performance Measure	Average number of days for DHS Traveler Redress Inquiry Program redress requests to be closed
Program	Aviation Screening Operations
Description	This measure describes the average number of days for the processing of traveler redress requests, excluding the time for the traveler to submit all required documents. Travelers can be any individuals who have inquiries or seek resolution regarding



	<p>difficulties they experience during their travel screening at transportation hubs, such as airports, or crossing U.S. borders. Travelers can be passengers, pilots, or individuals applying for Visas and Passports. DHS Traveler Redress Inquiry Program (TRIP) is a single point of contact for individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders. This measure indicates how quickly the program is providing redress to individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders.</p>
<p>Scope of Data</p>	<p>The unit of analysis for this measure is a complete redress application, one that includes all required documents. The attribute is the number of calendar days it takes to close a case, which is measured from the time an application is completed (includes all required documents) to the time DHS TRIP closes that application (i.e., all processing/analysis has been completed and the applicant has been provided a final response letter). The population of this measure is all closed cases for each reporting period. The amount of time does not include the number of days that requests are pending while the applicant provides required documents. Sampling is not used in this process; the calculation is based on 100% of the cases that meet the criteria.</p>
<p>Data Source</p>	<p>The source of the data is the TRIP Service Console, a Salesforce database which tracks all redress requests received via the DHS internet portal, e-mail, and by regular mail. Civil Rights and Liberties, Ombudsman, and Traveler Engagement division owns the database. The system has a report that is automatically updated with each closed case that tracks the Average Age of Case closure. Individuals with PMO Manager and/or TRIP Administrator access can look at the report any time they want. When there is a data call the report is pulled for the FY YTD Case closures and the information is submitted for review. The report shows Case Number, Date Opened, Date Closed, Days in Info Needed, and Case Age. The report can be exported in an Excel Spreadsheet or it can be viewed in the Salesforce system.</p>
<p>Data Collection Methodology</p>	<p>The data collection process begins when the traveler submits their application to the DHS TRIP System. Then a redress program specialist (RPS) reviews the case; if more information is needed the applicant is notified. Once all necessary information is provided, a RPS adjudicates it. When all work is complete, the RPS reviews the work and closes the case with a Final Determination Letter. When cases are closed they are added to the Case Closed Report which pulls data from the TRIP Service Console using existing reports of closed cases that show the</p>



	average amount of time it is taking to close a case. The amount of time does not include the days an application is in Info Needed status. To calculate this measure, the total number of days to close for all cases closed in the reporting period are divided by the number of cases closed in the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent observation and assessment errors DHS TRIP the system tracks the date the case was submitted, the date the case was closed, and any days the case was in Info Needed. The days between case open and case closed are calculated and the number of days in info needed are subtracted from that number to come up with the case age at closure. PMO Managers and System Administrators review the data provided by the Case Age Report for consistency and accuracy. To prevent data entry and retrieval errors, DHS TRIP utilizes a report that has formatted fields. PMO Managers and System Administrators review to check for anomalies or discrepancies. To prevent analysis and calculations errors, DHS TRIP uses a Salesforce report functionality to calculate the Average Case Age. Monthly and quarterly results are subjected to multi-level review to check for anomalies or discrepancies.

Performance Measure	Number of airports enabling the use of Touchless Identity Solution (New Measure)
Program	Aviation Screening Operations
Description	This measure assesses airports enabling the use of TSA PreCheck: Touchless Identity Solution at the TSA checkpoint. All passengers must successfully complete security screening at a TSA passenger screening checkpoint before entering the sterile area of an airport and boarding a commercial flight. One of the first steps in the security screening process is identification verification and boarding pass verification. This measure aligns to the FY24-25 Agency Priority Goal (APG) to Advance Customer Experience and Mission Delivery.
Scope of Data	The scope of this measure is each airport that has enabled the use of TSA PreCheck: Touchless Identity Solution at the TSA checkpoint. TSA is currently testing this system with 1 airline (Delta Air Lines) at 2 airports (ATL and DTW) with 1 unit per airport. TSA anticipates Touchless Identity Solution (TIS) being offered at 3 additional airports (LAX, JFK, and LGA) by the end of the year and adding 1 new airline partner (United Airlines). During the participating airline's mobile app check-in process, eligible passengers (i.e., TSA PreCheck® passengers with a U.S. passport, CBP Global Entry passengers) will be notified of their



	ability to participate in the pilot and can consent to participate. Passengers who choose to participate will have a consent indicator on their mobile boarding pass. Passengers may alter their consent status for future encounters through their airline mobile app’s profile settings page.
Data Source	TIS verifies a passenger’s identity at the checkpoint by leveraging the Traveler Verification Service (TVS) facial identification engine developed by CBP. This is done by comparing a live passenger image taken at the checkpoint to a gallery of pre-staged photos for passengers who opted in and are traveling from the airport that day. The photographs in the gallery are from previous DHS encounters that the passenger previously provided to the government (e.g., passport). The photo taken at the TSA screening checkpoint is deleted within 24 hours. During the evaluation of the system, TSA may collect a live photo of the passenger, passport number, known traveler number, transactional metadata (e.g., transaction ID, timestamps, quality scores), and whether the passenger successfully matched to a gallery photo or not. Such data collection will occur only for a limited time at specific airports. Information will be anonymized, encrypted, and transferred for temporary analysis by DHS S&T.
Data Collection Methodology	Once an airlines launches an eligible TIS solution in compliance with the foundational requirements set by TSA, the airline communicates with TSA on development and implementation. TSA will integrate the TIS into the 2nd Generation Credential Authentication Technology (CAT-2). After TIS is integrated with CAT-2, DHS S and T will assess the effectiveness of the biometric system across different demographics to further test the TIS solution.
Reliability Index	Reliable
Explanation of Data Reliability Check	By integrating TIS into CAT-2, TSA will gain the ability to collect data on passenger interactions for further system evaluation. TSA employs mandatory standards for federal data encryption for all data at rest and in transit. All biometrics solutions TSA tests adhere to DHS and TSA cybersecurity requirements consistent with a Federal Information Security Management Act High Impact system. This system provides the strictest level of controls to ensure critical data protection that includes continuous diagnostics and mitigation for equipment deployed to the field.

Performance Measure	Number of respondents for Passenger Experience Survey (New Measure)
Program	Aviation Screening Operations



<p>Description</p>	<p>This measure assesses compliance with an established baseline requirement for the number of respondents for the passenger experience survey at the security screening checkpoints. The passenger experience survey collects passenger feedback at the security screening checkpoint. Such feedback impacts strategic customer experience (CX) improvement initiatives and drives the evolution of CX roadmaps towards increased customer satisfaction and trust in government. The measure aligns to the agency goal to advance the customer experience and aligns to the strategy to standardize customer feedback methodology. This measure aligns to the FY24-25 APG to Advance Customer Experience and Mission Delivery.</p>
<p>Scope of Data</p>	<p>The unit of analysis is any one passenger who responds to the passenger experience survey. A unit is included once a passenger completes the passenger experience survey. The population includes any and all passengers who voluntarily and anonymously consent to participating in the passenger experience survey at any airport where TSA provides support. There are no limits of the population. The sample population of respondents is selected at random. The attribute/characteristic the unit of analysis must possess to be counted in the results is consent to participate in the survey. The range of scores that may be given on the attribute is consent/non-consent and the scores are assigned to the units of analysis by written documentation on the survey.</p>
<p>Data Source</p>	<p>Data for this measure are stored in Survey Monkey. Survey Monkey is the Department of Homeland Security (DHS) approved survey data collection platform. The system contains data on passenger feedback from the Paperwork Reduction Act approved passenger experience survey. On an annual basis, the agency will administer the passenger experience survey and begin collecting respondent data for a period of no more than 2 weeks during a Paperwork Reduction Act approved timeframe. At the conclusion of the survey the DHS survey administrator executes a query that compiles the data from the Survey Monkey platform. The DHS survey administrator manages the Survey Monkey system and downloads data into the excel spreadsheets and transfers the spreadsheets to the office reporting the results.</p>
<p>Data Collection Methodology</p>	<p>Upon voluntary and anonymous consent, a passenger will respond to the passenger experience survey at the conclusion of their screening experience. At that time, the unit of analysis will formally be included as a respondent for data collection purposes. Data is retrieved through the compilation of all units collected in Survey Monkey. Analysis on this measure is the addition of all respondents to obtain a total number of respondents (x) and compare it against the baseline requirement</p>



	(7000) to assess the measurement differential (7000-x=measurement differential).
Reliability Index	Reliable
Explanation of Data Reliability Check	Error mitigation procedures specifically applied to the assessment of the unit of analysis include using a standardized form that defines the standards being assessed. Also, a standardized script is used by survey administrators to ensure consent is received both verbally and in written form. The honor system is used to mitigate false respondent survey entries in Survey Monkey by survey administrators. Primary external factors that could adversely impact the results include Transportation Security Officer attrition which may decrease organic manpower support to administer the passenger experience survey and preventing a baseline measurement from being met. Likewise, a catastrophic event at any airport could adversely impact the results by creating an environment whereby passengers do not feel comfortable providing feedback on their experience at the screening checkpoint.

Performance Measure	Number of states with International Organization of Standardization-compliant mobile driver’s licenses accepted at the TSA checkpoint (New Measure)
Program	Aviation Screening Operations
Description	This measure assesses States with International Organization of Standardization (ISO)-compliant mobile driver’s licenses (mDLs) that are accepted at the TSA checkpoint. All passengers must successfully complete security screening at a TSA passenger screening checkpoint before entering the sterile area of an airport and boarding a commercial flight. One of the first steps in the security screening process is identification verification and boarding pass verification. This measure aligns to the FY24-25 APG to Advance Customer Experience and Mission Delivery.
Scope of Data	The scope of this measure is each State that issues ISO-compliant mDLs eligible for use at the TSA checkpoint for identity verification. An mDL is a driver’s license or state-issued identification card stored on a mobile device and read electronically. Each state may partner with the vendor(s) of their choice to provide residents with accessible mDL options. mDL solutions are available for residents of the State and, at this time, can be used by passengers with TSA PreCheck® at 25 airports across the country. For the full list of airports, participating states/issuing authorities, and eligible digital IDs, visit www.tsa.gov/digital-id .



Data Source	TSA enters into Cooperative Research and Development Agreements (CRADAs) with mDL state-issuing authorities. When a state has met the requirements of the CRADA, residents with a state-issued mDL are able to participate in operational assessments at airports. At TSA checkpoints, after a passenger consents, Credential Authentication Technology (CAT-2) will securely receive digital identity information from the mDL at the airport checkpoint and verify the passenger’s identity. When a passenger’s identity is verified by CAT-2 only the necessary information is requested. Passengers will control the access to and use of the mDL kept in their mobile devices. TSA does not copy or store the mDL unless it is done in a limited testing environment for evaluation of the effectiveness of the operational assessment. In that instance, TSA informs the passenger through PIAs, signage, and other means.
Data Collection Methodology	Once a State launches an eligible mDL solution that complies with the foundational international standard (ISO/IEC 18013-5), that State communicates with TSA’s Requirements and Capabilities Analysis (RCA) Office on the development and implementation of the solution.
Reliability Index	Reliable
Explanation of Data Reliability Check	During identify verification at the checkpoint, the passenger presents the mDL and the CAT-2 verifies the legitimacy of the mDL. CAT-2 verifies the passenger’s identity by authenticating the mDL, matching the mDL information against information provided when they made the flight reservation, and matching the live photo captured against the photo on the mDL. Data shared between a passenger’s mobile device and a TSA checkpoint is always passed through secure, encrypted channels. TSA’s ID authentication occurs offline by design; neither TSA nor the passenger’s device requires an internet connection or communication back to an ID issuer which prevents tracking by any ID issuer. TSA deliberately chose this design to enhance passenger privacy, data protection, and cybersecurity.

Performance Measure	Percent of canine teams that pass operational training assessments within 60 days of completing basic course at the Canine Training Center
Program	Aviation Screening Operations
Description	This measure gauges the effectiveness of the Canine Training Center’s (CTC) basic handler program by measuring the percent of passenger screening canine (PSC) and explosive detection canine (EDC) teams that pass the Training Mission (TM)



	<p>assessment at their assigned station. Basic training for PSC and EDC teams occurs at the CTC, followed by additional transition training at their respective duty locations. TMs take place approximately 60 days after canine teams graduate from the basic Handler Courses and transitional training. Once a canine team passes a TM, they can begin working in all operational areas at their assigned station. CTC instructors train and assess PSC and EDC teams for deployment throughout the Nation’s transportation system. The pass rate on TMs for PSC and EDC teams serves as an indicator of the CTC’s training program success.</p>
<p>Scope of Data</p>	<p>The unit of analysis is a single TM assessment conducted approximately 60 days after an EDC or PSC team returns to their duty stations. The population includes the total number of TM assessments conducted approximately 60 days after EDC and PSC canine teams return to their duty stations during the year. The attribute is whether a TM assessment is included in the result and is whether a given EDC or PSC passes the TM assessment approximately 60 days after returning to their duty station. The scope of this measure includes both PSC and EDC teams that have completed the Basic Handler Courses at the CTC and the transition training at their duty locations. Completion of the basic Handler Courses at the CTC is a pre-requisite to additional training conducted at their assigned station.</p>
<p>Data Source</p>	<p>Data for this measure is collected from TMs conducted by CTC training instructors (TIs) approximately 60 days after the canine team returns to their duty location. Data is stored in an asset management system and Canine Web Site (CWS) that are owned by Domestic Aviation Operations (DAO). Data for this measure is collect from an online record system CWS, that is owned by DAO. This system records training records, utilization and canine teams annual evaluation results to include pass/fail TM’s entered by CTC training instructors who conducted the event.</p>
<p>Data Collection Methodology</p>	<p>CTC Training Instructors (TIs) conduct TMs approximately 60 days after the canine teams graduate from the basic Handler Courses at their assigned station. Once the TM is complete, TIs upload the results (pass/fail) to the CWS and run a national report on the canine team’s performance. An internal Post-Graduation spreadsheet is completed by the Canine Attrition Replacements (CARS) Supervisor. This spread sheet is designed to track each graduating EDC and PSC team from CTC and outlines when their TM will be conducted and by which CTC training instructor. Upon completion of each TM the training instructor is required to enter the events and pass/ fail results into the CWS data base within 5 days of completion. CARs supervisor will pull the results of each students’ TM quarterly from CWS database. The measure result</p>



	calculated is the number of assessed canine teams that pass the TM divided by the total number of TMs conducted within the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	After CARS's supervisors complete data entry, the internal Post-Graduation spreadsheet is reviewed and recorded by the evaluation scheduler, who emails results to the perspective handler's leadership with attached certificate for successful completion of TM or training recommendations for TM failures. The information pulled from the database for reporting is confirmed with the evaluation scheduler for accuracy. The Post-Graduation spreadsheet is used to calculate the results using spreadsheet functionality. Results and the Post-Graduation tracker spreadsheet are reviewed by CTC Evaluation Supervisors, Scheduler, CARS Supervisors and Senior Leadership prior to submittal.

Performance Measure	Percent of daily passengers receiving expedited physical screening based on assessed low risk
Program	Aviation Screening Operations
Description	This measure gauges the percent of daily passengers who received expedited physical screening because they meet low risk protocols or have been otherwise assessed at the checkpoint as low-risk. TSA PreCheck incorporates modified screening protocols for eligible participants who have enrolled in the TSA PreCheck program as well as other known populations such as known crew members, active duty service members, members of Congress and other trusted populations. In an effort to strengthen aviation security while enhancing the passenger experience, TSA is focusing on risk-based, intelligence-driven security procedures and enhancing its use of technology in order to focus its resources on the unknown traveler.
Scope of Data	The unit of analysis is a passenger screened by TSA. The population is the total nationwide airport passenger throughput. The attribute is receiving expedited screening based on assessed low risk through TSA PreCheck or some other form of eligible expedited screening population. Such as known crew members, active duty service members, members of Congress and other trusted populations. Known Suspected Terrorists are always ineligible, as well as those listed on the PreCheck Disqualification Protocol. The expedited passengers is anyone that's TSA Pre✓® eligible, passengers 12 and under or over 75 years of age, SIDA badge holders, Members of Congress, Global Entry, SENTRI, and NEXUS who are U.S. Citizens and Elite Frequent Flyers with



	additional rules applied, CBP Trusted Traveler, TSA Trusted Traveler, military and flight crew in uniform.
Data Source	Data is stored in the TSA's Performance Measurement Information System (PMIS) and the Known Crew Member (KCM) Systems. PMIS captures and analyzes daily operational information to achieve performance goals, including information related to passenger throughput, wait times, airport resource maintenance for checkpoints, baggage, and screening equipment, etc. The hourly data submissions are manually entered by the airport designees on a daily basis. The data is then imported into the enterprise-level business intelligence tool used for reporting and analysis. PMIS generates a nightly job that runs at 3:45AM, making the data available for real-time reports. The system owner is Jae Oh in Performance Management. The daily KCM reported data is received by email subscription kcmsupport@arinc.com, owned by Dale Glover in Requirements and Capabilities Analysis (RCA) which includes the previous days KCM totals broken out by airport at the checkpoint level for each hour of the day.
Data Collection Methodology	Data on individuals who underwent expedited physical screening is collected at each screening lane and entered daily into the PMIS system. Information regarding airline flight and cabin crew personnel is collected automatically within the KCM system and reported to be input into PMIS. Daily data runs are completed by Security Operations and compiled into a daily report. Daily information is also provided for each airport reflecting the number of travelers who received expedited screening based on assessed low risk. Information is generally collected and entered into PMIS for each hour in which the screening lane was in operation, and periodic reports on hourly expedited throughput are generated to gage efficiency of the operation. The quarterly measure report is run using PIMS by inserting the identified quarter time-frame using two administrator created metrics defined as total expedited screened throughput divided by the total customer throughput.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data on individuals eligible for expedited screening from Secure Flight and the number of individuals who actually received expedited screening at the airport allows for daily reliability and accuracy checks. Data anomalies are quickly identified and reported back to the airport for resolution daily. Missing information is immediately flagged using a PMIS Data Quality Assurance Report created in the PIMS BI Tool. Performance Management staff sends the report to each airport POC and the



	Airport Operations Center (AOC) who governs the airports performance ensuring flags are addressed.
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Performance Measure	Percent of information requests handled by online chat (New Measure)
Program	Aviation Screening Operations
Description	This measure assesses the percentage of information requested that are handled by the new TSA Contact Center channel on tsa.gov. The public is currently actively engaging with TSA via email, agent assisted calls, self-service phone, SMS/text and social media. TSA will be adding a virtual assistant and live chat feature to tsa.gov in late 2024. A virtual assistant will use machine learning technology to answer information requests, which make up about 40% of the TSA Contact Center's (TCC) volume. This measure aligns to the FY24-25 APG to Advance Customer Experience and Mission Delivery and will start reporting in FY 2025.
Scope of Data	The unit of analysis is a single Information contact received by the TCC via their phone, email, and chat channels. An Information contact is one where the contact is seeking information (absent of a negative experience w/ details). The population includes the total number of Information contacts received. The population excludes all other contact types (i.e. Complaint, Compliment, Feedback, Follow-Up, Reportable, Request Assistance, System Administration). The attribute of the Information contacts being measured is the contact channel (i.e. phone, email, chat).
Data Source	The source of the data will be from the TCC's platform, Salesforce. Each interaction with the TCC channels (phone/email/chat) is categorized into one of the following: Information, Compliment, Complaint, Follow-up, Feedback, or Request for Assistance. The scope of this measure will be focused on the Information category. The data will be stored in the TCC's platform, Salesforce, which is managed by the Customer Service Branch. The data will be retained in accordance with established TSA record retention policies. The data will be used by the Customer Service Branch at monthly, quarterly, and yearly intervals for reports to agency senior leadership.
Data Collection Methodology	The process begins when a member of the public engages with the TCC via phone, email, or chat. Each interaction will be categorized into one of the following: Information, Compliment, Complaint, Follow-up, Feedback, or Request for Assistance. TSA will report on the percentage of information requests for each



	channel, to determine the share of information requests handled via chat.
Reliability Index	Reliable
Explanation of Data Reliability Check	Each interaction with the TCC channels (phone/email/chat) is categorized into one of the following: Information, Compliment, Complaint, Follow-up, Feedback, or Request for Assistance. The TCC conducts continuous quality checks and the Customer Service Branch conducts quarterly quality reviews, part of which includes ensuring the contact has been properly categorized. The Customer Service Branch will track information requests by channel for this measure.

Performance Measure	Percent of passenger data submissions that successfully undergo Secure Flight watch list matching
Program	Aviation Screening Operations
Description	This measure will report the percent of qualified message submissions received from the airlines that are successfully matched by the Secure Flight automated vetting system against the existing high risk watch lists. A qualified message submission from the airlines contains passenger data sufficient to allow successful processing in the Secure Flight automated vetting system. Vetting individuals against high risk watch lists strengthens the security of the transportation system.
Scope of Data	This measure relates to all covered flights operated by U.S. aircraft operators that are required to have a full program under 49 CFR 1544.101(a), 4. These aircraft operators generally are the passenger airlines that offer scheduled and public charter flights from commercial airports.
Data Source	The data source is SLA_RAW_DATA table from the Service Level Agreement (SLA) database.
Data Collection Methodology	Ad-hoc reports will be created in the Reports Management System to pull both the number of Boarding Pass Printed Results and the number of unique qualified data submissions received from U.S. and foreign aircraft operators out of the SLA database for a specified date range. These numbers will be compared to ensure 100% of the qualified data submissions are vetted using the Secure Flight automated vetting system.
Reliability Index	Reliable
Explanation of Data Reliability Check	Vetting analysts review a report (produced daily) by the Secure Flight Reports Management System. An analyst then forwards the data to Secure Flight leadership for review. Once reviewed,



	reports are forwarded to the TSA Office of Intelligence and Analysis management, TSA senior leadership team (SLT), as well as the DHS SLT. It is also distributed to the TSA Office of Security Policy and Industry Engagement, and the TSA Office of Global Strategies.
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Performance Measure	Percent of Passengers whose Overall Satisfaction with TSA Screening was Positive
Program	Aviation Screening Operations
Description	This measure assesses effectiveness on how satisfied passengers are with TSA screening and is a gauge of both the trust and confidence that passengers have in TSA screening and the level of professionalism that passengers experience from the TSA workforce. This measure will represent the percentage of passengers who were surveyed and indicated “agree” or “strongly agree” (from the Likert scale) to the question of “I am satisfied with the service I received from TSA” or similar. All passengers must successfully complete security screening at a TSA passenger screening checkpoint before entering the sterile area of an airport and boarding a commercial flight. This includes the screening of their person and their accessible property. This measure aligns to the FY24-25 APG to Advance Customer Experience and Mission Delivery.
Scope of Data	The unit of analysis is a single passenger that completes checkpoint screening and an on-the-spot survey which a representative will request passengers to complete after checkpoint screening has been concluded, using live surveyors located at the checkpoint or via a website advertised to passengers. The population includes all passengers that successfully complete security screening at any TSA passenger screening checkpoint that are sampled when live surveyors are utilized. When sampling is used, only Category X, I, and II airports will be sampled, as Category III and IV airport do not have sufficient passenger throughput for a statistically significant sample (i.e. different regions, sizes, etc.). The attribute is whether the passenger had a positive experience by indicating “agree” or “strongly agree” (from the Likert scale) to the question of “I am satisfied with the service I received from TSA” or similar.
Data Source	The source of the data will be passenger responses to the passenger experience survey. The data will be initially captured and stored in non-TSA data storage systems associated with the live surveyors and/ or website contracted to conduct the surveys. The data will be exported each month and stored on TSA data storage systems (network drives and/ or SharePoint), which are



	managed by the Customer Service Branch. The data will be retained in accordance with established TSA record retention policies. The data will be used by the Customer Service Branch at monthly, quarterly, and yearly intervals for reports to agency senior leadership.
Data Collection Methodology	The process begins when a passenger completes TSA screening. The passenger will be offered the passenger experience survey either directly by a live surveyor or indirectly via checkpoint signage with a referral to a website. The passenger completes the passenger experience survey in one of the two methods described above. The passenger will complete the survey via a tablet when live surveyors are utilized; otherwise, the passenger will use a website-based survey to complete the survey. The completed passenger experience surveys will be exported to a compatible Excel spreadsheet format or CSV file. The Customer Service Branch will retrieve data from the spreadsheet functionalities to calculate the measure.
Reliability Index	Reliable
Explanation of Data Reliability Check	The passenger experience survey uses a standardized set of questions (all Paper Reduction Act approved) and responses (i.e. Likert scale) to collect passenger sentiment. The questions are tailored to the TSA screening experience that the passenger just completed. The responses are limited to the five responses of the Likert scale. The Customer Service Branch will use spreadsheet functionalities to scrub the data for anomalous entries. These automated processes will flag anomalous entries for review and exclude them from calculations until such time as the anomalies are resolved. All calculations are automated by utilizing verified formulas.

Performance Measure	Percent of Transportation Security Officers that achieve a first-time pass rate on the Image Interpretation Test (Retired Measure)
Program	Aviation Screening Operations
Description	This measure gauges the ability of Transportation Security Officers (TSO) to identify prohibited items such as guns, knives, and improvised explosive devices through X-ray screening during their initial test. The Image Interpretation Test (IIT) is a pass/fail test conducted in a simulated classroom environment that mimics X-ray screening of carry-on baggage at passenger checkpoints. A passing score on the test consists of two elements: 70% detection rate and no more than a 50% false alarm rate. Image interpretation is a key learning objective of TSO-Basic Training Program (TSO-BTP) and a skill required for



	TSOs to successfully execute the mission in an operational environment. The results of this measure support the goal to counter terrorism and threats to aviation.
Scope of Data	The population of this measure includes all students that undergo TSO-BTP and take the IIT within the designated timeframe. The IIT is a requirement for completing the TSO-BTP. It is a pass/fail test and serves as an indicator that the student is ready to move to the on-the-job training phase where he/she can apply the knowledge acquired from TSO-BTP and further improve his/her image interpretation skills. The unit of analysis is a test result for an individual student. The attribute that indicates whether it is reported in the results is whether a given student achieves a passing score consisting of two elements: 70% detection rate and no more than a 50% false alarm rate.
Data Source	This measure gathers data from the Online Learning Center (OLC), which serves as the system of record for TSO-BTP test results. The data in this report is classified SSI due to the detailed scores by TSO and airport location.
Data Collection Methodology	After completing the TSO-BTP training at the TSA academy, a training simulator is used to deliver the IIT and results are recorded in the OLC automatically. A passing test score consists of two elements: 70% detection rate and no more than a 50% false alarm rate. A member of the OLC team generates ad hoc Item Status Reports using qualifiers to identify which students passed the IIT. In the case of an OLC to IIT data load failure for a student, a Tier 2 OLC Administrator attempts to reload the test for a student. If this fails, the staff may take the IIT on a stand-alone device and the Administrator will record the score into OLC manually. The measure result calculated is total number of students that passed the IIT on their first attempt divided by the total number of students who took the IIT within the measure period.
Reliability Index	Reliable
Explanation of Data Reliability Check	Once the Item Status Report is generated by a member of the OLC team, the IIT data is validated by staff at the TSA Academy and also by program staff at headquarters. The TSA-Academy (TSA-A) Operations Team checks the IIT data to identify and correct any recording errors in OLC. The TSA-A Registrar verifies the student scores recorded against a course "Completion Report" for TSO-BTP to verify that a score was collected for each student on the first attempt. The confirmation of the Pass/Fail status by the TSA-A staff provides the data integrity to conduct reporting of IIT First time pass rates. The headquarters staff also validate the data by comparing the numbers against training plans.



Performance Measure	Percent of Transportation Security Officers that achieve a first-time pass rate on the Job Knowledge Test (New Measure)
Program	Aviation Screening Operations
Description	This measure gauges the knowledge retention of new hire transportation security officers (TSOs) on skills learned during TSO Basic Training Program (TSO-BTP), including security screening skills, procedures, policies and information needed to successfully perform the duties of a TSO. TSOs are assessed with the Job Knowledge Test (JKT). Scores outside the passing range give trainers indicators there may be issues that need to be reviewed and remediated. This measure will ensure new hire students return to their airports with the knowledge needed to successfully complete on-the-job training. It is essential that TSOs retain and apply this knowledge to ensure the respectful treatment and safety of the traveling public.
Scope of Data	The unit of analysis is a student that undergoes TSO-BTP and takes the Job Knowledge Test (JKT) for the first time. The population reflects all students that undergo TSO-BTP and take the JKT within the designated timeframe. The JKT is a requirement for completing the TSO-BTP. The attribute is whether a student passes the test on the first attempt. It is a pass/fail test and serves as an indicator the student is ready to move to the on-the-job training phase where he/she can apply the knowledge acquired from TSO-BTP and further improve his/her skills. A passing score consists of answering 80% of questions correctly on a 50-question examination.
Data Source	This measure gathers data from the Online Learning Center (OLC), which serves as the system of record for TSO-BTP test results. The data in this report is classified SSI due to the detailed scores by TSO and airport location.
Data Collection Methodology	The test is delivered through the TSA online learning center (OLC) learning management system. The results are recorded in the OLC automatically. A member of the OLC team generates ad hoc Item Status Reports using qualifiers to identify which students passed the JKT. The measure result calculated is the total number of students that passed the JKT on their first attempt divided by the total number of students who took the JKT for the first time within the measure period.
Reliability Index	Reliable
Explanation of Data Reliability Check	The JKT data is validated at least twice before any reporting is conducted in the OLC. The TSA-Academy (TSA-A) Operations Team checks the JKT data to identify and correct any recording



	<p>errors in OLC. The TSA-A Registrar verifies the student scores recorded against a course “Completion Report” for TSO-BTP to verify that a score was collected for each student. This process validates the data recorded twice before course completion is marked for a student. In the case of an OLC to JKT data load failure for a student, a Tier 2 OLC Administrator attempts to reload the test for a student. If the systems will not connect a student may take the JKT on paper or digitally with a Test Administrator and the score will be entered into OLC manually. This score will be included in the general verification process noted above. The confirmation of the Pass/Fail status by the TSA-A provides the data integrity to conduct reporting of JKT First time pass rates.</p>
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Performance Measure	Percent of air carriers operating from domestic airports in compliance with standard security programs
Program	Other Operations and Enforcement
Description	This performance measure gauges the security posture of air carriers operating at domestic airports through compliance with Standard Security Programs issued by TSA. Standard Security Programs serve as the security baseline for an air carrier. Inspectors conduct inspections on an annual basis and can include one or more aspect of operations that an air carrier oversees such as catering, cargo acceptance and aircraft searches.
Scope of Data	The unit of analysis for this measure includes all inspections conducted by Transportation Security Inspectors at U.S. domestic airports that regularly serve operations of an air carriers as described in 49 CFR Parts 1544 and 1546.
Data Source	The data to support this measure is contained in the Performance and Results Information System (PARIS), which serves as the official repository for TSA. The repository is owned by the office of Information Technology and managed by Security Operations - Compliance Directorate.
Data Collection Methodology	Domestic Air Carrier Inspections are performed in accordance with an annual Compliance Work Plan (CWP) and the National Inspection Standards (NIS). The CWP specifies frequencies of inspections while the NIS specifies the specific methodology required to establish compliance for each set of regulation prompts which are derived from the requirements of 49 CFR Parts 1544 and 1546. When inspections are completed, the results of each are entered into PARIS with an outcome of “In Compliance, Not in Compliance, or Not Applicable.” If the prompts are found to be “Not in Compliance” a finding is



	recorded. This data collected for this measure pulls all inspections with or without findings from PARIS. The total percentage reported represents the total number of 1544 and 1546 inspections without findings divided by the total number of 1544 and 1546 inspections.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data reliability is ensured through a series of actions. Entering a record into PARIS requires review and approval by a TSA official who has been delegated that authority (e.g., a first line supervisor or designee). No record can be approved by the same individual who created the record. All regulations required by the Aviation NIS are pre-populated in PARIS. Inspectors utilize a drop down menu to select if the regulation prompt was “In Compliance, Not in Compliance, or Not Applicable.” The approval process requires the approver to review the record based on the prompt’s methodology set forth in the NIS. PARIS inspection records are audited quarterly by Compliance headquarters personnel through the National Quality Control Program. This system of checks and balances provides for improved quality and data integrity. This measure is calculated using spreadsheet functionalities focusing only on approved inspections and associated findings within approved inspections.

Performance Measure	Percent of domestic cargo audits that meet screening standards
Program	Other Operations and Enforcement
Description	This measure gauges the compliance of shippers with cargo screening standards. Enforcing and monitoring cargo screening standards is one of the most direct methods TSA has for overseeing air cargo safety. TSA conducts these audits (inspections) of shippers based on cargo regulations and these audits include: training, facilities, acceptance of cargo, screening, certifications, identification verification, and procedures. Ensuring successful cargo screening means having a safe, fast flow of air commerce and reduces the risk of criminal and terrorist misuse of the supply chain. The objective is to increase the security posture and compliance rate for each entity conducting domestic cargo screening.
Scope of Data	The unit of analysis for this measure includes all inspections conducted by Transportation Security Inspectors of all cargo screening facilities to the security standards that are specified in Title 49 Code of Federal Regulations Part 1544.
Data Source	The data to support this measure is contained in the Performance and Results Information System (PARIS), which



	serves as the official repository for TSA. The repository is owned by the office of Information Technology and managed by Security Operations - Compliance Directorate.
Data Collection Methodology	Domestic Cargo Screening Inspections are performed in accordance with an annual Compliance Work Plan (CWP) and the National Inspection Standards (NIS). The CWP specifies frequencies of inspections while the NIS specifies the specific methodology required to establish compliance for each set of regulation prompts which are derived from the requirements of 49 CFR Part 1500 Series. When inspections are completed, the results of each are entered into PARIS with an outcome of “In Compliance, Not in Compliance, or Not Applicable.” If the prompts are found to be “Not in Compliance” a finding is recorded. This data collected for this measure pulls all inspections with or without findings from PARIS. The total percentage reported represents the total number of cargo screening inspections without findings divided by the total number of cargo screening inspections.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data reliability is ensured through a series of actions. Entering a record into PARIS requires review and approval by a TSA official who has been delegated that authority (e.g., a first line supervisor or designee). No record can be approved by the same individual who created the record. All regulations required by the Cargo NIS are pre-populated in PARIS. Inspectors utilize a drop-down menu to select if the regulation prompt was “In Compliance, Not in Compliance, or Not Applicable.” The approval process requires the approver to review the record based on the prompt’s methodology set forth in the NIS. PARIS inspection records are audited quarterly by Compliance headquarters personnel through the National Quality Control Program. This system of checks and balances provides for improved quality and data integrity. This measure is calculated using spreadsheet functionalities focusing only on approved inspections and associated findings within approved inspections.

Performance Measure	Percent of identified vulnerabilities at last point of departure airports addressed through stakeholder engagement and partnerships
Program	Other Operations and Enforcement
Description	This measure gauges the percent of vulnerabilities at last point departure airports (LPD) identified and then discussed through stakeholder engagements and partnerships to encourage resolution. An LPD country is a country with at least one port



	<p>providing direct traffic to a specific destination - usually a foreign airport with direct passenger and/or cargo flights to a U.S. destination airport. Inspectors conduct the security assessments at LPDs based on International Civil Aviation Organization (ICAO) standards and identify vulnerabilities. The program also identifies vulnerabilities beyond the ICAO requirements through inspections, however TSA has limited authority to enforce mitigation activities. Through the identification of vulnerabilities, the sharing of findings and best practices, the program works to mitigate aviation security risks and to reduce vulnerabilities at foreign LPD airports.</p>
<p>Scope of Data</p>	<p>The unit of analysis is a vulnerability identified by inspectors through assessments and inspections at a foreign LPD. An assessment is an on-site review that determines whether aeronautical authorities effectively maintain and carry out security measures to support International Civil Aviation Organization standards and recommended practices (SARPs). Inspections evaluate compliance of aircraft operators and foreign air carriers with TSA regulations beyond the international standards. The population is all vulnerabilities identified by inspectors through assessments and inspections at foreign LPDs within the reporting period. The attribute is whether the vulnerability was discussed through stakeholder engagements, trainings, partnerships, or other activities such as equipment procurement, and categorized as either closed or being addressed.</p>
<p>Data Source</p>	<p>The data source is the Global Risk Analysis and Decision Support (GRADS) Vulnerability Report. It contains data pertaining to all open and reported closed vulnerabilities at foreign LPD airports, and is maintained by TSA's Office of Compliance. GRADS is the repository for all LPD data, including past and present inspection and assessment results, a repository for governance information at each LPD, and root cause determinations.</p>
<p>Data Collection Methodology</p>	<p>Standards for assessments and inspections are based on International Civil Aviation Organization standards and TSA regulations. Inspectors conduct on-site assessments and inspections to identify vulnerabilities which are then entered into GRADs by the inspection team. Then, IO tracks status updates provided by a variety of program staff, including TSA Representatives, International Capacity Development Operations trainers and instructors, and inspectors who regularly engage with stakeholders. Twice a year, IO runs a report and validates that all identified vulnerabilities, both open and reported closed, have a clear description, root cause, and mitigation actions taken to address the specific vulnerability. The measure result calculated is the total number of closed and open vulnerabilities</p>



	with a corrective action plan or other mitigation strategies divided by the total number of identified vulnerabilities at LPD airports within the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	As part of the Foreign Airport Assessment Program Standard Operating Procedures process, International Operations personnel are required to enter and review every identified vulnerability in the GRADS system. Once the vulnerability has been added into the GRADS system, the Vulnerability Approver in GRADS must review and approve all vulnerabilities submitted. If the data is incomplete, the Vulnerability Approver must reject the vulnerability and provide comments to justify the rejection in GRADS. In addition, Desk Officers and Program Analysts are responsible for conducting validation reports and quality control reports to track all identified vulnerabilities and their closure.

Performance Measure	Percent of inspected interchanges of rail cars containing Rail Security Sensitive Materials (RSSM) in compliance with with security standards
Program	Other Operations and Enforcement
Description	This measure identifies the level of compliance for chain of custody under 49 CFR 1580.205 of loaded railcars containing Rail Security Sensitive Material (RSSM) interchanges between freight railroad carriers. Transfers are monitored and documentation is reviewed by TSA surface inspectors to ensure transfers are executed in accordance with regulations. Inspectors observe transfers at established high risk freight rail interchange points throughout their area of operations and complete an inspection based on guidelines and frequencies established at the beginning of each fiscal year. The secure transfer of custody of these rail cars strengthens transportation security and protects potentially impacted populations at these critical points in the freight rail supply chain.
Scope of Data	The unit of analysis is a single transfer of custody of a loaded rail car carrying a RSSM at a high risk freight rail interchange. The population is the total number of RSSM transfers inspected at high risk freight rail interchanges under 49 CFR 1580.205. Non-hazardous materials (i.e., materials not covered under 49 CFR 1580.205) are not included. The attribute is whether the transfer at the attended high risk freight rail interchange was in compliance with security procedures and standards. A compliant transfer is a documented transfer of custody of a loaded rail car carrying RSSM from rail carrier to carrier, rail carrier to receiver, or shipper to carrier. Regional Inspectors observe interchanges at



	established high risk freight rail interchange points throughout their area of operations and complete an inspection based on guidelines and frequencies established at the beginning of each fiscal year.
Data Source	Data for this measure is documented by inspectors and maintained within the Performance and Results Information System (PARIS). The system contains data on when an interchange was inspected, inspection results, location of interchange, etc.
Data Collection Methodology	Inspectors conduct 1580.205 inspections of RSSM interchanges. Inspectors enter all details and results usually within 24 hours of completion. Data is retrieved from the system for metrics calculation by designated TSA Surface Operations staff every 2 weeks for internal reporting. Data is exported from the system as an Excel spreadsheet for review and metric calculation. Metric calculated by dividing the total of 'Compliant' inspections by total inspections and expressed as a percentage.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent errors and ensure data quality, PARIS employs analytical dashboards that compiles data, verifies accuracy (has a pre-text feature), and provides reports for review and approval. The system has select formatted fields, user-friendly dropdown menus, pre-defined selection and filtering features. The process of entering a record into PARIS requires review and approval by a TSA official who has been delegated that authority, generally a first line supervisor, Assistant Federal Security Director- Inspectors, or other individuals exercising management authority. An additional quality control measure is the review/approval process by Surface Regional Security Inspectors. Once retrieved by designated staff at TSA HQ, data is reviewed again for errors and metrics are calculated.

Performance Measure	Percent of international cargo audits that meet screening standards
Program	Other Operations and Enforcement
Description	This measure gauges the compliance of international shippers with cargo screening standards. Enforcing and monitoring cargo screening standards is one of the most direct methods TSA has for overseeing air cargo safety. TSA conducts these audits (inspections) of shippers based on cargo regulations specified in Title 49 Code of Federal Regulations Part 1540 and these audits include: training, facilities, acceptance of cargo, screening, certifications, identification verification, and procedures.



	Ensuring successful cargo screening means having a safe, fast flow of air commerce and reduces the risk of criminal and terrorist misuse of the supply chain. The objective is to increase the security posture and compliance rate for each entity conducting domestic cargo screening.
Scope of Data	The unit of analysis is an international cargo screening. The population is all international cargo screening inspections completed by the Transportation Security Specialists (TSS) conducting inspections at international locations. The attribute is if the result of the inspection is compliant.
Data Source	The data to support this measure is contained in the Performance and Results Information System (PARIS), which serves as the data repository for TSA and international Compliance records. When an entity is inspected, the data and all findings are entered into PARIS by Transportation Security Specialists (TSS) conducting inspections at international locations.
Data Collection Methodology	International Cargo Screening Inspections are performed in accordance with an annual Master Work Plan (MWP). The CWP specifies frequencies of inspections along with International Civil Aviation Organization (ICAO) Standards and Practices (SARPs). When inspections are completed, the results of each are entered into PARIS with an outcome of “In Compliance, Not in Compliance, or Not Applicable.” If the prompts are found to be “Not in Compliance” a finding is recorded. Findings are then addressed in an investigation record. This data collected for this measure pulls all inspections with or without investigations from PARIS. The total percentage reported represents the total number of international cargo screening inspections without investigations divided by the total number of cargo screening inspections.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data reliability is ensured through a series of actions. Entering a record into PARIS requires review and approval by a TSA official who has been delegated that authority (e.g., a first line supervisor or designee). No record can be approved by the same individual who created the record. All regulations required by ICAO SARPs are pre-populated in PARIS. Inspectors utilize a drop-down menu to select if the regulation prompt was “In Compliance, Not in Compliance, or Not Applicable.” The approval process requires the approver to review the record based on the prompt’s methodology set forth by ICAO SARPs. PARIS inspection records are audited quarterly through the quality control reviews of the International Compliance Inspectors in Compliance HQ. This system of checks and balances provides for improved quality and



	data integrity. This measure is calculated using spreadsheet functionalities focusing only on approved inspections and associated findings within approved inspections.
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Performance Measure	Percent of overall compliance of domestic airports with established aviation security indicators
Program	Other Operations and Enforcement
Description	This measure assesses the effectiveness of domestic airports that comply with established security standards and practices related to aviation security. Security indicators are used to quantify the overall security posture of an airport. Identifying compliance with the key indicators assesses airport vulnerabilities and is part of an overall risk reduction process. Measuring compliance with standards is a strong indicator of system security. TSA uses this information to establish strategic goals, improve Risk-Based Security and foster rapport with security stakeholders that enables TSA to protect the Nation’s transportation systems and infrastructure.
Scope of Data	The unit of analysis for this measure includes all inspections conducted by Transportation Security Inspectors at U.S. airports that regularly serve operations of an aircraft operator as described in 49 CFR Part 1544.
Data Source	The data to support this measure is contained in the Performance and Results Information System (PARIS), which serves as the official repository for TSA. The repository is owned by the office of Information Technology and managed by Security Operations - Compliance Directorate.
Data Collection Methodology	Domestic Airport Inspections are performed in accordance with an annual Compliance Work Plan (CWP) and the National Inspection Standards (NIS). The CWP specifies frequencies of inspections while the NIS specifies the specific methodology required to establish compliance for each set of regulation prompts which are derived from the requirements of 49 CFR Part 1542. When inspections are completed, the results of each are entered into PARIS with an outcome of “In Compliance, Not in Compliance, or Not Applicable.” If the prompts are found to be “Not in Compliance” a finding is recorded. This data collected for this measure pulls all inspections with or without findings from PARIS. The total percentage reported represents the total number of airport inspections without findings divided by the total number of airport inspections.
Reliability Index	Reliable



<p>Explanation of Data Reliability Check</p>	<p>Data reliability is ensured through a series of actions. Entering a record into PARIS requires review and approval by a TSA official who has been delegated that authority (e.g., a first line supervisor or designee). No record can be approved by the same individual who created the record. All regulations required by the Airport NIS are pre-populated in PARIS. Inspectors utilize a drop-down menu to select if the regulation prompt was “In Compliance, Not in Compliance, or Not Applicable.” The approval process requires the approver to review the record based on the prompt’s methodology set forth in the NIS. PARIS inspection records are audited quarterly by Compliance headquarters personnel through the National Quality Control Program. This system of checks and balances provides for improved quality and data integrity. This measure is calculated using spreadsheet functionalities focusing only on approved inspections and associated findings within approved inspections.</p>
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<p>Performance Measure</p>	<p>Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies</p>
<p>Program</p>	<p>Other Operations and Enforcement</p>
<p>Description</p>	<p>This measure provides the rate of implementation by the largest mass transit, light and passenger rail, bus, and other commuter transportation agencies with security standards and practices related to critical Security Action Items (SAIs) reviewed during Baseline Assessment for Security Enhancement (BASE) assessments. BASE assessments are completed jointly by a team of Transportation Security Inspectors (TSI) and participating mass transit and passenger rail systems. They provide information on key SAIs including established written security programs and emergency management plans; background investigations of employees and contractors; security training; exercises and drills; and public awareness and preparedness campaigns. SAIs are key indicators of the overall security posture of a mass transit and passenger rail transportation system. Measuring implementation of these SAIs assesses transit vulnerabilities and is part of an overall risk reduction process.</p>
<p>Scope of Data</p>	<p>The population for this measure includes the latest ratings for every mass transit and passenger rail system with an average daily ridership of 60,000 or more evaluated by a BASE assessment during the last 20 quarters. Of the 17 SAIs included in BASE, only 5 are counted for this measure which include established written security programs and emergency management plans; background investigations of employees and contractors; security training; exercises and drills; and public</p>



	awareness and preparedness campaigns. The scope of reported results are systems achieving an 'Effectively Implementing' rating based on a score of 70 or higher in each of these 5 SAIs. The measure uses the latest rating for every agency evaluated during the last 20 quarters to ensure that it's representative of the industry's security posture.
Data Source	The source of data for this measure are BASE assessments completed by a team of TSIs and transit agencies. TSIs document assessment results by manually entering the information and ratings for each SAI in the central database within the TSA computer system owned and managed by Security Operations.
Data Collection Methodology	During a BASE assessment, TSIs conduct interviews, review documents, and assign a score for each of the 17 SAIs based on the level of implementation. Only 5 key SAIs are relevant to this measure. TSIs post their BASE reports in a TSA central database. Transportation Security Specialist (TSS) within Security Operations extract data from completed BASE Assessments for all assessed agencies during the past 20 quarters. To obtain the numerator for this measure, TSS filter the data to get the number of agencies achieving an Effectively Implementing rating with a score of 70 or higher in each of the 5 key SAIs. The denominator is the total number of agencies receiving a base assessment inclusive of all ratings on the 5 key SAIs. The result is the number of mass transit and passenger rail agencies achieving an 'Effectively Implementing' rating for the 5 key SAIs divided by the total number of mass transit and passenger rail agencies rated for the past 20 quarters.
Reliability Index	Reliable
Explanation of Data Reliability Check	Quality reviews are performed on assessment data at multiple points in the process. Senior Transportation Security Inspector Program staff and Mass Transit staff perform quality reviews on the BASE assessment reports. These reviews may result in inquiries to clarify information and inconsistencies in evaluation and correct any erroneous data. Findings from these quality reviews are applied to lessons learned and best practices that are incorporated into basic and ongoing training sessions to improve the quality and consistency of the data and data collection process. Final results for this measure are reviewed by headquarters staff prior to submission.

Performance Measure	Percent of surface operations cybersecurity workforce personnel completing required cybersecurity training
Program	Other Operations and Enforcement



<p>Description</p>	<p>This measure assesses the completion percentage of surface transportation operations personnel achieving annual cybersecurity-related training requirements. The composition of the Surface Operations workforce includes a variety of Headquarters, Regional and Field Personnel—Information Technology Specialists (IT), Transportation Security Specialists, Program Analysts, Surface Transportation Security Inspectors (TSIs) in both supervisory and non-supervisory roles that perform cybersecurity-related assignments. These assignments may include program management/reviews, assessments, inspections, and supporting engagements with stakeholders. Completion of cybersecurity training creates a cybersecurity enriched surface operations workforce, improving staffing, education, and retention capabilities.</p>
<p>Scope of Data</p>	<p>The unit of analysis is a single individual within Surface Operations that supports cybersecurity related program, projects, assignments, and engagements. Training requirements are determined on an annual basis by Surface Operations leadership based on operational needs and are assigned to employees via their Learning Plans. The population includes all surface operations personnel that support cybersecurity related programs, projects, assignments, and engagements. The total workforce number may vary from year to year based on staffing needs and funding constraints. The attribute is whether an individual has completed all required annual cybersecurity training. Due to schedules, seasonal requirements, and training frequency, this measure will be reported on an annual basis.</p>
<p>Data Source</p>	<p>This measure gathers data from employee learning plans and completion rates which are tracked in TSA’s Online Learning Center (OLC). All completed courses are available in an employee’s OLC record. OLC is managed by Training and Development, with Surface Operations maintaining an OLC Training Point of Contact (TPOC) for record entry, data management, and reporting.</p>
<p>Data Collection Methodology</p>	<p>Surface Operations maintains written and electronic training records related to cybersecurity training completion and in OLC tracking. OLC tracks learning requirements, due dates, and completion rates for both courses internally and externally. Internal trainings can be assigned to employees with a due date for completion. External training is captured in OLC by submission and approval of a SF-182, which is approved by the employee’s supervisor and added to the employee’s OLC Learning Plan. External trainings are also verified via course rosters or certificates of completion. Analysts in the Surface Operations Exercises and Training Branch maintain an excel spreadsheet containing the names of personnel requiring</p>



	cybersecurity training to ensure those individuals are registered for any required virtual OLC courses and external trainings. Upon completion of external training courses, the TPOC inputs course completion information into the OLC.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent observation and assessment errors, the OLC is an automated learning system that tracks the assigning of annual training, the completion of training and mandatory certification requirements. Reports are generated for leadership's review to ensure employees' training requirements are being met promptly. For external trainings, the TPOC runs an OLC report, and the name rosters are then compared to staffing records to ensure accurate recording.

U.S. Coast Guard (USCG)

Performance Measure	Availability of maritime navigation aids
Program	Marine Transportation Systems Management
Description	This measure indicates the hours that short-range federal Aids to Navigation are available. Aid availability rate (AAR) is based on an international measurement standard established by the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) (Recommendation O-130) in December 2004. A short-range Aid to Navigation is considered unavailable from the initial time a discrepancy is reported until the time the discrepancy is corrected.
Scope of Data	The measure is the hours short range Aids to Navigation were available as a percent of total hours they were expected to be available.
Data Source	The Integrated Aids to Navigation Information System (I-ATONIS) is the official system used by the U.S. Coast Guard to store pertinent information relating to short-range aids to navigation.
Data Collection Methodology	Trained personnel in each District input data on aid availability in the I-ATONIS system. The total time short-range Aids to Navigation are expected to be available is determined by multiplying the total number of federal aids by the number of days in the reporting period they were deployed, by 24 hours. The result of the aid availability calculation is dependent on the number of federal aids in the system on the day the report is run. The calculation is determined by dividing the time that Aids are available by the time that Aids are targeted to be available.
Reliability Index	Reliable



<p>Explanation of Data Reliability Check</p>	<p>To ensure consistency and integrity, data entry in the I-ATONIS system is limited to specially trained personnel in each District. Quality control and data review is completed through U.S. Coast Guard and National Ocean Service processes of generating local Notices to Mariners, as well as by designated Unit and District personnel. Temporary changes to the short-range Aids to Navigation System are not considered discrepancies due to the number of aids in the system on the day the report is run.</p>
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<p>Performance Measure</p>	<p>Fishing regulation compliance rate</p>
<p>Program</p>	<p>Maritime Law Enforcement</p>
<p>Description</p>	<p>This measure gauges the percent of all fishing vessels boarded and inspected at sea by the U.S. Coast Guard, which had no documented violations of domestic fisheries regulations. The U.S. Coast Guard boards and inspects U.S. commercial and recreational fishing vessels in the waters of the United States; U.S. commercial and recreational fishing vessels in the U.S. Exclusive Economic Zone (EEZ); and U.S. commercial and recreational fishing vessels outside the U.S. EEZ. Compliance to fishing regulations impact the health and well-being of U.S. fisheries and marine protected species.</p>
<p>Scope of Data</p>	<p>The population includes all boardings and inspections of U.S. commercial and recreational fishing vessels in the waters of the United States; U.S. commercial and recreational fishing vessels in the U.S. Exclusive Economic Zone (EEZ); and U.S. commercial and recreational fishing vessels outside the U.S. EEZ. The U.S. does not permit foreign vessels to fish within the U.S. EEZ. Vessels without any documented violations are reported for this measure.</p>
<p>Data Source</p>	<p>Boardings and violations of domestic fisheries regulations are documented by U.S. Coast Guard Boarding Forms and entered into the U.S. Coast Guard's Marine Information for Safety and Law Enforcement (MISLE) database. The MISLE database has a specific LMR Violation Action box to facilitate identifying, sorting, and filtering vessels with violations.</p>
<p>Data Collection Methodology</p>	<p>U.S. Coast Guard units document violations of domestic fisheries regulations in U.S. Coast Guard Boarding Forms and enter them into the U.S. Coast Guard's Marine Information for Safety and Law Enforcement (MISLE) database after completion of fisheries enforcement boardings. The data is extracted by a manual query in MISLE conducted by Coast Guard headquarters staff in the Office of Maritime Law Enforcement. The calculated results for a given year are the number of boarded fishing vessels with no</p>



	documented violations of domestic fisheries regulations divided by the number of fishing vessels boarded and inspected at sea by the U.S. Coast Guard, multiplied by 100.
Reliability Index	Reliable
Explanation of Data Reliability Check	MISLE data consistency and integrity is controlled through program logic and pull-down menus that require key elements, prohibit the inappropriate, and limit choices to pre-determined options. Reliability is further ensured by comprehensive training and user guides, and the application itself has embedded Help screens. District, Area and Headquarters staffs review, validate and assess the data on a quarterly basis as part of the U.S. Coast Guard's Standard Operational Planning Process; and Program managers review and compare MISLE data to after-action reports, message traffic and other sources of information.

Performance Measure	Interdiction rate of foreign fishing vessels violating U.S. waters
Program	Maritime Law Enforcement
Description	This measure reports the percent of detected incursions into the U.S. EEZ by foreign fishing vessels that are interdicted by the Coast Guard. Preventing illegal foreign fishing vessels from encroaching on the EEZ is a priority for the Coast Guard. Foreign fishing fleets steal a valuable resource, resulting in a total economic loss to the American public. Protecting the integrity of the nation's maritime borders and ensuring the health of U.S. fisheries is a vital part of the Coast Guard mission.
Scope of Data	The measure includes foreign vessels illegally fishing inside the U.S. Exclusive economic Zone (EEZ) detected by the Coast Guard and incursions by foreign fishing vessels reported by other sources, which reports or intelligence are judged by Coast Guard operational commanders as valid enough to order a response. The Magnuson-Stevens Act, Title 16 of the U.S. Code defines terms necessary for identifying an incursion—such as fishing, fishing vessel, foreign fishing, etc.—and establishes an exemption for recreational fishing.
Data Source	Source data is collected from Living Marine Resource Enforcement Summary Reports and recorded in the Coast Guard's Marine Information for Safety and Law Enforcement (MISLE) system.
Data Collection Methodology	Results for a given year are the number of Coast Guard interdictions of foreign fishing vessels expressed as a percentage of the total number of incursions into the U.S. Exclusive Economic Zone (EEZ) by foreign fishing vessels detected by the



	Coast Guard, or reported by other sources and judged by operational commanders as valid enough to order a response.
Reliability Index	Reliable
Explanation of Data Reliability Check	To ensure consistency and integrity, MISLE data entry is controlled through program logic and pull-down menus that require key elements, prohibit the inappropriate, and limit choices to pre-determined options. The LMR Enforcement Summary Report purpose, format and submission requirements, and guidance on the use of MISLE, are provided in the Maritime Law Enforcement Manual. Comprehensive training and these user guides help ensure reliability, and the application itself contains embedded Help screens. Additionally, District summaries of EEZ cases are reviewed monthly by Areas and submitted to the Coast Guard Office of Maritime Law Enforcement (CG-MLE), and these and other sources of information are used to assess the reliability of the MISLE database.

Performance Measure	Migrant interdiction effectiveness in the maritime environment
Program	Maritime Law Enforcement
Description	This measure reports the percent of detected undocumented migrants of all nationalities who were interdicted by the U.S. Coast Guard and partners via maritime routes.
Scope of Data	This measure tracks interdiction of migrants from all nationalities attempting direct entry by maritime means into the United States, its possessions, or territories.
Data Source	Interdiction information is obtained through the U.S. Coast Guard Marine Information for Safety and Law Enforcement (MISLE) database, and Customs and Border Protection records.
Data Collection Methodology	The interdiction rate compares the number of migrants interdicted at sea by U.S. Coast Guard, other law enforcement agencies, or foreign navies, and deceased migrants recovered from smuggling events, to the total number of migrants interdicted at sea plus the migrants that landed in the US, its territories, or possessions. Migrant landing information is obtained through the analysis of abandoned vessels, other evidence of migrant activity that indicate the number of migrants evading law enforcement, successfully landing in the U.S., migrants captured by law enforcement entities in the U.S., and self-reporting by migrants (Cuban migrants are allowed to stay once arriving in the U.S. and typically report their arrival). The U.S. Coast Guard Intelligence Coordination Center compiles and



	analyzes landing information. Data collection is managed by the Migrant Interdiction Program Manager.
Reliability Index	Reliable
Explanation of Data Reliability Check	The numbers of illegal migrants entering the U.S. by maritime means, particularly non-Cubans, is subject to estimating error due to migrant efforts to avoid law enforcement. Arrival numbers for Cubans tend to be more reliable than other nationalities as immigration law allows Cubans to stay in the US once reaching shore, which encourages self-reporting of arrival. Over the last 5 years, Cubans have constituted approximately one quarter to one half of all maritime migrant interdictions. Migrant landing information is validated across multiple sources using established intelligence rules that favor conservative estimates.

Performance Measure	Number of breaches at high-risk maritime facilities
Program	Maritime Prevention
Description	This measure reports the number of security breaches at facilities subject to the Maritime Transportation Security Act (MTSA) where no Transportation Security Incident has occurred, but established security measures have been circumvented, eluded, or violated. MTSA facilities are a high-risk subset of the national waterfront facility population given the nature of their activities and/or the products they handle. As such, they pose a greater risk for significant loss of life, environmental damage, or economic disruption if attacked. MTSA regulated facilities constitute more than 3,400 high-risk subset of all waterfront facilities. They are facilities that handle certain dangerous cargoes, liquid natural gas, transfer oil, hazardous materials in bulk; or receive foreign cargo vessels greater than 100 gross tons, U.S. cargo vessels greater than 100 gross tons carrying certain dangerous cargoes, or vessels carrying more than 150 passengers.
Scope of Data	The scope of this measure includes incidents that occur at any of the more than 3,400 maritime facilities subject to Maritime Transportation Security Act regulation, which are investigated and confirmed incidents where no Transportation Security Incident has occurred, but established security measures have been circumvented, eluded or violated.
Data Source	The data source for this measure is the Coast Guard Marine Information for Safety and Law Enforcement (MISLE) database as a Breach of Security Investigation.



Data Collection Methodology	Qualified Coast Guard Inspectors investigate incidents reported to the National Response Center by MTSA regulated facilities where security measures have been circumvented, eluded or violated. Verified incidents are documented in the Coast Guard Marine Information for Safety and Law Enforcement (MISLE) database as a Breach of Security Investigation. Results for a given year are the total number of confirmed breaches of security that occurred over the past 12-months at any of the more than 3,400 MTSA regulated facilities.
Reliability Index	Reliable
Explanation of Data Reliability Check	To ensure consistency and integrity, MISLE data entry is controlled through program logic and pull-down menus that require key elements, prohibit the inappropriate, and limit choices to pre-determined options. Comprehensive training and user guides help ensure reliability and the MISLE application itself contains embedded Help screens. Data verification and validation is also affected through regular records review by the Office of Investigations and Casualty Analysis (CG-INV) and Coast Guard Program managers.

Performance Measure	Three-year average number of serious marine incidents
Program	Maritime Prevention
Description	This measure reports the three-year average number of Serious Marine Incidents as defined by 46 CFR 4.03-2, which include: death or injury requiring professional treatment beyond first aid, reportable property damage greater than \$100,000, actual or constructive loss of certain vessels, discharge of oil of 10,000 gallons or more; or a discharge of a reportable quantity of a hazardous substance.
Scope of Data	This measure reports the three-year average number of serious marine incidents as defined in 46 CFR 4.03-2. Serious Marine Incidents include any marine casualty or accident defined by 46 CFR 4.03-1 which meets defined thresholds. These include: death or injury requiring professional treatment beyond first aid, reportable property damage greater than \$100,000, actual or constructive loss of certain vessels, discharge of oil of 10,000 gallons or more; or a discharge of a reportable quantity of a hazardous substance.
Data Source	Serious Marine Incidents are recorded in the Marine Information for Safety and Law Enforcement (MISLE) database
Data Collection Methodology	To obtain serious marine incidents, investigations recorded in the MISLE database are counted. Commercial mariner deaths and



	injuries include casualties of crewmembers or employees aboard U.S. commercial vessels in U.S. waters. Passenger deaths and injuries include casualties from passenger vessels operating in U.S. waters (disappearances or injuries associated with diving activities are excluded). Oil discharges of 10,000 gallons or more into navigable waterways of the U.S. and reportable quantities of hazardous substances, whether or not resulting from a marine casualty, are included. The three-year average for a given year is calculated by taking the average of the number of serious marine incidents for the most recent three years. Due to delayed receipt of some reports, published data is subject to revision with the greatest impact on recent quarters.
Reliability Index	Reliable
Explanation of Data Reliability Check	To ensure consistency and integrity, MISLE data entry is controlled through program logic and pull-down menus that require key elements, prohibit the inappropriate, and limit choices to pre-determined options. Comprehensive training and user guides help ensure reliability and the application itself contains embedded Help screens. MISLE system quality control, and data verification and validation, is affected through regular review of records by the U.S. Coast Guard Office of Investigations and Analysis. MISLE system quality control, and data verification and validation, is affected through regular review of records by the Coast Guard Office of Investigations and Casualty Analysis.

Performance Measure	Percent of people in imminent danger saved in the maritime environment
Program	Maritime Response
Description	This measure gauges the lives saved by the U.S. Coast Guard on the oceans and other waterways expressed as a percentage of all people in imminent danger at the time the Service received notification. The measure excludes persons lost prior to notification and single incidents with 11 or more people.
Scope of Data	The measure encompasses all maritime distress incidents reported to the U.S. Coast Guard, which are judged by U.S. Coast Guard operational commanders as valid enough to order a response. The measure includes lives recorded as saved, lost after notification, or unaccounted. Single incidents with 11 or more people saved, lost, or unaccounted are excluded so as not to skew results or impede trend analysis.
Data Source	All maritime distress incidents reported to the U.S. Coast Guard judged by U.S. Coast Guard operational commanders as valid enough to order a response—and associated response data—are



	recorded in the U.S. Coast Guard's Marine Information for Safety and Law Enforcement (MISLE) database. Data is extracted from MISLE using a CG Business Intelligence (CGBI) cube.
Data Collection Methodology	Data related to maritime distress incidents reported to the U.S. Coast Guard judged by operational commanders as valid enough to order a response are recorded in the U.S. Coast Guard's Marine Information for Safety and Law Enforcement (MISLE) database A CGBI cube is then used to extract the data. The CGBI cube is formulated to only look at cases with 0-10 lives impacted. The results for a given fiscal year are the total number of lives recorded as saved expressed divided by the total number of lives recorded as saved, lost after notification, or unaccounted, multiplied by 100. Single incidents with 11 or more people saved, lost, or unaccounted are excluded from the calculation.
Reliability Index	Reliable
Explanation of Data Reliability Check	To ensure consistency and integrity, MISLE data entry is controlled through program logic and pull-down menus that require key elements, prohibit the inappropriate, limit choices to pre-determined options, and flag data not conforming to expectations. Comprehensive training and user guides help ensure reliability and the application itself contains embedded Help screens. Search and rescue data are also reviewed at multiple levels, and discrepancies reviewed and corrected as necessary.

Performance Measure	Percent risk reduction of coordinated anti-terrorism activities throughout the Marine Transportation System
Program	Maritime Security Operations:
Description	This measure gauges the lives saved by the U.S. Coast Guard on the oceans and other waterways expressed as a percentage of all people in imminent danger at the time the Service received notification. The measure excludes persons lost prior to notification and single incidents with 11 or more people.
Scope of Data	The population includes all MSRO associated with Tactical Activity plans for the 37 COTP zones. These MSRO occur at vessels, facilities, key assets, and other critical infrastructure at maritime ports. Tactical Activity Plans include only MSRO that impact addressable risk, which is risk the U.S. Coast Guard can address with its current capabilities and authorities. The scope of the results includes information about MSRO from the Tactical Activity Plans that were actually executed by the U.S. Coast Guard and/or federal, state, and local partners.



<p>Data Source</p>	<p>MSRO data comes from the Marine Information for Safety and Law Enforcement (MISLE) database what is managed by Office of C4 & Sensors Capability (CG-761). MSRO executed by federal, state, and local partners are collected in a formatted spreadsheet and entered into MISLE by the relevant COTP. The Maritime Security Risk Analysis Model (MSRAM) system managed by the Office of International and Domestic Port Security (CG-PSA) contains the data that is used to calculate the addressable risks to the 37 COTP zones using a variety of data such as port subject matter experts’ judgements of vulnerabilities, actual port activity data, and intelligence. The U.S. Coast Guard Business Intelligence (CGBI) and associated data tools are used to pull data from MISLE and MSRAM to populate Risk-Based Maritime Security and Response Operations (RBMSRO) tools. These tools are used for both creating the 37 ports Tactical Activity Plans and for conducting the actual calculations for this measure.</p>
<p>Data Collection Methodology</p>	<p>The 37 COTPs gather a variety of data annually to update risk estimates for their zones. This information informs Ports’ Tactical Activity Plans to optimize risk impact with the hours and assets available. Coast Guard units that perform MSRO enter that data directly into MISLE. MSRO performed solely by federal, state, and local partners are recorded on a formatted spreadsheet and collected by the relevant COTPs. Using CGBI, each COTP pulls their MISLE data for their respective zones to populate RBMSRO. The Coast Guard’s Headquarters Maritime Security Operations Program Office sums these values for the risk reduction MSRO completed to determine the numerator for this measure. The same office calculates the addressable risk by summing the risk estimates for the 37 COTP Zones for the denominator. The result is calculated by dividing the sum of all MSRO completed by the addressable risk score across all 37 COTP Zones.</p>
<p>Reliability Index</p>	<p>Reliable</p>
<p>Explanation of Data Reliability Check</p>	<p>To ensure consistency and integrity, MISLE data entry is controlled through program logic and pull-down menus that require key elements, prohibit inappropriate entries, and limit choices to pre-determined options. Comprehensive training and user guides help ensure reliability and the MISLE application itself contains embedded Help Screens. MISLE records also get verification and validation through regular records review by District, Area, and Headquarters staffs. Annual risk exposure and risk reduction parameters are determined and annually validated in MSRAM by CG-PSA.</p>



U.S. Citizenship and Immigration Services (USCIS)

Performance Measure	Percent of workers determined to be Employment Authorized after an initial mismatch
Program	Employment Status Verification
Description	This measure reports the number of cases in which adjudicating officials in the E-Verify program find a person employment authorized under U.S. law after the program issued the person under examination with a Tentative Non-Confirmation (TNC) of eligibility for employment, and the person in question contested this initial mismatch. In cases when an employee contests an eligibility determination, the program's Legal Instrument Examiners (LIEs) make a final determination of the employee's eligibility for employment and transmits the determination both to the hiring employer and to VIS. Ensuring the accuracy of E-Verify program processing reflects the program's intent to minimize negative impacts imposed upon those entitled to employment in the U.S. while ensuring the integrity of immigration benefits by effectively detecting and preventing cases of unauthorized employment.
Scope of Data	The population of this measure includes all E-Verify cases during the reporting period in which a Tentative Non-Confirmation (i.e. 'initial mismatch') is identified. The scope of the results includes E-Verify cases in which actions following a Tentative Non-Confirmation (i.e. 'initial mismatch') result in a finding of 'Employment Authorized' for the person in question. Tentative Non-Confirmations that result in a finding of 'Not Employment Authorized' are excluded from the calculation.
Data Source	Data for this measure come from records stored in the program's Verification Information System (VIS). This system contains detailed, searchable information regarding all steps taken in resolving E-Verify cases, including whether the program issued a TNC, whether the employee contested the TNC, and the final eligibility determination.
Data Collection Methodology	In cases when an employee contests an eligibility determination, the program's Legal Instrument Examiners (LIEs) make final determination of the employee's eligibility for employment. Upon completing a final determination of eligibility, an LIE transmits the determination both to the hiring employer and to VIS. The program has configured VIS to produce a standard quarterly summary of case outcomes, which includes both the number of Tentative Non-Confirmations, and the subset of contested Tentative Non-Confirmations which produce a final finding of 'Employment Authorized.' The result is calculated by dividing the number of all Tentative Non-Confirmations which produce a final



	finding of 'Employment Authorized' by the total number of all E-Verify cases for the reporting period as the denominator and multiplying by 100.
Reliability Index	Reliable
Explanation of Data Reliability Check	Each quarter, the contractor managing VIS for the program extracts E-Verify transaction data from VIS. Analysts apply an algorithm to the extracted data, removing all duplicate and invalid queries. The contractor then refers data and performance results to program staff for review and clearance.

Performance Measure	Percent of completed social media checks found in compliance with applicable privacy policies (New Measure)
Program	Fraud Prevention and Detection
Description	Operational use of social media for security checks is a defined workload process conducted by the Headquarters Fraud Detection and National Security Directorate (HQFDNS) Social Media Division (SMD) that requires checks for certain immigration requests, as a matter of policy, or based on an articulated justification or for detecting, pursuing, and deterring immigration request fraud. The measure will ensure social media checks comply with Privacy oversight requirements as demonstrated by results of privacy assessments on this process conducted monthly and reported quarterly by USCIS Office of Privacy.
Scope of Data	The unit of analysis is a Social Media check record from the FDNS system of record that is in a completed status. The population is a sample of completed social media checks from the FDNS system of record. FDNS will randomly select a sample of completed social media records in the amount necessary to achieve or exceed a .05 margin of error with a 95% confidence interval, which will be a minimum of 32 cases each month, totaling 384 for the full fiscal year. The attribute being measured is if a completed Social Media check is in compliance. Cases in compliance are those that adhere to the Fair Information Practice Principles (FIPPS) and meet criteria including: 1) information collected and documented through social media is relevant to the case, 2) the use of social media is consistent with an approved Social Media Use Template (SMOUT) category, and 3) the use of social media research benefits the agency by producing results that allow USCIS to meet its mission and goals.
Data Source	The data is derived directly from the FDNS system of record, FDNS-DS NextGen. Social media check privacy compliance will be



	derived through review of monthly samples of completed social media cases. The USCIS Office of Privacy will assess privacy compliance of a completed case sample each month and report results quarterly.
Data Collection Methodology	USCIS will randomly select a sample of completed social media checks each month. The USCIS Office of Privacy will review the random sample of completed social media checks each month, assess compliance with privacy requirements for USCIS operational use of social media, and report results quarterly. Checks in compliance are those that adhere to the Fair Information Practice Principles (FIPPS) and meet criteria including: 1) information collected and documented through social media is relevant to the case, 2) the use of social media is consistent with an approved Social Media Use Template (SMOUT) category, and 3) the use of social media research benefits the agency by producing results that allow USCIS to meet its mission and goals. The result is calculated by dividing the checks found to be in compliance by the total number of completed social media checks assessed in the sample.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data for this measure are collected from the FDNS system of record, which has internal controls to ensure the accuracy of data, including the identification of stages and current status. To ensure that all social media checks are conducted in compliance with privacy requirements, FDNS conducts internal quality assurance reviews, which aligns to DHS and USCIS privacy policies, on all social media checks before completion. Any errors identified are returned to the case officer for resolution before the case is placed in completed status. To prevent analysis and calculation errors, standard and repeatable reporting templates are used. Quarterly assessment results are reviewed for anomalies or errors. Prior to delivery to OCFO, a FDNS manager will conduct a final quality check for accuracy of results.

Performance Measure	Percent of system generated notifications (SGN) related to national security, public safety, or fraud reviewed and addressed for pending applications within 60 days (Retired Measure)
Program	Fraud Prevention and Detection
Description	This measure gauges the timely resolution of system generated notifications SGNS related to national security, public safety, or fraud for immigration benefits in cases pending a decision to approve or deny immigration benefits. SGNS provide continuous vetting capabilities to alert FDNS to investigate potential issues of concern. Program officers may resolve the notification by



	determining that there is no basis for continuing the investigation or that a basis exists which warrants the opening of a fraud, public safety, or national security case in the Fraud Detection and National Security Data System (FDNS-DS). Continuous vetting of information helps safeguard the integrity of the nation's lawful immigration system.
Scope of Data	This measure's scope includes most ATLAS system SGNs that are triaged during the fiscal year within 60 calendar days of their creation in FDNS-DS in cases pending a decision to approve or deny immigration benefits. Scope excludes SGNs that pertain to a form type of I-589 (Application for Asylum and for Withholding of Removal) or I-590 (Registration for Classification as Refugee) or forms received in a Refugee, Asylum, and International Operations (RAIO) location. The scope also excludes referrals generated from other sources.
Data Source	The FDNS Reports and Analysis Branch (RAB) uses SAS –a statistical analysis software package—to extract data from FDNS-DS, FDNS' system of record, to report the data. The SGNs originate from ATLAS screening. Records of SGNs reside in FDNS-DS. Information available in FDNS-DS includes each SGN and time stamps for the creation and disposition of each SGN.
Data Collection Methodology	The triage of SGNs requires Immigration Officers to record their actions in FDNS-DS. FDNS Statisticians use SAS to conduct a query from FDNS-DS on the date of all SGNs triaged or pending for more than 60 calendar days during the reporting period, and the dates of their creation and resolution. Staff compile reports using SAS to extract data from FDNS-DS. Staff use SAS to calculate duration, in calendar days, of the period from receipt of each SGN to its disposition by FDNS. The number of all in-scope SGNs triaged within 60 or fewer calendar days for disposition in a given reporting period provides the numerator. The total number of all in-scope SGNs in a given reporting period, excluding untriated SGNs 60 or fewer calendar days from creation, is the denominator. The percentage of these two quantities is the result for the reporting period and is cumulative across the FY.
Reliability Index	Reliable
Explanation of Data Reliability Check	The programs used to calculate the measures are quality checked before implementation by an independent FDNS RAB staff member or contractor. Additionally, as end users also monitor the data, they are likely to identify any potential data issues that can be corrected as they arise, if necessary. The Office of the Chief Financial Officer checks results per reporting period for internal leadership review meetings and before posting data to the DHS Performance System.



Performance Measure	Average processing time for Application to Register Permanent Residence or Adjust Status (I-485) (in months)
Program	Immigration Services
Description	This measure assesses the ability of the Field Operations Directorate (FOD) to meet adjudication processing goals for the Form I-485, Application to Register Permanent Residence or Adjust status.
Scope of Data	The unit of analysis is a single I-485 application that has been adjudicated. The application could have been received before the reporting period, but an application is only included if it is completed during the reporting period. The population is all I-485 applications that were adjudicated during the reporting period. The measure is the processing time each application takes to be adjudicated. Processing time is defined as the elapsed time between the received date and the decision date for completed applications.
Data Source	Data for this measure are stored in the system of record, Electronic Immigration System (ELIS) and in the Computer Linked Adjudication Information Management System (CLAIMS 3).
Data Collection Methodology	The data for each application is entered into the ELIS and CLAIMS 3 data systems. The USCIS Office of Performance and Quality (OPQ) exports data via SAS statistical analysis software a week following the end of the quarter to ensure all actions taking place in the reporting quarter have been recorded. Data is pulled if an application has been adjudicated within the time period being assessed. The average processing time calculation is calculated by taking the processing time for all applications included in the reporting period and dividing by the total number applications completed during the time period. This results in a number of days and is converted to months.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data will be provided one week after the quarter ends to ensure that all electronic systems have been completely updated. An OPQ data analyst will be assigned to provide the data on a quarterly basis. After the data have been produced a second OPQ data analyst will conduct a peer-review of the data to ensure completeness, reliability, and accuracy. In addition, an OPQ manager conducts a final quality check of the performance measure data.

Performance Measure	Average processing time for Applications for Naturalization (N-400) (in months)
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Program	Immigration Services
Description	This measure assesses the ability of FOD to meet its published adjudication processing goals for the Applications for Naturalization (N-400). An N-400 is filed by an individual applying to become a United States citizen. External factors such as immigration policies, economic security, and issues like the COVID-19 pandemic could have a negative impact on the results for this measure.
Scope of Data	The unit of analysis is a single N-400 application that has been adjudicated. The application could have been received before the reporting period, but an application is only included if adjudication is completed during the reporting period. The population is all N-400 applications that were adjudicated during the reporting period. The measure population includes naturalization applications based on eligibility from service in the Armed Forces of the United States. The attribute is the processing time each application takes to be fully adjudicated. Processing time is defined as the elapsed time between the received date and the decision date for completed applications.
Data Source	Data for this measure are stored in the system of record the Electronic Immigration System (ELIS).
Data Collection Methodology	The data for each application is entered into the ELIS System from the time the application starts until the application is adjudicated and a decision has been made. The USCIS Office of Performance and Quality (OPQ) exports data via SAS statistical analysis software program a week following the end of the quarter to ensure all actions taking place in the reporting quarter have been updated. The average processing time calculation adds the processing time for all applications included in the reporting period, and this number is then divided by total number applications in the set. This result is then converted to months.
Reliability Index	Reliable
Explanation of Data Reliability Check	Data will be provided one week after the quarter ends to ensure that all electronic systems have been completely updated. An OPQ data analyst will be assigned to provide the data on a quarterly basis. After the data have been produced a second OPQ data analyst will conduct a peer-review of the data to ensure completeness, reliability, and accuracy. Prior to delivery to OCFO, an OPQ manager will conduct a final quality check of the performance measure data.

Performance Measure	Average processing time for detainees claiming Credible Fear (in days)
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Program	Immigration Services
Description	This measure assesses how quickly the program processes the credible fear claims of individuals held in ICE-operated detention centers. Specifically, for individuals claiming persecution or a well-founded fear of persecution or harm on account of his or her race, religion, nationality, membership in a particular social group, or political opinion if returned to their country. This measure reports the average number of days between individuals expressing their fear and the program completing the case. By evaluating how quickly the credible fear claims of detained individuals are completed, the program can assess the effectiveness of a critical element of the agency's goal to secure borders through effective use of detention capacity.
Scope of Data	The unit of analysis is the amount of time (in days) from when USCIS receives the completed packet transferring jurisdiction for an individual who expresses their claim of persecution or a well-founded fear of persecution or harm on account of their race, religion, nationality, membership in a particular social group, or political opinion if returned to their country and when the program completes processing their claim. The population only includes individuals who are placed in ICE-operated detention facilities. The average processing time for the population is 14 days or less.
Data Source	Data for this measure is stored in the Global case management system. The system contains data on when a credible fear case is initiated and when the final determination when the case is made. Global is maintained by USCIS and data is extracted and consolidated into Excel and PDF formats. The Standard, Management Analysis and Reporting Tool (SMART), and Tableau data visualization and business analysis tools are two web-based performance analysis tools used to create dashboards and reports of the data.
Data Collection Methodology	The data for each credible fear case is entered into Global from the time that USCIS receives the completed packet transferring jurisdiction for the individual who made the credible fear claim until the credible fear claim determination is made. USCIS exports data from Global using SMART and Tableau to create dashboards and reports. Data collection using these tools can be fully automated once the reports and/or dashboards are created. The average processing time calculation adds the processing time for all completed credible fear cases included in the reporting period, and this number is then divided by total number of cases in the data set.
Reliability Index	Reliable



Explanation of Data Reliability Check	To prevent data entry and retrieval errors, Global uses formatted fields and dropdown menus. Standardized reporting scripts help prevent errors in downloading the data from Global to dashboards and reports. To prevent analysis and calculation errors, standard and repeatable reporting templates are used. Data for performance reporting are typically provided no later than 15 days after the quarter ends to ensure that all electronic systems have been completely updated. The reported data is reviewed by at least two analysts for completeness, reliability, and accuracy. Data Reliability Checks consist of supervisory controls and checks, reviewing, sampling, verification, the use of Standard Operating Procedures, and Quality Assurance reviews and analysis. Checks are conducted randomly and systematically. Data reliability reviews are also integrated as controls within most processes.
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Performance Measure	Average processing time to adjudicate form I-129 (Petition for Nonimmigrant Worker) (in months)
Program	Immigration Services
Description	This measure assesses the ability of the Service Center Operations Directorate (SCOPS) to meet its published adjudication processing goals for the processing of Form I-129, Petition for a Nonimmigrant Worker. An I-129 is filed on behalf of a nonimmigrant worker to come to the United States temporarily to perform services or labor, or to receive training, as an E-1, E-2, E-3, H-1B, H-2A, H-2B, H-3, L-1, O-1, O-2, P-1, P-1S, P-2, P-2S, P-3, P-3S, Q-1, R-1, or TN nonimmigrant worker. This process time information will help determine if the organization has the capability and capacity to process petitions and will also be used to make operational decisions.
Scope of Data	The unit of analysis is a single I-129 petition that was submitted for processing and has been fully adjudicated. The petition could have started adjudication before the reporting period, but a petition is only included if it finishes adjudication during the reporting period. The population is all I-129 petitions submitted for processing that were fully adjudicated during the reporting period. Eligible categories include E-1, E-2, E-3, H-1B, H-2B, H-3, L-1, O-1, O-2, P-1, P-1S, P-2, P-2S, P-3, P-3S, Q-1, R-1, or TN nonimmigrant worker. The attribute is the processing time each petition takes to be fully adjudicated. Processing time is defined as the elapsed time between the received date and the decision date for completed petitions.
Data Source	Data for this measure are stored in the system of record, Enterprise Citizenship and Immigration Services Centralized



	Operational Repository (eCISCOR), for petitions adjudicated in the Electronic Immigration System (ELIS). The eCISCOR system contains data on when a petition is initiated and when it has been adjudicated. The system is maintained by the Office of Information Technology. On an hourly basis, data from ELIS is, consolidated into the eCISCOR system.
Data Collection Methodology	The data for each petition is entered into the C3/ELIS System from the time the petition starts until the petition is adjudicated and a decision has been made. The USCIS Office of Performance and Quality (OPQ) exports data from eCISCOR via SAS statistical software program a week following the end of the quarter to ensure all actions taking place in the reporting quarter have been updated in eCISCOR. Data is pulled if a petition has been adjudicated within the time period being assessed. The average processing time calculation adds the processing time for all petitions included in the reporting period, and this number is then divided by total number petitions in the set. This result is then converted to months. All quarterly results will be cumulative, with results reported inclusive across quarters for the fiscal year.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent data entry and retrieval errors, the USA Staffing uses formatted fields and dropdown menus. Standardized reporting scripts help prevent errors in downloading the data from eCISCOR. To prevent analysis and calculation errors, standard and repeatable reporting templates are used. Data will be provided one week after the quarter ends to ensure that all electronic systems have been completely updated. A SCOPS data analyst will be assigned to coordinate with OPQ to collect and provide reportable results on a quarterly basis, to include conducting a peer-review of the data to ensure completeness, reliability, and accuracy. Quarterly and annual results are subjected to a multi-level review that checks for anomalies or discontinuities. A SCOPS manager will conduct a final quality check of the performance measure data.

Performance Measure	Average processing time to adjudicate form I-140 (Immigrant Petition for Alien Worker) (in months)
Program	Immigration Services
Description	This measure assesses the ability of SCOPS to meet its published adjudication processing goals for the Immigrant Petition for Alien Worker (I-140). An I-140 is filed on behalf of an immigrant worker to come to the United States permanently to perform services or labor as an immigrant worker. This measure applies to E11, E12,



	E21 (non-national interest waiver (NIW)), E32, E31, and EW3 classifications.
Scope of Data	The unit of analysis is a single I-140 petition that was submitted for processing and has been adjudicated. The petition could have started adjudication before the reporting period, but a petition is only included if it finishes adjudication during the reporting period. The population is all I-140 petitions submitted for processing that were fully adjudicated during the reporting period. For this measure, eligible categories include E11, E12, E21 (non-national interest waiver (NIW)), E32, E31, and EW3 classifications. The attribute is the processing time each petition takes to be fully adjudicated. Processing time is defined as the elapsed time between the received date and the decision date for completed petitions.
Data Source	Data for this measure are stored in the system of record, Enterprise Citizenship and Immigration Services Centralized Operational Repository (eCISCOR), for petitions adjudicated in the Electronic Immigration System (ELIS). The eCISCOR system contains data on when a petition is initiated and when it has been adjudicated. The system is maintained by the Office of Information Technology. On an hourly basis, data from ELIS is, consolidated into the eCISCOR system.
Data Collection Methodology	The data for each petition is entered into the C3/ELIS System from the time the petition starts until the petition is adjudicated and a decision has been made. The USCIS Office of Performance and Quality (OPQ) exports data from eCISCOR via SAS statistical software program a week following the end of the quarter to ensure all actions taking place in the reporting quarter have been updated in eCISCOR. Data is pulled if a petition has been adjudicated within the time period being assessed. The average processing time calculation adds the processing time for all petitions included in the reporting period, and this number is then divided by total number petitions in the set. This result is then converted to months. All quarterly results will be cumulative, with results reported inclusive across quarters for the fiscal year.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent data entry and retrieval errors, the USA Staffing uses formatted fields and dropdown menus. Standardized reporting scripts help prevent errors in downloading the data from eCISCOR. To prevent analysis and calculation errors, standard and repeatable reporting templates are used. Data will be provided one week after the quarter ends to ensure that all electronic systems have been completely updated. A SCOPS data analyst will be assigned to coordinate with OPQ to collect and provide reportable results on a quarterly basis, to include



	conducting a peer-review of the data to ensure completeness, reliability, and accuracy. Quarterly and annual results are subjected to a multi-level review that checks for anomalies or discontinuities. A SCOPS manager will conduct a final quality check of the performance measure data.
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Performance Measure	Number of asylum determinations
Program	Immigration Services
Description	This measure gauges the total number of asylum determinations to approve, deny, refer to an Immigration Judge, or administratively close cases related to refugee and asylum. Individuals physically present in the U.S. may apply for asylum, regardless of their country of nationality or current immigration status, if they were persecuted or have a fear that they will be persecuted because of their race, nationality, religion, membership in a particular social group, or political opinion. The processing of asylum determinations advances the objective to adjudicate protection, humanitarian, and other immigration benefits.
Scope of Data	The population includes all applications for asylum received within entire population of all available case data (no sampling). The unit of analysis is a single application for asylum. The attribute that makes an application eligible to be counted in the result is whether the Asylum Officer made a determination to approve, deny, refer to an Immigration Judge, or administratively close the case.
Data Source	The source for data is the Global case management system. Data is extracted from Global and analyzed in the Standard, Measurement, and Analysis, Reporting Tool (SMART) environment using consolidated in reports (in Excel or pdf format) using a web-based reporting tool.
Data Collection Methodology	The data begins with the receipt of a case, interview request and scheduling, and ends with the delivery of the Asylum Officer's determination. When a determination is made, the decision is recorded as an approval, denial, administrative close, or referral in Global. The data is exported from Global and analyzed in the Standard, Measurement, and Analysis, Reporting Tool (SMART) environment using the codes for these types of transactions. Historical information and data is collected using data collection and gathering techniques, filters, and sorting. Data is collected from the beginning of the fiscal year through the end of the most current reporting cycle to determine the cumulative number of asylum determinations made.



Reliability Index	Reliable
Explanation of Data Reliability Check	Data reliability checks consist of supervisory controls and checks, reviewing, sampling, verification, the use of Standard Operating Procedures, and Quality Assurance reviews and analysis. Checks are conducted randomly and systematically, and scheduled and unscheduled. Data reliability reviews are also integrated as controls within most processes. Refugee and Asylum program managers double-check the data reported each quarter to ensure accurate results.

Performance Measure	Percent of approved applications for naturalization that were appropriately decided
Program	Immigration Services
Description	This measure assesses the validity of final decisions by program adjudicators to approve all electronic N-400 Naturalization Forms received through USCIS Electronic Immigration System (ELIS) by reporting the findings of regular quality reviews of these decisions by experienced subject matter experts (SMEs). The program conducts quality reviews by drawing a statistically valid random sample of approved N-400s on a quarterly basis. Insuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.
Scope of Data	The scope of this measure includes all approved and oathed (sworn and signed) electronic N-400 Forms received through USCIS Electronic Immigration System (ELIS). The program conducts quality reviews of these cases, drawing a statistically valid random sample of approved N-400s on a quarterly basis. For a typical quarterly total of roughly 171,600 N-400s, the program constructs a sample of roughly 139 files, which provides accuracy with a $\pm 5\%$ margin of error. Quarterly reviews draw on approvals completed in the preceding quarter. Year-end results from a stratified sample, with each quarterly review providing one stratum of data.
Data Source	After creation of a quality review sample, teams of SMEs review records for each of the approved N-400s selected to complete Decisional Quality Review (DQR) checklists, with data entered into an online database. Program headquarters staff in the Office of Performance and Quality, Office of the Chief Data Officer, Data Quality Branch has access to this database. These HQ staff members maintain the information from each review and



	integrate it into a consolidated spreadsheet, which serves as the data source for this measure.
Data Collection Methodology	SMEs use original applicant requests to complete their quality reviews of the sample of approved N-400s, documenting their work using DQR checklists. A SME sets aside cases when the SME determines that documentation does not support the original adjudication. After the SME has reviewed all files, at least two other SMEs review flagged applications. If any of the additional reviewers question a decision, that file goes back to the original adjudicating office to resolve discrepancies. The original office must submit to a SharePoint site documented resolution of discrepancies within 10 business days. The result is calculated by dividing the number of files returned to original offices by the review's sample size, subtracting this quantity from 1 and multiplying by 100.
Reliability Index	Reliable
Explanation of Data Reliability Check	Layers of subject matter experts review and concur on correct or questionable decisions to ensure data reliability. The program obtains a valid random sample to conduct this audit, compile results, and develop corrective action plans to address any deficiencies noted.

Performance Measure	Percent of approved Applications to Register Permanent Residence or Adjust Status (I-485s) that were appropriately decided
Program	Immigration Services
Description	This measure assesses the validity of final decisions by program adjudicators to approve Form I-485 applications to register for permanent residence or to adjust status by reporting the findings of regular quality reviews of these decisions by experienced subject matter experts (SMEs). The program conducts quality reviews of these cases, drawing a statistically valid random sample of approved I-485s on a quarterly basis. Insuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.
Scope of Data	The scope of this measure includes all I-485 Forms approved nationwide and received at the program's National Records Center. To validate the I-485, the program conducts quality reviews of such cases, drawing a statistically valid random sample of approved I-485s on a quarterly basis. For a typical quarterly total of roughly 103,600 I-485s, the program constructs



	a sample of roughly 139 files, which provides accuracy with a $\pm 5\%$ margin of error. Quarterly reviews draw on approvals completed in the preceding quarter. Year-end performance results from a stratified sample, with each quarterly review providing one stratum of data.
Data Source	After creation of a quality review sample, teams of SMEs review records for each of the approved I-485s selected to complete Decisional Quality Review (DQR) checklists, with data entered into an online database. Program headquarters staff in the Office of Performance and Quality, Office of the Chief Data Officer, Data Quality Branch has access to this database. These HQ staff members maintain the information from each review and integrate it into a consolidated spreadsheet, which serves as the data source for this measure.
Data Collection Methodology	SMEs use original applicant requests to complete their quality reviews of the sample of approved I-485s, documenting their work using DQR checklists. A SME sets aside cases when the SME determines that documentation does not support the original adjudication. After the SME has reviewed all files, at least two other SMEs review flagged applications. If any of the additional reviewers question a decision, that file goes back to the original adjudicating office to resolve discrepancies. The original office must submit to a SharePoint site documented resolution of discrepancies within 10 business days. The result is calculated by dividing the number of files returned to original offices by the review's sample size, subtracting this quantity from 1 and multiplying by 100.
Reliability Index	Reliable
Explanation of Data Reliability Check	Layers of subject matter experts review and concur on correct or questionable decisions to ensure data reliability. USCIS is able to obtain a valid random sample to conduct this audit, compile results, and develop corrective action plans to address noted deficiencies.

Performance Measure	Percent of naturalization cases where derogatory information was identified and resolved prior to taking the oath of allegiance
Program	Immigration Services
Description	This measure gauges the rate at which derogatory information is identified and resolved before N-400 Form naturalization applicants take the final the Oath of Allegiance at a naturalization ceremony. Taking the oath at a ceremony completes the process of becoming a U.S. citizen for approved applicants. USCIS employs continual vetting of applicants and a final check for



	derogatory information close to the oathing ceremony to ensure that ineligible applicants are not naturalized due to criminal activity, national security, or public safety concerns. Continuous vetting ensures the integrity of the immigration system and protects our national security.
Scope of Data	The scope of the measure includes cases that have been 'oathed' (sworn and signed) with derogatory information identified and resolved out of the population of all N-400 Forms/cases received through USCIS' Electronic Immigration System (ELIS) with an indication of identified derogatory information. N-400 cases with no derogatory information are excluded from the calculation of this measure.
Data Source	ELIS is the system that contains all records of N-400 cases with derogatory information identified and resolved. Derogatory information is identified in ELIS by a Derogatory Information and Resolved flags. The Enterprise Citizenship and Immigration Services Centralized Operational Repository (eCISCOR) business intelligence tool is used to extract the data for N-400 cases oathed with a derogatory information flag identified in ELIS.
Data Collection Methodology	Derogatory information identified by adjudicators or the Fraud Detection and National Security Directorate is entered in ELIS by checking a flag. Adjudicators record the resolution of this information checking a resolved flag in the ELIS system before scheduling an oathing ceremony. The USCIS Office of Performance and Quality (OPQ) will export data from eCISCOR via SAS statistical analysis software program a week following the end of the quarter to ensure all N-400 cases oathed during the reporting period with a derogatory information flag are included in the calculation. The calculation is the number of cases where derogatory information was resolved before the oathing ceremony divided by the total number of cases where there was derogatory information identified before or after oathing. Data is calculated from the beginning of the fiscal year until the end of the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	After the results have been generated, a second OPQ data analyst will conduct a peer-review of the data to ensure completeness, reliability and accuracy. Prior to submission of the final results to OCFO, an Office of Performance and Quality manager will conduct a final quality check of the data. The Report is subsequently checked by the Office of the Chief Financial Officer during each reporting period prior to an internal review meeting and before posting data to the Future Years Homeland Security Program System (FYHSP).



Performance Measure	Percent of pending cases that are considered backlog
Program	Immigration Services
Description	This measure assesses the proportion of pending forms considered as backlog. Backlog is defined as the number of cases pending within the government's control that exceed accepted goals for processing the case. For example, one goal is for USCIS to process all N-400 applications within five months of receipt; cases still pending after five months would be considered backlog. This measure will help senior leadership assess the effectiveness of the agency's multiple initiatives for reducing the existing backlog. These initiatives include strategic staffing, technology enhancements, regulatory and policy changes, and the use of overtime. This measure supports the DHS Strategic Goal Objective of Administering the Immigration System to ensure it is administered efficiently and fairly. External factors such as immigration policies, economic security, and issues like the COVID-19 pandemic could have a negative impact on the measure.
Scope of Data	The unit of analysis is a pending case. The population is all active pending cases. The attribute for backlog are those that exceeded cycle time goals. Active pending cases are cases that are awaiting an initial adjudicative decision or reopened cases waiting a final decision that can be worked on by USCIS. Cases are considered backlogged if it is pending longer than the target cycle time for the benefit type. Cycle time is defined as the number of months of receipts that make up the current pending by form type. Due to data latency, each quarterly report includes three months of data but does not conform to the quarters within the federal fiscal year.
Data Source	Data for this measure are stored in the systems of record. From these systems, the USCIS National Performance Report (NPR) is produced by the Office of Performance and Quality (OPQ). The NPR is a monthly report that displays by each form type, the number of forms received, completed, and pending, and calculates the backlog by form type. The NPR is recognized as the official USCIS source for the number of monthly receipts, completions, and backlog.
Data Collection Methodology	The data for each form is entered into USCIS systems of record from the time the application starts until the application is fully adjudicated. The USCIS Office of Performance and Quality (OPQ) exports data eight weeks following the end of the quarter to ensure all actions have been properly captured and updated, which is then used to create the NPR.
Reliability Index	Reliable



<p>Explanation of Data Reliability Check</p>	<p>OPQ conducts monthly quality checks during the creation of the NPR report. OPQ maintains a standard operating procedure that outlines the requirements of the quality review process for the NPR. As part of the process one analyst creates the NPR, a second senior analyst reviews the NPR for anomalies and finally a supervisor reviews the quality check and signs off on the report prior to publication on an internal USCIS webpage. An external auditing firm conducts an audit of the NPR to ensure the OPQ process for validation is appropriate and to ensure accuracy of the data.</p>
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<p>Performance Measure</p>	<p>Percent of refugee and asylum applications that were appropriately decided</p>
<p>Program</p>	<p>Immigration Services</p>
<p>Description</p>	<p>This measure assesses the validity of final decisions by program adjudicators on Form I-589 and Form I-590 refugee and asylum applications. A panel of subject matter experts is convened to review a sample of completed applications to determine whether the final decision was appropriately decided. The panel may sustain the decision, recommend a different decision or send the file back to the appropriate component for correction or additional information if it is determined that critical procedures were not correctly followed or the case is lacking sufficient interview evidence. Ensuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.</p>
<p>Scope of Data</p>	<p>The scope of this measure includes all decision types on Forms I-589 and I-590 with final decisions which met appropriately decided and evidence criteria among all applications sampled by the program to determine the accuracy rate. The population for the review is determined through discussions with the RAIO Divisions and typically consists of adjudication decisions for standard cases that received supervisory review, were documented in case files, and recorded and stored in RAIO case management systems. Cases varying from standard asylum or refugee adjudications due to adherence to a different set of legal, procedural, or administrative guidelines, as well as cases requiring urgent travel or lacking supervisory review, are excluded. The confidence level for each review (90% to 95%) is set to accommodate the underlying purpose and resource requirements of each review at the given time. The sample size of total cases reviewed is the denominator for the calculation.</p>



Data Source	Application and screening decision data are recorded and stored in RAI0 case management system, Global. Decisional review check sheets completed by decision reviewers are consolidated in a custom database prepared for the review. The RAI0 Strategic Planning and Performance Branch manages the final reporting within USCIS Office of the Chief Financial Officer (OCFO) Performance Measure Management Tool.
Data Collection Methodology	A team of subject matter experts conducts reviews of a sample of the asylum and refugee decisions and documents these reviews using a checklist. The review team uses consensus panels or two-tiered review to analyze the appropriateness of decisions. Cases found to be inappropriately decided are returned to the responsible field office for correction. Reviews are made periodically throughout the year using a sample size to reach a confidence level of 90% to 95% and the annual result is determined by aggregating these samples as the final annual sample for that year. The percentage is calculated by dividing the number of appropriately decided cases in the sample that do not require correction in the form of changing the decision outcome by the total number of cases in the sample.
Reliability Index	Reliable
Explanation of Data Reliability Check	To ensure accuracy of the checklist and panel decisions, multiple layers of subject matter experts review and concur on correcting applications by changing decisions to approve. The results are double-checked by quality assurance experts before the results are submitted to Office of the Chief Financial Officer for submission. OCFO completes subsequent checks of the data during each reporting period, prior to an internal review meeting and before posting data to the DHS Annual Performance Report.

Performance Measure	Percent of respondents satisfied with the citizenship and immigration-related support received from the USCIS Contact Center
Program	Immigration Services
Description	This measure gauges the overall satisfaction of support received from the USCIS Contact Center based on accuracy of information, responsiveness to public inquiries, and accessibility to information. The Qualtrics Automated Omnichannel Survey Tool captures live feedback after customers complete their interaction with the contact center through the IVR, telephony, virtual assistant, live chat agent, myUSCIS account experience, and/or website. The survey question that pertains to this measure is: "I am satisfied with the service I received from the USCIS Contact



	<p>Center,” rated on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree”. Scores of 4 and 5 are included in the results of this measure. Providing quality customer service helps to ensure applicants receive the information they need and increases trust in the Federal government.</p>
<p>Scope of Data</p>	<p>The population includes all email surveys completed by customers distributed through the Qualtrics Automated Omnichannel Survey Tool once a Service Item is closed after the customer interaction through IVR, telephony, virtual assistant, live chat agent, myUSCIS account experience, and/or website. The customer has the ability to accept or decline the survey. The unit of analysis is an individual survey completed by a customer. The attribute that determines whether a survey is included in the result is whether the customer rates the question as a 4 or a 5, indicating that they agree or strongly agree with the statement “I am satisfied with the service I received from the USCIS Contact Center.” Data is collected and reported for the entire fiscal year.</p>
<p>Data Source</p>	<p>Data is captured via Qualtrics a Software as a Service (SaaS) subscription basis tool. USCIS Contact Center uses the Qualtrics Automated Omnichannel Survey Tool to capture live feedback from our multichannel operations, after customers complete their interaction with the contact center through the IVR, telephony, virtual assistant, live chat agent, myUSCIS account experience, and/or website. The Qualtrics tool is integrated with the Contact Center telephony’s Customer Relationship Management (CRM) tool, which provides an email survey to the customer once a Service Item is closed after the customer interaction. The data is deleted every 90 days by our vendor. No PII is used and only ANI-data (telephone number data) is scrubbed.</p>
<p>Data Collection Methodology</p>	<p>The Qualtrics Automated Omnichannel Survey Tool offers USCIS Contact Center customers the ability to provide their feedback automatically through a survey. There are seven questions asked aligned with reporting requirements for OMB A-11 for High Impact Service Providers that cover customer satisfaction across all contact center tiers. All USCIS Contact Center calls are recorded for quality assurance purposes. The survey question that pertains to this measure is: “I am satisfied with the service I received from the USCIS Contact Center.” The question is rated based on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree”. Data is captured from the survey sample on a daily basis. The calculation to support the measure is a Numerator divided by a Denominator to get a percentage. The Numerator is the number of survey respondents who responded with a 4 or 5 on the satisfaction scale and the Denominator is the total number of survey respondents.</p>



Reliability Index	Reliable
Explanation of Data Reliability Check	The survey is performed automatically by the Qualtrics survey and analyzed by Management and Program Analyst at the USCIS Contact Center. Data and reports are pulled from the Qualtrics Dashboard using standard statistical practices to ensure the appropriate level of confidence.

Performance Measure	Percent of students with increased test scores after attending courses funded through USCIS Grant Programs
Program	Immigration Services
Description	This measure reports on the success of grant recipients to increase knowledge of English necessary for permanent resident students receiving services under the program to pass the naturalization test. Students receive specialized civics-based English as a Second Language (ESL) training on vocabulary and grammar needed to know in order to successfully navigate the naturalization test and interview. Grant recipients are required to use a nationally normed standardized test of English language proficiency for student placement and assessment of progress. This measure evaluates the percentage of students receiving civics-based English as a second language (ESL) classes who demonstrate a one point or greater increase in score. The classes equip immigrants with the tools they need to be successful throughout their journey to become new U.S. citizens.
Scope of Data	The population includes all cumulative civics-based English language proficiency (ESL) test results for Q1-Q3 of the current fiscal year and Q4 of the prior fiscal year. This measure is reported with a one quarter lag because the source data are found in grant recipient quarterly reports are due to USCIS 30 days after the close of the quarter. The unit of analysis is a student that received civics-based ESL services from a grant recipient that was pre-and post-tested. The attribute of whether a student is counted in the results is a student who demonstrates a one point or greater increase in score on English language proficiency tests from the pre- to the post-test.
Data Source	The data source is the Grant Book tool owned by the USCIS/External Affairs Directorate. Grant Book is located on a USCIS-owned platform called STARS. The measure will be tracked using quarterly grant recipient performance reports submitted through Grant Book.
Data Collection Methodology	Grant recipients complete and submit quarterly reports via Grant Book on each permanent resident who receives civics-based ESL classes on the services provided, including dates of enrollment,



	and pre and post-test scores, within 30 days of the conclusion of each quarter. Data contained in each quarterly report is then reviewed, transferred to the SAS Enterprise server, and analyzed by Office of Citizenship program officers. Staff in the Office of Citizenship extracts the data from Grant Book, uploads to the SAS Enterprise server, and runs a query developed by USCIS SAS analysts that calculates student test results from Q4 of the prior fiscal year to the end of the current reporting cycle. The calculation is the total number of students who were pre- and post-tested and scored at least one point higher on the post-test divided by the total number of students who were pre- and post-tested through Q3 of the current fiscal year and Q4 of the prior fiscal year.
Reliability Index	Reliable
Explanation of Data Reliability Check	The reliability of this measure will be established through uniform data collection and reporting procedures, ongoing follow-up with grant recipients on information included in the quarterly reports, and through onsite monitoring visits, as necessary. All grant recipients receive training at the beginning of the performance period on how to complete the quarterly report forms. The Office of Citizenship will provide written feedback on each quarterly report and will ask grant recipients for clarification if there are questions about information in the reports. The Office of Citizenship will annually conduct onsite monitoring visits to approximately one-third of all new grant recipients. During these visits, program staff members review records (e.g. student intake forms, classroom attendance sheets, student assessment scores, copies of filed Form N-400s, etc.) that were used to compile data for the quarterly reports.

Performance Measure	Percent of total USCIS benefits workload processed digitally in case management systems (New Measure)
Program	Immigration Services
Description	This measure identifies the percent of the Agency workload that is received for processing within the ELIS and Global case management systems. This measure will provide visibility into USCIS' efforts to increase the volume of digital processing resulting in improved efficiencies, enhanced accessibility, data security, and better user experience for applicants and USCIS personnel. All USCIS Directorates are stakeholders for this measure due to the large number of benefit forms (and subcategories) that are processed within ELIS and Global.
Scope of Data	The population is the total case workload of all applications, petitions, and other requests--known as "forms", referred to as



	<p>“cases”, “filings”, or “receipts”. The unit of analysis is an individual form by category. The attribute is the percent of each form that was processed digitally. All forms that are processed in ELIS and Global in support of this measure are fully and digitally processed end to end. The National Performance Report (NPR) provides all USCIS receipts, including receipts processed by the ELIS and Global case management systems. If there are any forms that are deployed to production after the monthly NPR is generated, those forms are manually included in the calculation of the measure. OIT works with the Office of Performance and Quality (OPQ) to include new forms in the NPR calculation as they come online.</p>
Data Source	<p>The data source for this metric is the National Performance Report (NPR). The NPR draws data for the total case workload—receipts for applications, petitions, and other requests—from the Performance Analysis System (PASEXEC). The source of the PASEXEC is the Enterprise Citizenship and Immigration Services Centralized Operation Repository (eCISCOR), which is the enterprise reporting and repository platform (e.g., USCIS data lake). eCISCOR receives its data directly from the Case Management systems (hourly from ELIS and Global). The OPQ manages the National Performance Report (NPR), and the Office of Information Technology (OIT) manages eCISCOR.</p>
Data Collection Methodology	<p>OIT and OPQ analysts extract data from eCISCOR to gather the total number of applications, petitions, and other benefit requests using an automated query. OPQ analysts enter PASEXEC receipts data extracted from eCISCOR into NPR to calculate the total number of applications. The monthly NPR is received by the Transformation Data Scientist Services (TDSS) team and loaded into the Databricks integrated analytics platform environment. The ELIS data is pulled systematically, and manual adjustments are made to ensure data quality and accuracy. The Transformation data scientist also receives an Excel file each month via email consisting of Global cases by Form Type. This data is integrated with the TDSS ELIS report. The percent of forms that are digitally processed consists of all receipts within ELIS and Global (numerator) divided by all receipts received for processing at USCIS as reported in the National Performance Report (denominator). OIT will report on a one quarter lag.</p>
Reliability Index	<p>Reliable</p>
Explanation of Data Reliability Check	<p>The Transformation data scientist compares the ELIS data from the NPR with data from the ELIS Operational Dashboard, SMART, and TDSS ELIS database. TDSS compares the monthly ELIS receipts (per Form type) among all three sources to ensure that we have the most up to date data. The Global data is provided to</p>



	<p>TDSS by the Global team in an Excel format and manually compared against the corresponding data in the NPR. OPQ conducts monthly quality checks during the creation of the NPR report. OPQ maintains a standard operating procedure that outlines the requirements of the quality review process for the NPR. As part of the process one analyst creates the NPR, a second senior analyst reviews the NPR for anomalies and finally a supervisor reviews the quality check and signs off on the report prior to publication on an internal USCIS webpage. An external auditing firm conducts an audit of the NPR to ensure the OPQ process for validation is appropriate and ensures accuracy of the data.</p>
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Performance Measure	Total number of attendees at USCIS public engagements
Program	Immigration Services
Description	<p>This measure assesses the effectiveness of the program’s effort toward public engagement. These engagements include, but are not limited to, presentations by leadership, webinars, trainings, stakeholder events, conference presentations, summits, panel discussions, meetings, roundtables, and serving as guest speakers. Public engagements will include scheduled engagements, both virtual and in-person, conducted for the public under the coordination of the USCIS Office of Citizenship, Partnerships, and Engagement (OCPE).</p>
Scope of Data	<p>The unit of analysis for this measure is a completed public engagement. Engagements include, but are not limited to, presentations by leadership, webinars, trainings, stakeholder events, conference presentations, summits, panel discussions, meetings, roundtables, and serving as guest speakers. The population is all completed public engagements within the period being reported. The attribute to be measured are the number of attendees at USCIS public engagements. An attendee will be included in the count if they attend all or part of an engagement/event designed for a specific audience. In the case of a multi-day or multi-session event intended for a single audience/population and with a single, specific purpose, each attendee will only be counted once. In the case of a multi-session event/engagement intended for multiple audiences and each session with a distinct purpose, attendees will be counted separately for each session.</p>
Data Source	<p>Data for this measure are collected and stored in a SharePoint database currently containing all field- and headquarters-reported engagement information. The system contains data entered by field and headquarters Community Relations staff into</p>



	a form in the SharePoint Engagement Calendar and includes numbers of attendees, focus area of the engagement, and engagement notes. The Office of Citizenship, Partnership, and Engagement (OCPE) maintains the SharePoint site and manages the data fields to capture current data and new filed for future data needs. OCPE also manages the report generation to report the results quarterly.
Data Collection Methodology	Following each event/engagement, the office or sub-office coordinating the event will be required to complete the OCPE Engagement Report Form in SharePoint. Onsite staff at each event/engagement will take attendance utilizing standard sign-in sheets. In cases where this is not possible, onsite staff will take a headcount of attendees. For virtual engagements, the attendance logs will be pulled by staff from the hosting office. The data for each engagement is entered into the SharePoint database from the field offices (local engagements) and by headquarters staff (national engagements). The Public Engagement staff consolidates the data into a monthly report. Quarterly, an Analyst from OCPE will run a query in the SharePoint database and download the data into an Excel file. The number of attendees is calculated by adding together the reported number of attendees from all engagements during the reporting period.
Reliability Index	Reliable
Explanation of Data Reliability Check	To prevent data entry and retrieval errors, the SharePoint database uses formatted fields and dropdown menus. Senior staff from each of the divisions within OCPE review the reported results from all of the engagements under their division on a quarterly basis to ensure that the numbers are all being accurately reported for the events/engagements for which they are responsible. Standardized reporting scripts help prevent errors in downloading the data from the SharePoint database. To prevent analysis and calculation errors, standard and repeatable reporting templates are used. Final numbers will go from OCPE through the Office of External Affairs' clearance process prior to being reported to the Office of the Chief Financial Officer.

U.S. Secret Service (USSS)

Performance Measure	Amount of Forfeited Assets Returned to Victims (in millions) (New Measure)
Program	Field Operations
Description	The measure assesses the effectiveness of efforts to return forfeited assets to victims who incurred economic loss as a direct



	<p>result of the commission of an offense. Forfeited assets include money and other seized goods resulting from criminal/cyber investigations. Victims must file a petition or be eligible under a single petition for remission or mitigation in a civil or criminal forfeiture proceeding or a single ruling on the petition by the Secret Service. This measure corresponds to Secret Service authorities to seize for forfeiture assets derived from, or traceable to, any proceeds obtained directly or indirectly from an offense of a crime, as outlined in 18 U.S.C. § 981 and § 982. If there is no petition filed or assets are not available after the ruling, then victims cannot be compensated, or asset values are returned to the treasury.</p>
<p>Scope of Data</p>	<p>The unit of analysis is a single petition for remission or mitigation in a civil or criminal forfeiture proceeding or a single ruling on the petition by the Secret Service. The population is the total petitions for remission or mitigation in a civil or criminal forfeiture proceeding and rulings on the petitions by the Secret Service. The attribute is total value of the assets returned to victims based on the petitions and rulings. The Secret Service initiates asset forfeitures in cases consistent with 18 U.S.C. § 981 and § 982. It is up to the Secret Service to identify which cases are consistent with these statutes, to identify and declare assets to be seized, to identify victims eligible for repayment, and to conduct legal notifications to those whose assets are being seized. This measure represents the final result of this process: the number of dollars that are successfully returned to victims.</p>
<p>Data Source</p>	<p>The data for the measure is recorded in the Field Investigative Reporting System (FIRS), a database that is the official source of record for all investigations conducted by the Secret Service. It is populated by personnel assigned to the Office of Investigations (INV), which encompasses domestic and foreign field offices and headquarters divisions. The data of FIRS is accessible at any time to analysts but is formally downloaded and validated twice a month to check for entry errors and maintain an official, reliable record of the system. These vetted biweekly downloads are what this measure is directly pulled from. The data itself is based upon receipt of petitions for remission or mitigation in a civil or criminal forfeiture proceeding, ruling on the petitions by the Secret Service, and payment to victims.</p>
<p>Data Collection Methodology</p>	<p>The calculation of this measure is based on the sum of remission payments to victims recorded by Secret Service personnel. INV employees manually enter data into FIRS on a daily basis to reflect what assets have been identified for seizure, the information of victims who were affected by pecuniary loss, as well as a series of legal documentation regarding notices and other legal steps required under 18 U.S.C. § 981 and § 982. This</p>



	data is directly accessible by analysts but is also downloaded biweekly and checked for potential outliers or data entry errors that are flagged for INV to minimize error. A statistical program sums the values recorded as being paid to victims and returns that value to analysts for reporting. For example, if there were only two asset forfeiture payments returned to victims, and one was for \$500 and the other was for \$100, the total asset forfeiture payments returned to victims would be \$600.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized headquarters and field personnel have access to the applications, and they are governed by specific procedures to input case data. In addition to supervisory reviews and approvals of the case records associated with this measure, the asset forfeiture process is a multi-step process controlled and validated by the CID Asset Forfeiture Branch and attorney-advisors. The data itself is downloaded biweekly and checked for potential outliers or data entry errors that are flagged for INV for confirmation. A statistical program sums the values recorded as being paid to victims and returns that value to analysts for reporting.

Performance Measure	Financial Crime Loss Recovered (in billions)
Program	Field Operations
Description	The measure includes recovered financial loss attributed to the investigation of the crime. The recovered amount is the sum of asset forfeiture, returned payment transactions, and loss recovered through a criminal investigation.
Scope of Data	The calculation of the loss recovered amount is based on a sum of the amount recovered through an asset forfeiture process (administrative or judicial), returned payments to victims, and the amount recovered through criminal financial investigations.
Data Source	Data is recorded in FIRS by personnel assigned to the Office of Investigations (INV), which encompasses domestic and foreign field offices and headquarters divisions. The data is based on loss recovered attributable to a crime.
Data Collection Methodology	The calculation of the loss recovered amount is based on the sum value recovered through the asset forfeiture process (administrative or judicial), returned payments to victims, and the amount recovered through criminal financial investigations. The asset forfeiture process requires precise calculations of the assets seized and forfeited either administratively or through a judicial process, and their value in USD. This amount is reported



	by investigative personnel and validated by CID Asset Forfeiture Branch personnel. The amount recovered other than through asset forfeiture includes assets returned via financial transactions, or other means which do not require forfeiture. This amount is calculated as part of the investigation and reported by investigative personnel. The sum of these amounts is calculated and reported after closure of the case in FIRS as Crime Loss Recovered.
Reliability Index	Reliable
Explanation of Data Reliability Check	There are numerous checks in place to ensure reliable reporting of this information. In addition to supervisory reviews and approvals of the case records associated with this measure, the asset forfeiture process is a multi-step process controlled and validated by the CID Asset Forfeiture Branch and attorney-advisors. The amount recovered separate from the asset forfeiture process requires corresponding documentation, such as financial transactions.

Performance Measure	Number of cyber mitigation responses
Program	Field Operations
Description	This measure represents the number of cyber mitigation responses provided by the U.S. Secret Service (USSS). The USSS responds to organizations that suspect a malicious network intrusion has occurred and implements mitigation responses to secure the network(s). Each cyber mitigation response involves one or more of the following activities related to a particular network intrusion: identifying potential victims/subjects, notifying victims/subjects, interviewing victims/subjects, confirming network intrusion, supporting mitigation of breach activity, and retrieving and analyzing forensic evidence. State or Federal arrests resulting from and/or related to these intrusions are measured separately.
Scope of Data	The scope of this measure includes all cyber mitigation response data and is based on the number of cyber mitigation responses conducted by the USSS within the given reporting period.
Data Source	Data is collected from an application in the Field Investigative Reporting System (FIRS) called the Network Intrusion Action Center (NIAC). This system is used by all USSS investigative field offices and provides actionable intelligence for network defense.
Data Collection Methodology	Data pertaining to this measure is extracted from the NIAC system on a quarterly basis and aggregated by the quarter and fiscal year entered. This information is then reported through



	various management and statistical reports to USSS headquarters program managers, field offices, and the Department of Homeland Security.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized USSS personnel have access to the applications. Once the data has been aggregated, it is double checked for verification and to ensure data accuracy.

Performance Measure	Number of federal arrests for crimes against children (New Measure)
Program	Field Operations
Description	This measure represents the number of federal arrests resulting from investigations conducted by the Secret Service in support of NCMEC and Internet Crimes Against Children (ICAC) Task Forces. This measure corresponds to Secret Service authority as outlined in 18 U.S.C. §3056(f), as well as other related violations under U.S.C. Title 18, Part I. This measure is an indirect way of measuring the Service’s contribution to NCMEC’S efforts. However, since this measure was conceived and implemented, the Service’s support of NCMEC has greatly expanded, to also include other evidentiary support. Because the number of federal arrests for crimes against children rely most heavily on the amount and quality of evidence against an offender, we are requesting the number of federal arrests for crimes against children serve as a proxy of the quality and quantity of the Secret Service’s efforts in this area.
Scope of Data	The unit of analysis is a case where an arrest has been made of a potential crime against children. The attribute for this measure will be counted if a potential crime against children results in an arrest. The population is all cases where an arrest has been made of a potential crime against children. The calculation of this measure is the sum of federal arrests conducted by the Secret during the given fiscal year. To be included in the analysis, the Secret Service must be the arresting agency, and the crime of arrest must be consistent with 18 U.S.C. §3056(f) and/or U.S.C. Title 18, Part I. While investigations can last many months or even years, the arrest will report in the fiscal year that it occurred.
Data Source	The data for the measure is recorded in the Field Investigative Reporting System (FIRS), a database that is the official source of record for all investigations conducted by the Secret Service. It is populated by personnel assigned to the Office of Investigations (INV), which encompasses domestic and foreign field offices and



	headquarters divisions. The data of FIRS is accessible at any time to analysts but is formally downloaded and validated twice a month to check for entry errors and maintain an official, reliable record of the system. These vetted biweekly downloads are what this measure is directly pulled from.
Data Collection Methodology	Data is recorded in the FIRS by personnel assigned to the INV, which encompasses domestic and foreign field offices and headquarters divisions. The data is based on NCMEC Cyber Tipline which result in investigations and lead to federal level arrests by Secret Service personnel. The number of federal arrests will be extracted from the system of record and summed by quarter.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized headquarters and field personnel have access to the applications, and they are governed by specific procedures to input case data. This data is subject to supervisory reviews and approvals of the case records associated with this measure. The data itself is downloaded biweekly and checked for potential outliers or data entry errors that are flagged for INV for confirmation. A statistical program sums the number of federal arrests reported through FIRS to analysts for reporting.

Performance Measure	Number of law enforcement individuals trained in cybercrime and cyberforensics both domestically and overseas
Program	Field Operations
Description	This measure represents the number of individuals trained in cybercrime and cyber forensics by the Secret Service. This specialized technical training occurs both domestically and overseas in an effort to strengthen our ability to fight cybercrime.
Scope of Data	The scope of this measure is the number of individuals trained by the Secret Service in cybercrime and cyber forensics. This includes both internal agents and external law enforcement partners.
Data Source	Data on individuals trained by the USSS is currently collected through internal tracking devices. An enterprise solution is contemplated to allow for easier dataset extraction and analysis.
Data Collection Methodology	Data is entered through internal tracking devices by authorized Secret Service personnel. Quarterly data is then extracted and aggregated up to the highest levels by month and year. Training data is collected and aggregated by the number of individuals who attend each training class. Because of this, the potential



	exists for counting unique individuals multiple times if they attend more than one training per fiscal year.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized Secret Service personnel have access to the information and systems. Once the data has been aggregated, it is double checked for verification and to ensure data accuracy.

Performance Measure	Percent of currency identified as counterfeit
Program	Field Operations
Description	The dollar value of counterfeit notes passed on the public reported as a percent of dollars of genuine currency. This measure is calculated by dividing the dollar value of counterfeit notes passed by the dollar value of genuine currency in circulation. This measure is an indicator of the proportion of counterfeit currency relative to the amount of genuine U.S. Currency in circulation, and reflects our efforts to reduce financial losses to the public attributable to counterfeit currency.
Scope of Data	The scope of this measure includes the total U.S. dollars in circulation (reported from the US Department of the Treasury). Past audits indicate that overall error rates are less than one percent. Error is due to lag time in data entry or corrections to historical data.
Data Source	All Counterfeit program measures are collected from the Counterfeit/Contraband System. This system is used by all Secret Service investigative field offices, and provides a means of record keeping for all case and subject information.
Data Collection Methodology	The Secret Service collects data on global counterfeit activity through the Counterfeit Tracking Application database. Data is input to the Counterfeit Tracking Application via Secret Service personnel located in field offices throughout the United States and overseas. Data pertaining to this particular measure are extracted from the Counterfeit Tracking Application by designated counterfeit note classifications, their dollar value, and the dates the counterfeit data was recorded in the system. The counterfeit data (dollar value of notes passed on the public) is then aggregated up to the highest levels by month, year, office, and Service-wide and then compared to the amount of US dollars in circulation (reported from the US Department of the Treasury). This information is then calculated as a percent and reported through various management and statistical reports to Secret Service headquarters program managers, field offices, and the Department of Homeland Security.



Reliability Index	Reliable
Explanation of Data Reliability Check	The Counterfeit Tracking Application database has many features built into it in order to provide the most accurate data possible. Along with the mainframe security features, there are many edit checks built into the applications to ensure the accuracy and validity of the data. Only authorized headquarters and field personnel have access to the applications, and they are governed by specific procedures to input case and arrest data. Recurring verification reports are generated and reviewed to ensure data accuracy. Past audits indicate that overall error rates are less than one percent. Some error is due to lag time in data entry or corrections to historical data.

Performance Measure	Percent of National Center for Missing and Exploited Children examinations requested that are conducted (Retired Measure)
Program	Field Operations
Description	This measure represents the percentage of Secret Service computer and polygraph forensic exams conducted in support of any investigation involving missing or exploited children in relation to the number of computer and polygraph forensic exams requested.
Scope of Data	The scope of this measure is the total number of requested examinations requested to support other law enforcement investigations with missing and/or exploited children cases. Exams are completed at Secret Service field offices and headquarter offices.
Data Source	Number of computer and forensic exams conducted is collected from the Electronic Crimes Special Agent Program (ECSAP), used by the Electronic Crimes Special Agent Program personnel to report forensic examination findings.
Data Collection Methodology	The Secret Service collects computer and polygraph forensic exam data that relate to missing or exploited children investigations through an application in its Field Investigative Reporting System. Data is input to Field Investigative Reporting System via Secret Service personnel located in field offices. Data pertaining to this particular measure are extracted from Field Investigative Reporting System by designated missing or exploited children violation codes and the dates these exams were completed. The data is then aggregated up to the highest levels by month, year, office, and Service-wide and then compared to the number of computer and polygraph forensic exams requested by the National Center for Missing and Exploited Children. This information is then reported as a percent



	through various management and statistical reports to Secret Service headquarters program managers.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized headquarters and field personnel have access to the applications, and they are governed by specific procedures to input case data. Recurring verification reports are generated and reviewed to ensure data accuracy.

Performance Measure	Terabytes of data forensically analyzed for criminal investigations
Program	Field Operations
Description	This measure represents the amount of data, in terabytes, seized and forensically analyzed through Secret Service investigations and those conducted by partners trained at the National Computer Forensic Institute (NCFI). The training of these law enforcement partners substantially enhances law enforcement efforts to suppress the continually evolving and increasing number of cyber and electronic crime cases affecting communities nationwide. Both Secret Service and partner forensic data is collected from an application in the Field Investigative Reporting System (FIRS). FIRS is used by Electronic Crimes Special Agent Program personnel to report forensic examination findings. USSS partners do not have access to FIRS. To ensure system security, partners submit information regarding terabytes seized through a standardized form to their USSS contact. The USSS contact then enters this information directly into a partners data collection table in FIRS.
Scope of Data	The scope of this measure includes all data forensically analyzed for criminal investigations through Secret Service cyber investigations and investigations conducted by partners trained at the National Computer Forensic Institute (NCFI).
Data Source	Both Secret Service and partner forensic data is collected from an application in the Field Investigative Reporting System (FIRS). FIRS is used by the Electronic Crimes Special Agent Program personnel to report forensic examination findings. USSS partners do not have access to FIRS. Partners submit their terabytes seized information through a standardized form to their USSS contact. The USSS contact then enters this information directly into a partners data collection table in FIRS.
Data Collection Methodology	The Secret Service collects computer and polygraph forensic exam data through an application in its Field Investigative Reporting System (FIRS). Both USSS and partner data is input to FIRS via Secret Service personnel located in field offices. Data



	pertaining to this particular measure are extracted from FIRS, including the number of terabytes examined, dates these forensic exams were completed, and who completed each exam. The data is then aggregated up to the highest levels by month, year, and office.
Reliability Index	Reliable
Explanation of Data Reliability Check	Only authorized Secret Service personnel have access to the applications, which are governed by specific procedures to input case data. Recurring verification reports are generated and reviewed to ensure data accuracy.

Performance Measure	Percent of days with incident-free protection at the White House Complex and Vice President's Residence
Program	Protective Operations
Description	This measure gauges the percent of instances where the Secret Service provides incident free protection to the White House Complex and the Vice President's Residence. An incident is defined as someone who is assaulted or receives an injury from an attack while inside the White House Complex or Vice President's Residence.
Scope of Data	The scope of this measure is all activity throughout the entire year for all persons (protectees, staff/employees, guests, and the public) inside the White House Complex, the Vice President's Residence, and other protected facilities.
Data Source	The Secret Service conducts after action reviews to gauge performance of specific protective operations. These reviews are used to measure how successfully the Secret Service performed its mission and what can be done to increase efficiency without compromising a protectee or event.
Data Collection Methodology	Results from Protective Operations, as well as any incident that may occur, are immediately reported by detail leaders to the Special Agent in Charge, who submits an After Action Report to Protective Operations program managers, and are disseminated within the organization for further analysis. Analysts aggregate this information and report it by the number of days incident free protection was provided at facilities during the fiscal year divided by the number of days in the fiscal year.
Reliability Index	Reliable
Explanation of Data Reliability Check	Program managers and Operations Research Analysts continually monitor and review performance. Any breach of Protective



	Operations would be immediately known and subject to a thorough investigation.
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Performance Measure	Percent of National Special Security Events that were successfully completed
Program	Protective Operations
Description	This measure is a percentage of the total number of National Special Security Events (NSSEs) completed in a Fiscal Year that were successful. A successfully completed NSSE is one where once the event has commenced, a security incident(s) inside the Secret Service protected venue did not preclude the event's agenda from proceeding to its scheduled conclusion.
Scope of Data	The scope of this measure is every NSSE where the Secret Service has a role in the protection or planning of the NSSE.
Data Source	This program measure originates from the protective event or visit and all data is available through After-Action Reports.
Data Collection Methodology	The Secret Service completes an After-Action Report following every National Special Security Event. This comprehensive report depicts all aspects of the event to include any and all incidents that occurred during the event. Subsequently, the After-Action reports are reviewed to determine the number of National Special Security Events that were successfully completed. This information is then calculated as a percentage and reported through various management and statistical reports to Secret Service headquarters program managers.
Reliability Index	Reliable
Explanation of Data Reliability Check	Any breach of Protective Operations would be immediately known and subject to a thorough investigation.

Performance Measure	Percent of protectees that arrive and depart safely
Program	Protective Operations
Description	This measure gauges the percent of travel stops where Secret Service protectees arrive and depart safely. Protectees include the President and Vice President of the United States and their immediate families, former presidents, their spouses, and their minor children under the age of 16, major presidential and vice presidential candidates and their spouses, and foreign heads of state.



<p>Scope of Data</p>	<p>The scope of this measure is the total number of protective stops. Protectees include the President and Vice President of the United States and their immediate families, former presidents, their spouses, and their minor children under the age of 16, major presidential and vice presidential candidates and their spouses, and foreign heads of state.</p>
<p>Data Source</p>	<p>Protective stops information is collected from the Agent Management & Protection Support System. This system is used by Secret Service protective divisions, and provides a means of record keeping for all protective stops information.</p>
<p>Data Collection Methodology</p>	<p>Results from Protective Operations, as well as any incident that may occur, are immediately reported by detail leaders to the Special Agent in Charge, who submits an After Action Report to Protective Operations program managers, and are disseminated within the organization for further analysis. Analysts collect protective travel stops for domestic protectees, foreign dignitaries, and campaign protectees and aggregate the totals into one measure. The number of incident-free protection stops is divided by the total number of protection stops to achieve a percent outcome.</p>
<p>Reliability Index</p>	<p>Reliable</p>
<p>Explanation of Data Reliability Check</p>	<p>Program managers and Operations Research Analysts continually monitor and review performance, including all instances of arrival and departure. Any breach of Protective Operations would be immediately known and subject to a thorough investigation.</p>



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**U.S. CUSTOMS AND BORDER PROTECTION
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY
FEDERAL EMERGENCY MANAGEMENT AGENCY
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
TRANSPORTATION SECURITY ADMINISTRATION
U.S. COAST GUARD
U.S. CITIZENSHIP AND IMMIGRATION SERVICES
U.S. SECRET SERVICE
COUNTERING WEAPONS OF MASS DESTRUCTION OFFICE
FEDERAL LAW ENFORCEMENT TRAINING CENTERS
OFFICE OF HOMELAND SECURITY SITUATIONAL AWARENESS
OFFICE OF INTELLIGENCE AND ANALYSIS
OFFICE OF INSPECTOR GENERAL
MANAGEMENT DIRECTORATE
SCIENCE AND TECHNOLOGY DIRECTORATE**

WE ARE DHS.





U.S. DEPARTMENT OF HOMELAND SECURITY

ANNUAL PERFORMANCE REPORT FY 2023-2025

APPENDIX B | RELEVANT GAO AND OIG REPORTS

DEFENDING THE HOMELAND



YEARS OF DHS

The U.S. Department of Homeland Security's Annual Performance Report (APR) for FY 2023-2024 presents a summary of the Department's performance for FY 2023, with performance measure results, explanations, and targets for FY 2024-2025 included.

The APR presents summaries of the Department's performance for each DHS Mission outlined in the 2023 Quadrennial Homeland Security Review (QHSR). It also highlights key performance information, including measures and results for the Department's Objectives outlined in the QHSR.

The report further summarizes information on key initiatives in the DHS Performance Management Framework related to the Strategic Review and our Agency Priority Goals (APGs). Also included are other key management initiatives, and a summary of our performance challenges and high-risk areas identified by the DHS Office of the Inspector General (OIG) and the Government Accountability Office (GAO). The APR is consolidated to incorporate our Annual Performance Plan (APP). Appendix B provides a selection of the more significant DHS program evaluations conducted in FY 2023 by GAO and DHS OIG.

For FY 2023, the Department's Performance and Accountability Reports consist of the following two reports:

DHS Agency Financial Report | Publication date: November 15, 2023

DHS Annual Performance Report | Publication date: March 11, 2024. This report is submitted with the Department's Congressional Budget Justification.

When published, both reports will be located on our public website at:

<https://www.dhs.gov/performance-financial-reports>

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Introduction

Independent program evaluations provide vital input to the Department of Homeland Security (DHS) as they offer insight to the performance of our programs and identify areas for improvement. These evaluations are used across the Department to look critically at how we conduct operations and to confront some of the key challenges facing the Department.

This appendix provides a selection of the more significant DHS program evaluations conducted in FY 2023 by the U.S. Government Accountability Office (GAO) and the DHS Office of Inspector General (OIG). For each report, the report name, report number, date issued, summary, and a link to the publicly released report are provided.

Detailed information on the findings and recommendations included GAO reports, as well as other information about the auditor, is available on GAO's website at: [U.S. Government Accountability Office \(U.S. GAO\)](#)

Detailed information on the findings and recommendations of DHS OIG reports, as well as other information about the auditor, is available on DHS OIG's website at: [Home | Office of Inspector General \(dhs.gov\)](#)



Relevant GAO and OIG Reports by DHS Component

U.S. Customs and Border Protection (CBP)

GAO Reports

Title: Southwest Border: DHS Coordinates with and Funds Nonprofits Serving Noncitizens

Number: [GAO-23-106147](#)

Date: 4/19/2023

Summary: GAO was asked to examine the extent to which DHS had used grants or contracts to provide funds to nonprofits that provide services to noncitizens released from DHS custody. The U.S. has experienced a significant number of noncitizens arriving at the Southwest Border (SWB). GAO found that when releasing noncitizens from custody and while they wait for resolution of their immigration court cases, both CBP and ICE are able to coordinate with nonprofits that provide resources such as food, shelter, and transportation. Additionally, FEMA provides grant funding to some nonprofits that offer these services, providing more than \$282 million in humanitarian relief grant funding to nonprofit and governmental organizations in FY 2019, 2021, and 2022 (no funding was appropriated to the Emergency Food and Shelter Program for humanitarian relief in FY 2020). GAO noted that DHS has not entered into any contracts with nonprofits to provide services to noncitizens after they are released from custody. GAO did not make any recommendations in this report.

Title: Customs and Border Protection: Actions Needed to Enhance Acquisition Management and Knowledge Sharing

Number: [GAO-23-105472](#)

Date: 4/25/2023

Summary: GAO was asked to review CBP's processes for planning and managing its acquisitions programs. GAO assessed the extent to which key CBP stakeholders are collaborating when planning select acquisition programs and the extent to which CBP demonstrates best practices for lessons learned when developing acquisition programs. GAO reviewed policies and guidance from a nongeneralizable sample of 10 CBP programs and found that a number of key stakeholders collaborate to manage CBP's acquisition programs. However, GAO found that CBP acquisition programs would benefit from increased formal involvement by contracting officers in developing program-level acquisition strategies. GAO also found that CBP requires programs to conduct activities that can capture lessons learned, such as post-implementation reviews, but that the programs reviewed by GAO did not consistently conduct these activities. GAO made four recommendations to CBP, including to update related guidance; formalize contracting officer involvement in program acquisition strategies; collect, analyze, and validate lessons learned; and develop a lessons learned repository for acquisitions programs. DHS agreed with these recommendations and is working to implement.

Title: DNA Collections: CBP is Collecting Samples from Individuals in Custody, but Needs Better Data for Program Oversight [Reissued with revisions on Jun. 5, 2023]

Number: [GAO-23-106252](#)



Date: 5/24/2023

Summary: GAO reviewed CBP's implementation of the DNA Fingerprint Act of 2005 and the status of CBP's DNA collection program. As noted in GAO's report, CBP has implemented a nationwide DNA collection program. CBP Office of Field Operations (OFO), which is responsible for operating U.S. Ports of Entry (POEs), and U.S. Border Patrol, which is responsible for securing the borders between POEs, have processes for collecting DNA from individuals they arrest or detain. From FY 2020 to FY 2022, CBP collected nearly 1 million DNA samples for submission to the to the Federal Bureau of Investigation (FBI) for entry into the (CODIS). CODIS enables federal, state, and local labs to exchange and compare DNA information to increase chance for leads for law enforcement. GAO found that CBP has experienced challenges with DNA collection kit shortages, resulting in some individuals in CBP custody not having their DNA collected by CBP officers and agents. However, GAO also found that CBP and FBI are taking steps to resolve this issue and ensure there is a sufficient supply of DNA collection kits moving forward. GAO also noted that CBP collects data on DNA collections across field locations but is not systematically collecting data on the reasons why they do not obtain DNA from some individuals arrested or detained under CBP's immigration enforcement authority. GAO made recommendations to OFO and Border Patrol to develop and implement a mechanism to systematically collected data on the reasons why officers and agents are not collecting DNA from individuals arrested on federal criminal charges or noncitizens detained for immigration violations. DHS concurred with the recommendations and efforts are underway to implement.

Title: Southwest Border: Additional Actions Needed to Address Cultural and Natural Resource Impacts from Barrier Construction

Number: [GAO-23-105443](#)

Date: 9/7/2023

Summary: GAO reviewed the effects that the southwest border (SWB) barrier construction has had on cultural and natural resources. CBP and the Department of Defense (DOD) installed about 458 miles of border barrier panels across the SWB between January 2017 and January 2021. GAO found that before proceeding with construction, CBP took steps to assess the potential impacts of such construction, such as soliciting input from land management agencies, Tribes, and the public. However, GAO also found that CBP relied on waivers of cultural and natural resource-related laws to expedite construction. Since the administration paused border barrier construction in January 2021, CBP has prioritized efforts to address safety hazards left at incomplete project sites, such as removing exposed rebar. In addition, CBP and the Department of Interior (DOI) have worked together to identify actions to mitigate impacts from construction on federal lands. GAO is making three recommendations, including that CBP and DOI document a joint strategy to mitigate resource impacts from barrier construction and that CBP evaluate lessons learned from its assessments of potential cultural and natural resource impacts. The agencies agreed with these recommendations and are working to implement.

OIG Reports

Title: CBP Could Do More to Plan for Facilities Along the Southwest Border

Number: [OIG-23-45](#)

Date: 8/29/2023



Summary: During FY 2022, SWB crossings surged between POEs, resulting in more than 2.3 million encounters for that fiscal year alone. OIG assessed the extent to which CBP reviewed and planned for processing and holding migrants at both temporary and permanent facilities along the SWB. Since 2019, CBP has improved its response to migrant surges by deploying temporary facilities to increase its capacity to humanely process migrants. However, OIG found that CBP did not always document its planning decisions for both temporary and permanent facilities, did not always consider alternatives before issuing contracts for temporary facilities, and did not document whether it continually reassessed the need for existing temporary facilities, including the cost-effectiveness of keeping those facilities. OIG found that these conditions occurred because CBP prioritized short-term response over long-term planning, and because CBP has not yet finalized a comprehensive policy that incorporates planning for both temporary and permanent facilities. OIG recommended that CBP finalize an already-drafted plan and establish a formal policy to address these conditions, including documenting and regularly assessing the planning and need for existing temporary facilities. DHS agreed with these recommendations and efforts are underway to implement.

Title: CBP Needs to Improve Its Video and Audio Coverage at Land Ports of Entry

Number: [OIG-23-54](#)

Date: 9/25/2023

Summary: OIG assessed how often CBP uses closed-circuit television video cameras and microphones at land POEs (or, LPOEs) to ensure the protection of the public, employees, and property. Federal and CBP standards require video surveillance systems that provide camera coverage and recording at LPOEs for physical security and to monitor operations. CBP OFO uses the Centralized Area Video Surveillance System (CAVSS) to meet this requirement. OIG found that CAVSS has periodically experienced widespread recording gaps, has instances of poor-quality video and audio, displays areas of inadequate video and audio coverage within LPOEs, and could benefit from improved privacy protections for detainees being held at LPOEs. OIG found that recording gaps were an issue primarily caused by equipment not always rebooting after the OFO Office of Information and Technology (IT) applied required network security patches and scans. Video and audio quality was sometimes reduced by outdated equipment in need of repair or replacement, limited network bandwidth and emergency back-up power supply, and an unreliable electrical grid. OIG also found instances in which video and audio coverage at certain locations did not meet requirements due to a lack of coordination when repurposing LPOE rooms and conducting facility projects, funding and infrastructure constraints, and inadequate CAVSS operator training. Further, LPOEs did not always have the required privacy protections in place for detainees. OIG made seven recommendations aimed at improving OFO's CAVSS and related processes. DHS concurred with all seven recommendations and is working to implement.

Cybersecurity and Infrastructure Security Agency (CISA)

GAO Reports

Title: Ransomware: Federal Agencies Provide Useful Assistance but Can Improve Collaboration

Number: [GAO-22-104767](#)



Date: 10/4/2022

Summary: GAO was asked to review federal efforts to provide ransomware prevention and response assistance to state, local, tribal, and territorial (SLTT) government organizations. Specifically, GAO reviewed how federal agencies assist these organizations in protecting their assets against ransomware attacks and in responding to related incidents; organizations' perspectives on ransomware assistance received from federal agencies; and the extent to which federal agencies addressed key practices for effective collaboration when assisting these organizations. GAO identified three federal agencies that provide direct ransomware assistance—CISA, USSS, and the FBI. As noted in GAO's report, most government officials surveyed said they're satisfied with the three agencies' prevention and response efforts and had generally positive views on provided services like ransomware guidance, detailed threat alerts, quality no-cost technical assessments, and timely incident response assistance. But respondents also identified challenges related to awareness, outreach, and communication. GAO found that CISA, USSS, and the FBI have taken steps to enhance interagency coordination through existing mechanisms and demonstrated coordination on a joint ransomware website, guidance, and alerts. However, GAO found that the three agencies have not addressed aspects of six of the seven key practices for interagency collaboration in their ransomware assistance to SLTT governments. GAO made three recommendations to DHS (CISA and USSS) and the Department of Justice (FBI) to address identified challenges and incorporate key collaboration practices in delivering services to SLTT governments. The agencies concurred with GAO's recommendations and are working to implement.

Title: Critical Infrastructure Protection: Additional Federal Coordination Is Needed to Enhance K-12 Cybersecurity

Number: [GAO-23-105480](#)

Date: 10/24/2022

Summary: The COVID-19 pandemic forced schools nationwide to increase their reliance on IT to deliver educational guidance to students. This made Kindergarten through grade 12 (K-12) schools more vulnerable to potentially serious cyberattacks. GAO reviewed the cybersecurity of K-12 schools to determine what is known about the impact of cyber incidents, and to what extent key federal agencies coordinate with other federal and nonfederal entities to assist K-12 schools to defend against cyber threats. GAO found that K-12 schools have reported significant educational impacts due to cybersecurity incidents, such as ransomware attacks. Cyberattacks can also cause monetary losses for targeted schools due to the downtime and resources needed to recover from incidents. Officials from state and local entities reported that the loss of learning following a cyberattack ranged from 3 days to 3 weeks, and recovery time ranged from 2 to 9 months. While the precise national magnitude of cyberattacks on K-12 schools is unknown, research organizations like Comparitech have been working to identify, study, and report on data in this area. GAO made one recommendation in the report to DHS (CISA) to develop metrics to better measure the effectiveness of K-12 cybersecurity related products and services. DHS concurred with GAO's recommendation and is working to implement. GAO also made recommendations to the Department of Education.

Title: Critical Infrastructure: Actions Needed to Better Secure Internet-Connected Devices

Number: [GAO-23-105327](#)

Date: 12/1/2022



Summary: Cyber threats to critical infrastructure Internet of Things (IoT) and operational technology (OT) represent a significant national security challenge. Recent incidents—such as the ransomware attacks targeting health care and essential services during the COVID-19 pandemic—illustrate the cyber threats facing the nation's critical infrastructure. IoT generally refers to the technologies and devices that allow for the network connectivity and interaction of a wide array of “things,” throughout such places as buildings, transportation infrastructure, or homes. OT are programmable systems or devices that interact with the physical environment, such as building automation systems that control machines to regulate and monitor temperature. To help federal agencies and private entities manage the cybersecurity risks associated with IoT and OT, CISA and the National Institute of Standards and Technology (NIST) have issued guidance and provided resources. Specifically, CISA has published guidance, initiated programs, issued alerts and advisories on vulnerabilities affecting IoT and OT devices, and established working groups on OT. During its review, GAO found that selected federal agencies with a lead role in their critical infrastructure sectors have reported various cybersecurity initiatives to help protect three critical infrastructure sectors with extensive use of IoT or OT devices and systems. However, GAO found that none of the selected lead agencies had developed metrics to assess the effectiveness of their efforts, nor had selected agencies conducted IoT and OT cybersecurity risk assessments. Lead agency officials noted difficulty assessing program effectiveness when relying on voluntary information from sector entities. While GAO acknowledged this challenge, GAO also made recommendations to the Department of Energy, Health and Human Services, Department of Transportation, and DHS. GAO recommended that each department establish and use metrics to assess the effectiveness of sector IoT and OT cybersecurity efforts and to evaluate sector IoT and OT cybersecurity risks. DHS concurred with the two recommendations and is working to implement.

Title: Critical Infrastructure Protection: Time Frames to Complete DHS Efforts Would Help Sector Risk Management Agencies Implement Statutory Responsibilities

Number: [GAO-23-105806](#)

Date: 2/7/2023

Summary: Critical infrastructure provides essential functions that underpin American society such as supplying water, generating energy, and producing food. Disruption or destruction of the nation's critical infrastructure sectors could have debilitating effects. As reported by GAO, the William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 expanded and added responsibilities for sector risk management agencies (SRMAs). These agencies engage with their public and private sector partners to promote security and resilience within their designated critical infrastructure sectors. GAO found that CISA—as the national coordinator for infrastructure protection—has undertaken efforts to help SRMAs implement their statutory responsibilities. However, GAO also found that SRMA officials for a majority of critical infrastructure sectors reported that additional guidance and improved coordination from CISA would help them implement their statutory responsibilities. While CISA is taking steps to address these items, GAO found that CISA has not developed milestones and timelines to complete its efforts and recommended that CISA do so. DHS concurred with the recommendation and is working to implement.



OIG Reports

Title: CISA Made Progress but Resources, Staffing, and Technology Challenges Hinder Cyber Threat Detection and Mitigation

Number: [OIG-23-19](#)

Date: 3/3/2023

Summary: In December 2020, and as the operational lead for federal cybersecurity, CISA issued an emergency directive about an advanced cyberattack that had caused a breach of SolarWinds software and federal computing networks. OIG conducted this review to determine CISA's ability to detect and mitigate cyberattacks based on lessons learned after the SolarWinds breach. Following the breach discovery in 2020, OIG notes in its report that CISA improved its ability to detect and mitigate risks from major cyberattacks. However, the breach itself revealed that CISA did not have adequate resources—backup communication systems, staff, or secure space—to effectively respond to threats. To address this, CISA is taking steps to ensure continuity, strategic workforce, and workspace allocation plans are completed in a timely fashion and meet mission needs. However, OIG also notes in its report that CISA still needs to receive all the necessary cybersecurity data from other federal agencies' dashboards and complete its plans for development of malware and data analytics capabilities. Until these efforts are completed, CISA may not always be able to effectively detect and mitigate major cyberattacks or meet the government's demand for cyber capabilities that protect federal networks and systems. OIG made four recommendations in its report to address CISA's resource needs and improve technology to enhance cyber detection and mitigation. DHS concurred with the recommendations and is working to implement.

Federal Emergency Management Agency (FEMA)

GAO Reports

Title: Disaster Contracting: Action Needed to Improve Agencies' Use of Contracts for Wildfire Response and Recovery

Number: [GAO-23-105292](#)

Date: 4/13/2023

Summary: As noted by GAO, wildfire season is getting longer, and the number of large fires is increasing, leaving more people and structures at risk. Several federal agencies share responsibility for leading wildfire response and recovery. These agencies often work with private sector contractors to obtain life-saving goods and services quickly. GAO examined how FEMA, the Forest Service, and the Bureau of Land Management (BLM) collectively obligated at least a total of \$2 billion for wildfire response and recovery from FY 2018 through FY 2021. To mobilize goods and services quickly, the three selected agencies GAO studied used multiple approaches. For example, they used indefinite delivery contracts and assigned ordering officials, who can be authorized to place certain orders on behalf of the government. Each of the selected agencies also had processes in place for collecting lessons learned. However, GAO found that opportunities exist for agencies to improve ordering policies, making six recommendations in its report. DHS concurred with the recommendations and is working to implement.

**Title: FEMA Disaster Workforce: Actions Needed to Improve Hiring Data and Address Staffing Gaps****Number:** [GAO-23-105663](#)**Date:** 5/2/2023

Summary: GAO was asked to review FEMA's hiring process and staffing gaps, including FEMA's authorities and processes for hiring and related challenges, and FEMA's disaster workforce staffing gaps and the extent to which FEMA is monitoring and evaluating its efforts to fill these gaps. As noted by GAO in its report, the demand for FEMA help has increased with more frequent and complex disasters like hurricanes, wildfires, and the COVID-19 pandemic. But FEMA has had trouble building a workforce to meet these needs. GAO found that FEMA has fallen short of its yearly staffing target since 2019—and that gap continues to grow. GAO found that FEMA aims to reduce the time it takes to hire more staff, but it doesn't have accurate data to know if its strategies are working effectively. GAO recommended in its report that FEMA document clear and consistent procedures to collect and calculate time-to-hire information; document plans to monitor and evaluate the agency's progress on hiring efforts to address staffing gaps; and develop performance measures that monitor and evaluate progress towards hiring goals. DHS concurred with the recommendations and is working to implement.

Title: Transit Security: FEMA Should Improve Transparency of Grant Decisions**Number:** [GAO-23-105956](#)**Date:** 7/26/2023

Summary: GAO reviewed FEMA's management of the Transit Security Grant Program and assessed how grant-funded projects enhance public transit security. FEMA's Transit Security Grant Program is designed to help public transit agencies protect people and critical infrastructure from terrorism. Public transit agencies apply to FEMA for security improvement grants, and in its "Notice of Funding Opportunity," FEMA discloses its process for reviewing and scoring applications. However, GAO found that FEMA did not always follow that process, favoring some lower-scoring applications in 2015-2021, raising questions about the soundness of the award decisions. GAO made four recommendations to FEMA to accurately describe all the criteria it uses to score applications in the Notice of Funding Opportunity; select applications for award in accordance with its FEMA's publicly disclosed merit review process; incorporate cyber threats into risk assessments that help inform award decisions; and document the underlying assumptions and justifications for those risk assessments. DHS concurred with GAO's recommendations and is working to implement.

Title: Flood Insurance: FEMA's New Rate-Setting Methodology Improves Actuarial Soundness but Highlights Need for Broader Program Reform**Number:** [GAO-23-105977](#)**Date:** 7/31/2023

Summary: As noted by GAO in this report, FEMA's National Flood Insurance Program (NFIP) was created with competing policy goals—keeping flood insurance affordable and the program fiscally solvent. A historical focus on affordability has led to premiums that do not fully reflect flood risk, insufficient revenue to pay claims, and, ultimately, \$36.5 billion in borrowing from the Department of Treasury since 2005. In October 2021, FEMA began implementing Risk Rating 2.0, a new methodology for setting premiums for the NFIP. GAO found that the new methodology substantially improves ratemaking by aligning premiums with the flood risk of



individual properties, but some other aspects of NFIP still limit actuarial soundness. GAO also found that while Risk Rating 2.0 is aligning premiums with risk, affordability concerns accompany the associated premium increases. Under the current approach, GAO found that Gulf Coast states are among those experiencing the largest premium increases. Policies in these states have been among the most underpriced, despite having some of the highest flood risks. GAO notes in its report that Risk Rating 2.0 does not yet appear to have significantly changed conditions in the private flood insurance market because NFIP premiums generally remain lower than what a private insurer would need to charge to be profitable, and certain program rules continue to impede private-market growth. GAO recommended six matters for congressional consideration, including authorizing and requiring FEMA to replace two policyholder charges with risk-based premium charges; replacing discounted premiums with a means-based assistance program that is reflected in the federal budget; addressing NFIP's current debt—for example, by canceling it or modifying repayment terms—and potential for future debt; and authorizing and requiring FEMA to revise NFIP rules hindering the private market. GAO also made five recommendations to FEMA, including that it publishes an annual report on NFIP's actuarial soundness and fiscal outlook. DHS concurred with GAO's recommendations and is working to implement.

OIG Reports

Title: FEMA Should Increase Oversight to Prevent Misuse of Humanitarian Relief Funds

Number: [OIG-23-20](#)

Date: 3/28/2023

Summary: OIG conducted this review to determine whether FEMA awarded funding provided in the American Rescue Plan Act of 2021 (ARPA) in accordance with federal law and regulations. OIG found that FEMA awarded the \$110 million in humanitarian relief funds provided by ARPA to the FEMA Emergency Food and Shelter Program (EFSP) National Board to provide services to families and individuals encountered by DHS in communities most impacted by the humanitarian crisis at the SWB. OIG reviewed 18 local recipient organizations (LROs) and found that they did not always use the funds consistent with ARPA's humanitarian relief funding and application guidance. Some of the LROs were not able to provide supporting documentation for families and individuals they provided services to and the required documentation or receipts for claimed reimbursements were not always provided. OIG determined these issues occurred because FEMA relied on local boards and fiscal agents to enforce the funding and application guidance. OIG notes in its report that without additional oversight and enforcement from FEMA, LROs may continue to use provided funds for services without providing the required supporting documentation for reimbursement, increasing the risk of misuse of funds and fraud. OIG made two recommendations to FEMA to improve oversight and enforcement for similar future appropriations. DHS concurred with both recommendations and is working to implement.

Title: FEMA Did Not Effectively Manage the Distribution of COVID-19 Medical Supplies and Equipment

Number: [OIG-23-34](#)

Date: 07/19/2023



Summary: On March 19, 2020, FEMA was tasked with leading the federal response to combat the COVID-19 pandemic. FEMA was responsible for coordinating the distribution of personal protective equipment, ventilators, and medical supplies to SLTT governments. OIG conducted this audit to determine to what extent FEMA managed and distributed medical supplies and equipment in response to COVID-19. As found by OIG, although FEMA worked with its strategic partners to deliver critical medical supplies and equipment in response to COVID-19, FEMA did not effectively manage the distribution process. OIG found that FEMA did not use the Logistics Supply Chain Management System (LSCMS), its system of record for managing the distribution process, to track about 30% of the critical medical resources shipped, as required. Instead, FEMA used other tracking mechanisms, such as the Web Emergency Operations Center resource request system and spreadsheets, that did not share information with LSCMS. In addition, FEMA did not maintain delivery receipt documentation for about a third of the shipments OIG reviewed. OIG found that this occurred because FEMA was under pressure to expedite the delivery of critical medical resources and did not follow established business practices. As a result, FEMA did not have full visibility into the resources shipped and received. Since the COVID-19 pandemic began, OIG found that FEMA has evaluated its early response efforts and developed a Logistics Resource Tracker to help the National Response Coordination Center centrally track the distribution of resources. Although the new automated tool enhanced FEMA's visibility into the resources shipped and received, the tool did not always have accurate data. Without accurate data, FEMA cannot ensure it has quality information to make informed allocation decisions about where to send resources, how to evaluate performance, and how to address risk in future disaster response operations. OIG made three recommendations to help improve future operations, with which DHS concurred and is working to implement.

Office of Intelligence and Analysis (I&A)

GAO Reports

Title: Domestic Terrorism: Further Actions Needed to Strengthen FBI and DHS Collaboration to Counter Threats

Number: [GAO-23-104720](#)

Date: 2/22/2023

Summary: GAO was asked to review domestic terrorism threats, incidents, and related federal cases and charges. As part of this report, GAO assessed the extent to which the FBI and DHS I&A track domestic terrorism investigations and incidents, and the extent to which both agencies follow leading collaboration practices in their efforts to counter domestic terrorism. GAO found that from FY 2013 to FY 2021, the FBI's number of open domestic terrorism-related cases grew by 357% from 1,981 to 9,049. GAO also found that from calendar year 2010 to 2021, I&A tracked a total of 231 domestic terrorism incidents, with racially or ethnically motivated violent extremists committing the most violent incidents during that time period. GAO found that FBI and DHS generally follow leading practices for collaboration to identify and counter domestic terrorism threats, such as collaborating via headquarters staff, fusion centers, and through serving on task forces, but that the two agencies have not assessed if the agreements they have in place fully reflect how their personnel should collaborate on their shared charge of preventing domestic terrorism. Due to the rapidly evolving threat landscape, GAO found that having up-to-date, comprehensive formal agreements—and regularly assessing the effectiveness of those agreements and collaborative efforts—would enhance the two entities' collaboration and may lead to improved information to counter domestic terrorism



threats. GAO made six recommendations, three each to the FBI and I&A, to assess agreements in place and evaluate collaborative efforts. DHS concurred with its recommendations from GAO and is working to implement.

Title: Capitol Attack: Federal Agencies Identified Some Threats, but Did Not Fully Process and Share Information Prior to January 6, 2021 [Reissued with revisions on Jul. 21, 2023]

Number: [GAO-23-106625](#)

Date: 2/28/2023

Summary: This GAO report is the seventh in a series regarding the events that occurred at the U.S. Capitol on January 6, 2021. In this review, GAO examined how federal agencies identified potential threats, and how they used this information to prepare for and respond to the Capitol attack. GAO found that all 10 federal agencies reviewed identified potential threats of violence before January 6, but some agencies either didn't follow their established policies or procedures for reviewing the threats or didn't share critical information with partners responsible for planning security measures. As a result of this review, GAO made 10 recommendations to five agencies to, for example, assess internal control deficiencies related to processing or sharing information. DHS concurred with the four recommendations in the report for the Department and are working to implement.

U.S. Immigration and Customs Enforcement (ICE)

GAO Reports

Title: Immigration Detention: ICE Needs to Strengthen Oversight of Informed Consent for Medical Care

Number: [GAO-23-105196](#)

Date: 10/18/2022

Summary: Within DHS, ICE is responsible for providing safe, secure, and humane confinement for detained noncitizens in the U.S. In that capacity, ICE oversees and at some detention facilities provides on-site medical care services. ICE also oversees referrals and pays for off-site medical care when services are not available at detention facilities. GAO was asked to review issues related to informed consent for medical care for noncitizens in immigration detention facilities. GAO examined the extent to which ICE has policies for obtaining informed consent for medical care, and how selected facilities oversaw implementation of those policies. GAO found that ICE has established policies for obtaining and documenting informed consent for medical care provided on-site at detention facilities. Informed consent involves the provider speaking to the patient in detail about the risks, benefits, and alternatives of individual procedures. Medical care not available at detention facilities is provided off-site at clinics, hospitals, or other facilities. ICE relies on these community providers to obtain and document informed consent for care they provide off-site. However, GAO found that ICE policies do not require facilities to collect documentation of informed consent for detained noncitizens' off-site medical care from community providers. GAO made three recommendations in this report, including that ICE require detention facilities to collect informed consent documentation from off-site providers, and then require a review of this documentation as part of its oversight mechanisms for detention facilities. DHS concurred with the recommendations and is working to implement.

**Title: Immigration Detention: Actions Needed to Collect Consistent Information for Segregated Housing Oversight****Number:** [GAO-23-105366](#)**Date:** 10/26/2022

Summary: GAO reviewed ICE's processes for and oversight of segregated housing and ICE's collection of information on segregated housing placements; the number and characteristics of segregated housing placements from fiscal years 2017 through 2021; and the extent to which ICE receives and addresses segregated housing complaints. As noted by GAO in its report, ICE can, under certain circumstances, place detained noncitizens in segregated housing—one to two person cells separate from the general population. There were 14,581 such placements from FY 2017 to FY 2021. ICE oversees segregated housing and monitors placements involving vulnerable persons (e.g., those with medical or mental health conditions). However, GAO found that ICE relies on reports and data for these oversight activities that don't always have enough detail about the circumstances leading to a placement or indicate that a placed person is vulnerable. GAO also found that housing-related complaints to ICE increased from FY 2017 to FY 2019, but decreased from FY 2020 to FY 2021, and that ICE has taken steps to address recommendations from a 2020 GAO report which recommended that ICE conduct comprehensive analyses of detention-related complaints and require its field offices to record actions taken on and resolutions from these complaints. While ICE has made progress, GAO found that opportunities for further improvements exist. In its report, GAO recommended that ICE provide specific guidance to Enforcement and Removal (ERO) field offices for segregated housing documentation, and identify all known detained noncitizens in vulnerable populations as defined in segregated housing policy. DHS concurred with the recommendations and is working to implement.

OIG Reports**Title: ICE Has Limited Ability to Identify and Combat Trade-Based Money Laundering Schemes****Number:** [OIG-23-41](#)**Date:** 8/21/2023

Summary: OIG conducted this review to determine the extent to which ICE identifies and combats trade-based money laundering (TBML). In TBML schemes, criminal organizations use illicit cash to buy goods, which are imported and sold in another country. The sale proceeds are returned to the criminal organization, which completes the laundering. Criminal organizations use these trade transactions to disguise their criminal proceeds and finance terrorism and other illicit activity. OIG found that ICE has limited ability to identify and combat commodities used in of TBML schemes, such as not having automated technology to identify import commodities at high risk for TBML schemes. OIG found that funding constraints and competing priorities have hampered the development of automated capabilities to identify TBML schemes, as well as ICE's ability to staff this organizational function with the needed levels of expertise. OIG found that until ICE addresses these technology and staffing limitations, TBML-related imports will potentially continue to go undetected. OIG made two recommendations to ICE to improve efforts to combat TBML. DHS concurred with both recommendations and is working to implement.



Management Directorate (MGMT)

GAO Reports

Title: DHS Annual Assessment: Major Acquisition Programs Are Generally Meeting Goals, but Cybersecurity Policy Needs Clarification

Number: [GAO-23-106701](#)

Date: 4/20/2023

Summary: This is GAO's eighth assessment of the Department's major acquisitions programs. These programs acquire systems for operations like securing the border, screening travelers, and improving disaster response. GAO found that 18 of the 25 programs reviewed were meeting their cost and schedule goals by the end of FY 2022. Additionally, and as noted by GAO in its report, COVID-19 or changes implemented to address it have affected workforce availability or led to supply chain issues for some DHS major acquisitions programs. GAO found that five of the 25 programs reviewed were seeking approval to adjust their schedule or cost baselines due to COVID-19 effects, per a July 2022 DHS memorandum to address the effects of COVID-19. Five other programs reported COVID-19 cost or schedule effects in FY 2022 but were able to manage them within their baselines. The remaining 15 programs did not report cost or schedule effects related to COVID-19. Finally, GAO found that 7 of the programs had not identified cybersecurity risks in a memo as required by DHS. As noted by GAO, DHS' major acquisition programs increasingly rely on software and IT systems, increasing potential vulnerability to a cyberattack. GAO recommended that, as DHS updates relevant policies, it clarifies which major acquisition programs are required to have completed cybersecurity risk recommendation memorandums prior to acquisition decision events, and when exemptions apply. DHS concurred with the recommendations and is working to implement.

Title: Federal Facilities: Improved Oversight Needed for Security Recommendations

Number: [GAO-23-105649](#)

Date: 5/8/2023

Summary: GAO was asked to review the implementation of countermeasures recommended by the Federal Protective Service (FPS). In this report, GAO identified information that FPS maintains on its assessments and recommendations; identified factors that affect agencies' decisions to act on these recommendations; and examined how the Interagency Security Committee (ISC)—chaired by DHS and with participation from 66 federal agencies—assesses compliance with its security standards and countermeasures. DHS is responsible for security at federal buildings and facilities, and as GAO has previously reported, many federal agencies don't implement many of FPS' recommendations for security improvements. When GAO followed up with agency representatives, they found that most cited cost or feasibility concerns. GAO also found that while DHS requires federal agencies to self-report some information about security recommendations and the status of their implementation, DHS does not have sufficient mechanisms to help verify this information. As noted by GAO in this report, the ISC is required to oversee the implementation of appropriate countermeasures in certain federal facilities, among other responsibilities, and requires non-military executive branch agencies to self-report some information on the degree to which they comply with ISC's federal security standards. However, GAO found that ISC oversight does not verify if these agencies have implemented FPS-recommended countermeasures or documented the acceptance of risk for



those countermeasures they do not implement at their facilities. GAO made two recommendations to DHS to improve its oversight ability to assess countermeasure implementation; and to identify the acceptance of risk at facilities where recommended countermeasures are not implemented. DHS concurred with GAO's recommendations and is working to implement.

Title: Law Enforcement: DHS Should Strengthen Use of Force Data Collection and Analysis

Number: [GAO-23-105927](#)

Date: 7/24/2023

Summary: Issued on May 25, 2022, Executive Order 14074 required the heads of federal law enforcement agencies, including DHS, to ensure their agencies' use of force policies reflect principles of valuing and preserving human life and meet or exceed the Department of Justice's use of force policy. As part of this report, GAO selected four DHS Components with a primary mission related to law enforcement and that employ the highest number of law enforcement officers: CBP, FPS, ICE, and the Secret Service. GAO reviewed agency directives and guidance, as well as internal and published use of force incident reports from FY 2021 and FY 2022. GAO also interviewed agency officials and officials from a nongeneralizable sample of organizations with knowledge of law enforcement use of force. GAO found that while DHS requires the four agencies reviewed to submit data on uses of force, the data submitted to DHS sometimes undercount the frequency that officers used force against subjects. For example, agencies sometimes submitted data to DHS that counted multiple reportable uses of force as a single "incident." GAO also found that while DHS officials stated that analyzing the use of force data would help guide future policy decisions, DHS had not developed a plan to analyze the data at the time of GAO's review. GAO also found that the four DHS Components have review boards to analyze uses of force from the perspective of training, tactics, policy, and equipment; identify trends and lessons learned; and propose any necessary improvements to policies and procedures. Boards that were in operation from FY 2021 to FY 2022 found that most use of force incidents they reviewed aligned with agency policy. The DHS Components assessed by GAO have applied lessons learned from reviews in various ways, such as revising policy and training. GAO made two recommendations to DHS to provide guidance on how its Components should submit data to DHS for the range of scenarios when force was used multiple times and develop and implement a plan with time frames for analyzing the use of force data its Components submit. DHS agreed with the recommendations and is working to implement.

Title: DHS Acquisitions: Opportunities Exist to Enhance Risk Management

Number: [GAO-23-106249](#)

Date: 8/24/2023

Summary: As noted by GAO in this report, DHS spends billions of dollars each year on major purchases like new Coast Guard ships and systems for screening travelers. For these programs to succeed, DHS must manage acquisition risks—potential negative effects on program cost, schedule, or performance. GAO found that the Department's acquisition risk management guidance generally follows best practices developed by GAO and others, but that there's room for improvement. GAO found that DHS was already planning to update this guidance, so GAO recommended ways the guidance can better reflect best practices—for example, by improving program communications with stakeholders. GAO made eight total recommendations to in this report, including that, as DHS updates its risk management guidance, it includes steps to



enhance program communication with stakeholders, improve direction to programs on providing current risk data to leadership, and address portfolio risk management. DHS agreed with the recommendations and is working to implement.

Transportation Security Administration (TSA)

GAO Reports

Title: Aviation Security: TSA Should Assess Potential for Discrimination and Better Inform Passengers of the Complaint Process

Number: [GAO-23-105201](#)

Date: 11/7/2022

Summary: As noted by GAO in its report, TSA screened over 1.5 million airline passengers per day in 2021 as part of its mission to protect the nation's transportation systems. However, TSA has faced allegations that some of its screening practices may negatively affect certain passengers and has received discrimination complaints. In its review, GAO found that TSA has taken actions, such as establishing procedures and training, that can help to prevent the potential for discrimination in its airline passenger screening practices. However, it has not assessed the extent to which these practices may result in certain passengers being referred for additional screening more often than others. GAO also found that TSA has a process for addressing passenger complaints alleging discrimination but could improve how it informs passengers about this process. GAO is making four recommendations to TSA to collect data on passenger referrals for additional screening; conduct assessments to determine the extent to which its screening practices comply with agency non-discrimination policies; take additional actions to better inform passengers about its discrimination complaint process; and strengthen its ability to analyze discrimination complaints. DHS concurred with these recommendations and is working to implement.

U.S. Coast Guard (USCG)

GAO Reports

Title: Coast Guard: Opportunities Exist to Strengthen Foreign Port Security Assessment Program

Number: [GAO-23-105385](#)

Date: 4/18/2023

Summary: As noted in this GAO report, the U.S. Coast Guard is a multi-mission maritime military service within DHS responsible for securing the U.S. maritime transportation system. GAO conducted this review William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 includes a provision for GAO to review the Coast Guard's International Port Security Program. GAO reviewed, among other things, the extent to which the Coast Guard assessed foreign port security from FY 2014 through FY 2022, shared its foreign port assessments, and coordinated capacity building efforts with relevant federal stakeholders. GAO found that since FY 2014, the Coast Guard generally met its triennial foreign port security assessment requirement before the COVID-19 pandemic led it to suspend its country assessment visits during FY 2020 and FY 2021. The program resumed its visits in May 2021. As noted by GAO in its report, the Coast Guard has faced a longstanding challenge in accessing some countries'



ports to conduct assessments. In recent years, the service began using alternative approaches—such as using Coast Guard intelligence—to make determinations for some countries it has been unable to visit. However, GAO found that the program has not consistently done so. GAO also found that the program consistently documents the results of its foreign port assessments in various reports, but as of September 2022 had not disseminated its most comprehensive report (known as its annual report) to CBP and other federal agencies that may have a vested interest in receiving it. GAO made six recommendations, including that the Coast Guard document its procedures for using alternative approaches to make foreign port security assessment determinations, share its annual assessment reports with CBP and other federal agencies it identifies as having a vested interest, and establish a process with the State Department for coordinating foreign port security capacity building. DHS concurred with the recommendations and is working to implement.

Title: Coast Guard: Clarifying Emergency Policies and Assessing Needs Could Improve Unit Disaster Preparedness

Number: [GAO-23-106409](#)

Date: 7/25/2023

Summary: In this report, GAO examined the extent to which the Coast Guard has clear policies and procedures for obtaining and maintaining emergency food and water for personnel at shore-based field units, and the extent to which the Coast Guard has assessed and documented shore-based field units' needs for emergency food and water. As noted by GAO in its report, the Coast Guard's operational units in the field lead its disaster response efforts, which include rescuing persons in distress and responding to marine pollution incidents. These units are often situated along major waterways and coastlines throughout the U.S. As such, personnel stationed at these units may be vulnerable to a wide variety of natural disaster risks. GAO found that Coast Guard policies about maintaining emergency food and water for field personnel are unclear. GAO also found that while Coast Guard disaster preparedness efforts include various field unit plans and risk assessments, the agency has not comprehensively assessed and documented field units' emergency food and water needs. GAO made three recommendations, including that the Coast Guard clarifies emergency food and water requirements, clarifies procurement policies and procedures, and ensures that its field units assess and document their emergency food and water needs. DHS concurred with these recommendations and is working to implement.

Title: Coast Guard Acquisitions: Polar Security Cutter Needs to Stabilize Design Before Starting Construction and Improve Schedule Oversight

Number: [GAO-23-105949](#)

Date: 7/27/2023

Summary:

As noted by GAO in this report, the Coast Guard has stated that it does not have enough polar icebreakers to meet its missions in the Arctic and Antarctic. To address the gap, the Coast Guard is partnering with the U.S. Navy to procure three heavy polar icebreakers, known as Polar Security Cutters. The Coast Guard plans to invest at least \$11.6 billion for acquisition, operations, and maintenance of these cutters. GAO was asked to review the acquisition of the Polar Security Cutter's (PSC), including steps taken in the design phase, and progress toward maintaining and extending the life of the *Polar Star*, the Coast Guard's current and only active



heavy polar icebreaker. GAO found that factors effecting progress have included issues with the original design of the new PSCs; a general lack of experience with designing and building polar icebreakers among U.S.-based designers and shipbuilders; and schedule and cost estimates that GAO found to be likely unreliable. While development of the PSCs continues, the Coast Guard intends for its sole icebreaker, the *Polar Star*, to be available until at least the second PSC is operational. GAO found that the Coast Guard has efforts underway to maintain and extend the life of the *Polar Star* and that Coast Guard assessments of the hull found it in good structural condition, but that the cutter's deteriorating electrical and propulsion systems present challenges to the Coast Guard. GAO made two recommendations, including that DHS ensures the design is sufficiently mature before the Coast Guard starts cutter construction and that DHS ensures the Coast Guard adds the third PSC delivery date into its acquisition program baseline. DHS concurred with both recommendations.

OIG Reports

Title: The United States Coast Guard Needs to Determine the Impact and Effectiveness of Its Streamlined Inspection Program

Number: [OIG-23-46](#)

Date: 8/30/2023

Summary: As noted by OIG in its report, the Coast Guard has a process to enroll vessels in the Streamlined Inspection Program (SIP) in accordance with the Code of Federal Regulations (C.F.R.). SIP aims to promote a more effective and efficient process to ensure vessels traveling in U.S. waterways comply with regulatory safety requirements. However, OIG found that less than 1% of vessels in the Coast Guard's fleet of responsibility participated in SIP during calendar year 2021. OIG also found that the Coast Guard cannot demonstrate the oversight functions it uses ensure SIP-enrolled vessels remain in continuous compliance with the C.F.R. Lastly, OIG found that since SIP's inception in 1998, the Coast Guard has not identified or assessed the program's contributions to mission success or established key performance indicators for SIP. OIG made three recommendations that, when implemented, will better enable the Coast Guard to assess the effectiveness and efficiency of the SIP program. DHS concurred with the recommendations and is working to implement.

U.S. Citizenship and Immigration Services (USCIS)

GAO Reports

Title: Immigrant Investor Program: Opportunities Exist to Improve Fraud and National Security Risk Monitoring

Number: [GAO-23-106452](#)

Date: 3/28/2023

Summary: As noted by GAO, the employment-based fifth preference (EB-5) visa category was created in 1990 to encourage foreign investors to provide capital and promote job creation in the U.S. In turn, investors and eligible family members obtain paths to citizenship. USCIS administers the program and investigates any fraud and national security concerns. GAO found that EB-5 participation declined sharply from FY 2016 to FY 2021, primarily due to fewer Chinese investors. GAO found that USCIS conducted at least one fraud or national security risk assessment on an aspect of the EB-5 program each fiscal year since 2016. In addition, USCIS



has undertaken several initiatives to address overall program fraud and national security risks. These include conducting compliance reviews; increased trainings on fraud and national security indicators; and additional screening for investors linked to companies or countries of concern. However, GAO found that while USCIS collects some data on EB-5 fraud and national security concerns that it investigates, it does not have readily available data about the types and characteristics of fraud unique to the program. GAO recommended that USCIS systematically collect and track data on the different types of fraud in the EB-5 program; and develop a process to collect and assess the reasons for denying petitions and applications and terminating EB-5 Regional Centers. DHS concurred with the recommendations and is working to implement.

OIG Reports

Title: USCIS Has Generally Met Statutory Requirements to Adjudicate Asylum Applications from Paroled Afghan Evacuees

Number: [OIG-23-40](#)

Date: 8/18/2023

Summary: OIG conducted this review to assess USCIS' ability to meet statutory timelines for adjudicating asylum applications from Afghans arriving in the United States under Operation Allies Welcome (OAW). OIG found that USCIS has met OAW-specific processing timelines established by the Afghanistan Supplemental Appropriations Act of 2022 for the majority of applications that have been filed and has adjusted its operations to expedite adjudications. However, OIG notes that a surge of applications over a short period of time may strain USCIS operations given the required processing timelines and the preexisting non-OAW application backlog. OIG recommend that USCIS continue to evaluate its operations and ensure consistent compliance with statutory timelines for interviewing asylum applicants from the OAW population. DHS concurred with the recommendations and is working to implement.

U.S. Secret Service (USSS)

GAO Reports

Title: Cybersecurity: Secret Service Has Made Progress Toward Zero Trust Architecture, but Work Remains

Number: [GAO-23-105466](#)

Date: 11/15/2022

Summary: As noted by GAO in this report, and given the ever-increasing cyber threat landscape, the federal government has initiatives underway intended to protect agency IT. One such initiative, a zero trust architecture, is based on the concept that no actor operating outside or within an organization's network should be trusted. The Secret Service relies heavily on the use of IT to support its protection and financial investigations mission. GAO was asked to review cybersecurity at the agency and evaluate implementation of a zero trust architecture. To implement a zero trust architecture, GAO found that the Secret Service developed an implementation with four major milestones. GAO also found that the Secret Service has completed a self-assessment on their progress towards achieving these milestones, and has made progress specifically in implementing cloud services and achieving maturity in event logging. In addition, GAO found that the Secret Service had developed a plan to implement a



more advanced internet protocol, but had not fully met longstanding Office of Management and Budget (OMB) requirements for public-facing systems, though GAO also noted that several of the Secret Service's efforts are likely responsive to actions specified in OMB's zero trust strategy issued in January 2022. GAO made two recommendations to the Secret Service, including to transition to a more advanced internet protocol for its public-facing systems and to update its zero trust architecture implementation plan in accordance with the latest OMB guidance. DHS concurred with the recommendations and is working to implement.



Acronyms

APP – Annual Performance Plan	LSCMS – Logistics Supply Chain Management System
APR – Annual Performance Report	MGMT – Management Directorate
ARPA – American Rescue Plan Act of 2021	NFIP – National Flood Insurance Program
BLM – Bureau of Land Management	NIST – National Institute of Standards and Technology
C.F.R. – Code of Federal Regulations	OAW – Operation Allies Welcome
CAVSS – Centralized Area Video Surveillance System	OFO – Office of Field Operations
CBP – U.S. Customs and Border Protection	OIG – Office of Inspector General
CISA – Cybersecurity and Infrastructure Security Agency	OMB – Office of Management and Budget
CODIS – Combined DNA Index System	OT – Operational Technology
DHS – Department of Homeland Security	POE – Port of Entry
DOI – Department of Interior	PSC – Polar Security Cutter
EB-5 – Employment-based fifth preference	QHSR – Quadrennial Homeland Security Review
EFSP – Emergency Food and Shelter Program	SIP – Streamlined Inspection Program
ERO – Enforcement and Removal Operations	SLTT – State, local, tribal, territorial
FBI – Federal Bureau of Investigation	SRMA – Sector Risk Management Agency
FEMA – Federal Emergency Management Agency	SWB – Southwest border
FPS – Federal Protective Service	TBML – Trade-based money laundering
GAO – U.S. Government Accountability Office	TSA – Transportation Security Administration
I&A – Office of Intelligence and Analysis	USCG – U.S. Coast Guard
ICE – U.S. Immigration and Customs Enforcement	USCIS – U.S. Citizenship and Immigration Services
IoT – Internet of Things	USSS – U.S. Secret Service
ISC – Interagency Security Committee	
IT – Information Technology	
LPOE – Land Port of Entry	

**U.S. CUSTOMS AND BORDER PROTECTION
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY
FEDERAL EMERGENCY MANAGEMENT AGENCY
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
TRANSPORTATION SECURITY ADMINISTRATION
U.S. COAST GUARD
U.S. CITIZENSHIP AND IMMIGRATION SERVICES
U.S. SECRET SERVICE
COUNTERING WEAPONS OF MASS DESTRUCTION OFFICE
FEDERAL LAW ENFORCEMENT TRAINING CENTERS
OFFICE OF HOMELAND SECURITY SITUATIONAL AWARENESS
OFFICE OF INTELLIGENCE AND ANALYSIS
OFFICE OF INSPECTOR GENERAL
MANAGEMENT DIRECTORATE
SCIENCE AND TECHNOLOGY DIRECTORATE**

WE ARE DHS.



Department of Homeland Security



**Fiscal Year 2025
Congressional Justification**

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Department of Homeland Security

Departmental Overview

The U.S. Department of Homeland Security (DHS) and its mission are born from the commitment and resolve of Americans across the United States in the wake of the September 11th attacks. In those darkest hours, we witnessed true heroism, self-sacrifice, and unified resolve against evil. We rallied together for our common defense, and we pledged to stand united against the threats attacking our great Nation, fellow Americans, and way of life. Together, we are committed to relentless resilience, striving to prevent future attacks against the United States and our allies, responding decisively to natural and man-made disasters, and advancing American prosperity and economic security long into the future.

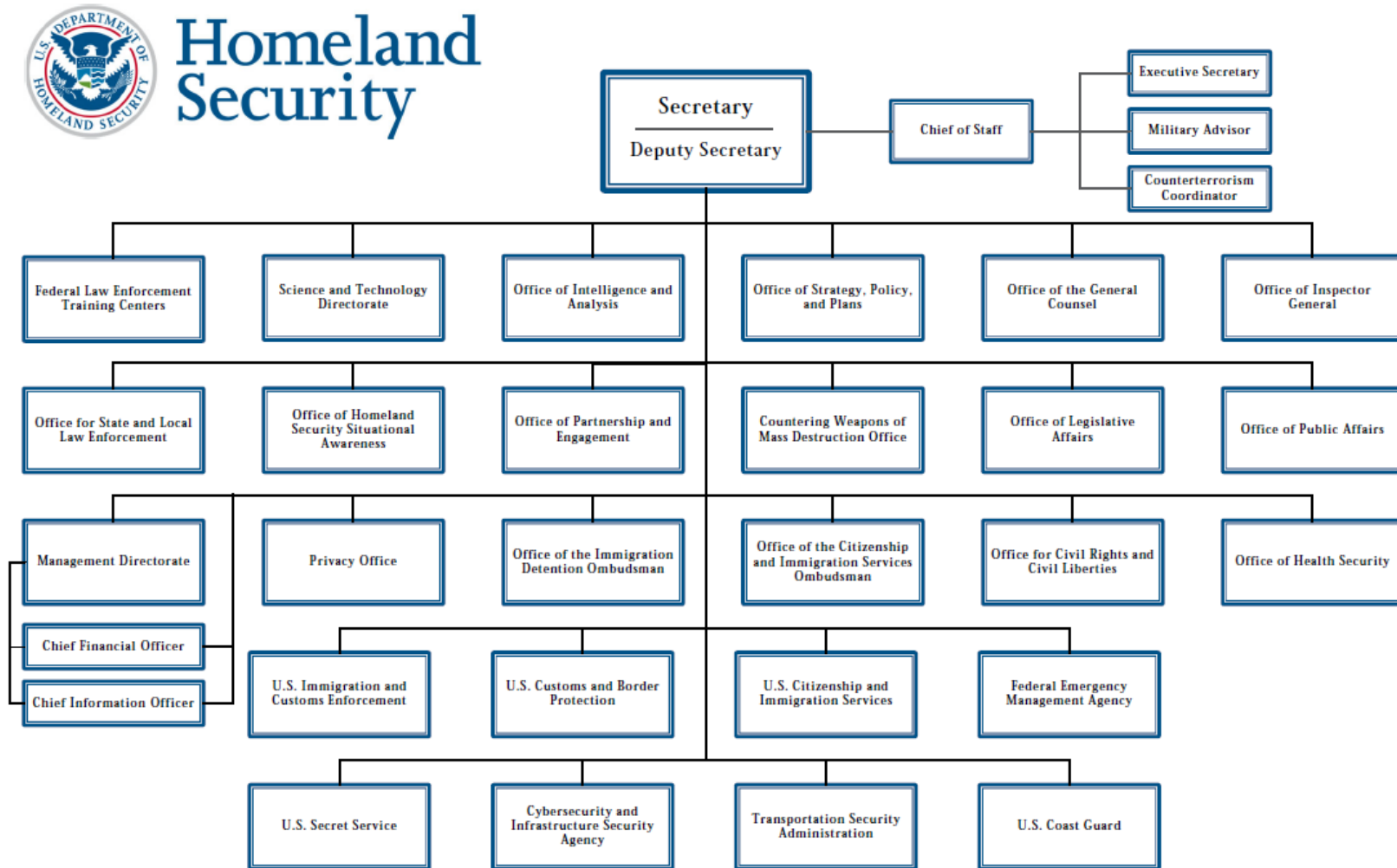
In the many years since the September 11th attacks, the Department has marshaled this collective vision to face new and emerging threats against the Homeland. To do so, we are instilling a “culture of relentless resilience” across the United States to harden security for the threats on the horizon, withstand attacks, and rapidly recover. We are raising security baselines across the world, addressing systemic risks, and building redundancies for critical lifelines that enable our prosperity and way of life. Perhaps most importantly, we are forging partnerships to strengthen public, private, and international cooperation and crowd-sourcing solutions that outpace the intentions of our adversaries.

As the complex threat environment continues to evolve and loom, the Department will embody the relentless resilience of the American people to ensure a safe, secure, and prosperous Homeland.

The Department’s organization structure is provided below:

Department of Homeland Security

Organization Chart



Department of Homeland Security
Organization of the Budget Justification

The Department's Components share four common account categories: Operations and Support (O&S); Procurement, Construction, and Improvements (PC&I); Research and Development (R&D); and Federal Assistance (FA). In addition, some Components' budget submissions will also display account categories for fees, fines, funds, and mandatory appropriations.

Budget Years for Comparison

The Fiscal Year (FY) 2025 Budget displays three budget years for comparison: Prior Year – FY 2023 Enacted, Current Year – FY 2024 Annualized Continuing Resolution, and Budget Year – FY 2025 President's Budget. These names correspond to funding columns in the justification exhibits. However, for Fee accounts, the amounts reflect estimated fee collection/receipt amounts, or in some cases obligation amounts. Furthermore, in exhibits that show execution data, the column names are generic allowing for other data categories to be represented. The comparison data is organized based on the following breakdown:

Prior Year – FY 2023 Enacted: Reflects the Enacted funding levels provided for DHS in the FY 2023 Consolidated Appropriations Act (P.L. 117-328), and positions and full-time equivalents (FTEs) associated with those funding levels. This budget year set does not include the impacts of reprogramming/transfers, rescissions, or supplemental funding, except in the Budget Authority and Obligations tables within the narratives. Any obligation data, unless otherwise noted, reflects data for September 30, 2023.

Current Year – FY 2024 Annualized Continuing Resolution: Reflects a copy of Discretionary data from the FY 2023 Enacted.

Budget Year – FY 2025 President's Budget: Reflects the FY 2025 Budget submission for the Department.

Appropriation Hierarchy

The FY 2025 Budget is displayed in an appropriation hierarchy with a maximum of six reporting levels, as shown in the table to the right. Not all hierarchy levels are relevant to each appropriation’s structure. The data within the Budget builds up from the lowest level of the hierarchy; higher level tables summarize the data within the related lower-level Program, Project, and Activities (PPAs).

This layered approach is structured both in the table of contents and navigation panel of each chapter to allow the reader to quickly move from high level summary sections to detailed narrative at the lower levels. The cascading effect permits justification to rationally flow from general account descriptions to detailed justification and is not intended to be repetitive in nature. However, some sections of the appropriation hierarchy create a data relationship that results in repetition.

Appropriation Hierarchy Name
DHS Overview Justification
Component Overview Justification
Appropriation Justification
PPA Level I Justification
PPA Level II Justification
PPA Level III Justification

Justification Sections

Within each of the hierarchies identified above, the Budget is again delineated into six sections, and this delineation also appears in respective tables of contents. The purpose of the sections is to group similar justification exhibits into standard “sub-chapters”, always starting with an overall comparison section to show the full budget request/authority for the level of the organization being covered. Like the hierarchies above, not all sections are used at each level of the organization. The six sections are broken out as follows: Budget Comparison and Adjustments; Personnel Compensation and Benefits; Non-Pay Budget Exhibits; Capital Investment Exhibits (for PC&I appropriations), Technology Readiness Level Exhibits (for R&D appropriations), and Supplemental Budget Justification Documents.

Department of Homeland Security
Comparison of Budget Authority and Request
(Dollars in Thousands)

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget			FY 2024 to FY 2025 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Secretary and Executive Management	1,076	948	\$384,794	1,076	948	\$384,794	1,033	957	\$358,466	(43)	9	(\$26,328)
Management Directorate	4,159	3,885	\$4,181,884	4,159	3,903	\$4,272,792	4,138	3,894	\$4,008,085	(21)	(9)	(\$264,707)
Analysis and Operations	1,050	946	\$316,640	1,050	946	\$316,640	1,051	1,023	\$348,302	1	77	\$31,662
Office of Inspector General	809	778	\$214,879	809	778	\$214,879	809	778	\$233,206	-	-	\$18,327
U.S. Customs and Border Protection	66,971	63,054	\$20,968,070	66,962	63,610	\$21,233,998	68,069	65,622	\$19,764,120	1,107	2,012	(\$1,469,878)
U.S. Immigration and Customs Enforcement	21,190	20,917	\$9,138,570	21,190	20,917	\$9,138,570	21,479	21,439	\$9,695,379	289	522	\$556,809
Transportation Security Administration	61,932	56,193	\$9,541,290	61,932	56,193	\$9,541,290	62,893	58,691	\$11,805,017	961	2,498	\$2,263,727
U.S. Coast Guard	52,500	51,252	\$13,915,211	52,500	51,252	\$13,915,211	52,273	51,076	\$13,784,974	(227)	(176)	(\$130,237)
U.S. Secret Service	8,305	8,163	\$3,092,103	8,305	8,163	\$3,090,180	8,300	8,296	\$3,206,381	(5)	133	\$116,201
Cybersecurity and Infrastructure Security Agency	3,745	3,222	\$2,907,138	3,745	3,222	\$2,907,138	4,021	3,641	\$3,009,047	276	419	\$101,909
Federal Emergency Management Agency	6,054	14,607	\$30,139,177	6,136	14,702	\$30,546,146	6,186	17,328	\$33,089,228	50	2,626	\$2,543,082
U.S. Citizenship and Immigration Services	22,809	21,666	\$5,260,247	24,601	22,100	\$6,291,068	25,432	24,246	\$6,818,278	831	2,146	\$527,210
Federal Law Enforcement Training Centers	1,115	1,085	\$406,547	1,115	1,085	\$406,547	1,115	1,087	\$363,389	-	2	(\$43,158)
Science and Technology Directorate	572	544	\$900,541	572	544	\$900,541	571	563	\$836,108	(1)	19	(\$64,433)
Countering Weapons of Mass Destruction	269	252	\$430,972	269	252	\$430,972	259	243	\$418,022	(10)	(9)	(\$12,950)
Total Budget Authority	252,556	247,512	\$101,798,063	254,421	248,615	\$103,590,766	257,629	258,884	\$107,738,002	3,208	10,269	\$4,147,236
<i>Disaster Relief Fund - Major Disasters</i>	-	9,010	\$19,945,000	-	9,010	\$19,945,000	-	10,770	\$22,708,000	-	1,760	\$2,763,000
<i>Discretionary Offsetting Fees</i>	2,872	2,549	\$5,475,756	2,898	2,616	\$5,651,185	2,899	2,629	\$7,638,724	1	13	\$1,987,539-
<i>Mandatory Programs and Fees</i>	34,269	31,063	\$15,247,149	36,108	32,203	\$16,832,185	36,925	34,159	\$16,606,377	817	1,956	(\$225,808)
Subtotal (Discretionary)	215,415	204,890	\$61,130,158	215,415	204,786	\$61,162,396	217,805	211,326	\$60,784,901	2,390	6,540	(\$377,495)
<i>Less CHIMP</i>			(\$18,000)			(\$18,000)			(\$4,000)			\$14,000
<i>Less Rescission</i>			(\$393,887)			(\$295,730)			(\$204,000)			\$91,730
Total Net Discretionary	215,415	204,890	\$60,718,271	215,415	204,786	\$60,848,666	217,805	211,326	\$60,576,901	2,390	6,540	(\$271,765)
<i>Emergency Funding</i>						\$17,938,100			\$4,700,000			

The President's Fiscal Year (FY) 2025 Budget for the Department of Homeland Security (DHS) is \$107.9B, of which \$62.2B is adjusted net discretionary funding when controlling for the TSA Passenger Security fee proposal. This funding supports the Department's ever-evolving mission set and key Presidential priorities. The dedicated personnel of DHS work every day to prevent future attacks against the United States and our allies, secure our borders, respond decisively to natural and man-made disasters, and advance American prosperity and economic security. The Department continues to face changes across the threat landscape, and we must remain vigilant to defend against and combat these dangers while facilitating lawful commerce, transportation, economic development, and the protection of privacy rights, civil rights, and civil liberties.

The FY 2025 President's Budget provides the Department with resources to keep our country safe, strong, and prosperous. The Department's submission addresses the Administration's most critical priorities:

- Securing the Border and Enforcing Immigration Law
- Southwest Border Enforcement Capacity Flexibility
- Supporting Refugee Processing and a Fair, Orderly, and Humane Immigration System
- Protecting the Homeland from the Threat of Weapons of Mass Terrorism
- Investing in Cybersecurity and Infrastructure Security Protection
- Responsible Deployment of Artificial Intelligence (AI)
- Investing in and Building a Resilient Nation
- Coast Guard Presence in the Indo-Pacific Region
- Countering Fentanyl
- Special Events and 2024 Presidential Campaign Security
- Transportation Security and Modernizing Pay and Workforce Policies

The men and women of this Department are charged with protecting our country, our people, and our way of life from an ever-growing list of threats – terrorists, transnational criminal organizations, rogue nation states, pandemic disease, and more. The Department's greatest resource is the highly skilled, trained, and dedicated professionals who comprise our workforce. It is these people who execute our operations and support activities that ensure mission success for the Department and America. We must ensure that our budget includes appropriate resources to compensate our workforce. The table below reflects the total pay budget for the Department, displayed by Component organization.

Personnel, compensation, and benefits accounts for approximately 58 percent of DHS net discretionary funding. Understanding this is the single largest category of funding within the Department, DHS will always strive for transparency in pay submissions to ensure, across Components, they are consistent, realistic, and appropriately funded. The FY 2025 Budget funds a civilian pay raise of 2 percent and a military pay raise of four and a half percent.

The Department continues its investment in our workforce through hiring initiatives to:

- Ensure TSA employees are paid at a level that is no less than their counterparts on the General Schedule pay scale;
- Increase funding for CBP staffing capacity at the borders and bolster situational awareness, operational responsiveness, and improve agent safety;
- Provide additional staffing to fully support the U.S. Citizenship and Immigration Services (USCIS) International and Refugee Affairs Division, a partner in the U.S. Refugee Admissions Program; and,
- Continue implementation of the Body-Worn Camera (BWC) program across the DHS enterprise including Freedom of Information Act compliance.

DHS continues to strengthen employee and family readiness programs that increase employee resilience and mission readiness; support career progression and retention efforts; and bolster inclusive diversity strategies, especially in under-represented areas, to optimize operational effectiveness.

**Department of Homeland Security
Personnel Compensation and Benefits**

Pay Summary
(Dollars in Thousands)

	FY 2023 Enacted				FY 2024 Annualized CR				FY 2025 President's Budget				FY 2024 to FY 2025 Total			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Secretary and Executive Management	1,076	948	\$186,990	\$197.25	1,076	948	\$186,990	\$197.25	1,033	957	\$207,654	\$216.98	(43)	9	\$20,664	\$19.74
Management Directorate	4,159	3,885	\$656,905	\$169.10	4,159	3,903	\$658,879	\$168.83	4,117	3,895	\$694,312	\$178.23	(42)	(8)	\$35,433	\$9.40
Analysis and Operations	1,050	946	\$170,860	\$176.49	1,050	946	\$170,860	\$176.49	1,051	1,023	\$199,185	\$189.66	1	77	\$28,325	\$13.17
Office of Inspector General	809	778	\$155,399	\$199.71	809	778	\$155,399	\$199.71	809	778	\$167,980	\$215.88	-	-	\$12,581	\$16.17
U.S. Customs and Border Protection	66,971	63,054	\$12,286,931	\$194.83	66,962	63,610	\$12,384,205	\$194.66	68,069	65,622	\$13,524,331	\$206.09	1,107	2,012	\$1,140,126	\$11.43
U.S. Immigration and Customs Enforcement	21,190	20,917	\$4,107,789	\$196.24	21,190	20,917	\$4,107,789	\$196.24	21,479	21,439	\$4,522,412	\$210.80	289	522	\$414,623	\$14.55
Transportation Security Administration	61,932	56,193	\$6,431,549	\$112.36	61,932	56,193	\$6,431,549	\$112.36	62,893	58,691	\$8,595,629	\$144.31	961	2,498	\$2,164,080	\$31.95
U.S. Coast Guard	52,500	51,252	\$7,223,958	\$107.29	52,500	51,252	\$7,248,071	\$107.76	52,273	51,076	\$6,966,179	\$118.61	(227)	(176)	(\$281,892)	\$10.85
U.S. Secret Service	8,305	8,163	\$2,038,844	\$216.70	8,305	8,163	\$2,036,921	\$216.70	8,300	8,296	\$2,245,191	\$238.33	(5)	133	\$208,270	\$21.63
Cybersecurity and Infrastructure Security Agency	3,745	3,222	\$635,595	\$197.27	3,745	3,222	\$635,595	\$197.27	4,021	3,641	\$824,423	\$226.33	276	419	\$188,828	\$29.06
Federal Emergency Management Agency	6,054	14,607	\$1,953,853	\$133.28	6,136	14,702	\$1,979,020	\$134.13	6,186	17,328	\$2,430,135	\$139.71	50	2,626	\$451,115	\$5.58
U.S. Citizenship and Immigration Services	22,809	21,666	\$2,986,693	\$137.85	24,601	22,100	\$3,477,661	\$157.36	25,432	24,246	\$3,837,266	\$158.26	831	2,146	\$359,605	\$0.90
Federal Law Enforcement Training Centers	1,115	1,085	\$163,957	\$151.09	1,115	1,085	\$163,957	\$151.09	1,115	1,087	\$177,560	\$163.33	-	2	\$13,603	\$12.24
Science and Technology Directorate	572	544	\$118,247	\$208.76	572	544	\$118,247	\$208.76	571	563	\$139,203	\$238.31	(1)	19	\$20,956	\$29.56
Countering Weapons of Mass Destruction	269	252	\$56,851	\$205.33	269	252	\$56,851	\$205.33	259	243	\$59,572	\$222.44	(10)	(9)	\$2,721	\$17.11
Total	252,556	247,512	\$39,174,421	\$158.27	254,421	248,615	\$39,811,994	\$160.14	257,608	258,885	\$44,591,032	\$172.24	3,187	10,270	\$4,779,038	\$12.11
Discretionary Appropriations	214,017	203,603	\$30,502,717	\$149.08	214,017	203,607	\$30,528,621	\$149.20	216,386	210,125	\$35,382,938	\$167.63	2,369	6,518	\$4,854,317	\$18.42
Discretionary Offsetting Fees	2,872	2,549	\$429,475	\$168.48	2,898	2,616	\$460,428	\$176.00	2,899	2,629	\$481,376	\$183.03	1	13	\$20,948	\$7.04
Mandatory Fees	34,250	31,044	\$4,878,490	\$157.15	36,089	32,184	\$5,462,268	\$169.72	36,906	34,140	\$5,849,430	\$171.34	817	1,956	\$384,162	\$1.62
Discretionary Fees	1,398	1,287	\$268,728	\$208.80	1,398	1,179	\$267,589	\$226.96	1,398	1,202	\$286,189	\$238.09	-	23	\$18,600	\$11.13
Mandatory Appropriation	19	19	\$2,020,260	\$2,044.05	19	19	\$2,018,337	\$2,044.05	19	19	\$1,192,375	\$1,680.79	-	-	(\$825,962)	(\$363.26)
Major Disasters	-	9,010	\$1,074,751	\$118.50	-	9,010	\$1,074,751	\$118.50	-	10,770	\$1,398,724	\$129.01	-	1,760	\$323,973	\$10.51

**Department of Homeland Security
Non Pay Budget Exhibit**

Non Pay Summary
(Dollars in Thousands)

	FY 2023 Enacted	FY 2024 Annualized CR	FY 2025 President's Budget	FY 2024 to FY 2025 Total Changes
Office of the Secretary and Executive Management	\$197,804	\$197,804	\$150,812	(\$46,992)
Management Directorate	\$3,524,979	\$3,613,913	\$3,313,773	(\$300,140)
Analysis and Operations	\$145,780	\$145,780	\$149,117	\$3,337
Office of Inspector General	\$59,480	\$59,480	\$65,226	\$5,746
U.S. Customs and Border Protection	\$8,681,139	\$8,849,793	\$6,239,789	(\$2,610,004)
U.S. Immigration and Customs Enforcement	\$5,030,781	\$5,030,781	\$5,172,967	\$142,186
Transportation Security Administration	\$3,109,741	\$3,109,741	\$3,209,388	\$99,647
U.S. Coast Guard	\$6,691,253	\$6,686,010	\$6,813,552	\$127,542
U.S. Secret Service	\$1,053,259	\$1,053,259	\$961,190	(\$92,069)
Cybersecurity and Infrastructure Security Agency	\$2,271,543	\$2,271,543	\$2,184,624	(\$86,919)
Federal Emergency Management Agency	\$28,185,324	\$28,567,126	\$30,659,093	\$2,091,967
U.S. Citizenship and Immigration Services	\$2,273,554	\$2,813,407	\$2,981,012	\$167,605
Federal Law Enforcement Training Centers	\$242,590	\$242,590	\$185,829	(\$56,761)
Science and Technology Directorate	\$782,294	\$782,294	\$696,905	(\$85,389)
Countering Weapons of Mass Destruction	\$374,121	\$374,121	\$358,450	(\$15,671)
Total	\$62,623,642	\$63,797,642	\$63,141,727	(\$655,915)
Discretionary Appropriations	\$32,791,170	\$32,789,379	\$29,409,868	(\$3,379,511)
Discretionary Offsetting Fees	\$2,556,281	\$2,700,757	\$2,752,948	\$52,191
Mandatory Fees	\$7,568,016	\$8,571,197	\$8,777,520	\$206,323
Discretionary Fees	\$57,543	\$90,920	\$110,306	\$19,386
Mandatory Appropriation	\$780,383	\$775,140	\$781,809	\$6,669
Major Disasters	\$18,870,249	\$18,870,249	\$21,309,276	\$2,439,027

Department of Homeland Security Departmental Scorekeeping Table

Department of Homeland Security Scorekeeping Report

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
	TITLE I - DEPARTMENTAL MANAGEMENT AND OPERATIONS								
Office of the Secretary and Executive Management	1,076	948	384,794	1,076	948	384,794	1,033	957	358,466
Operations and Support	1,076	948	336,746	1,076	948	336,746	1,033	957	323,466
Management and Oversight	457	403	155,690	457	403	155,690	440	404	147,360
Office of Strategy, Policy, and Plans	266	235	84,979	266	235	84,979	275	247	86,806
Operations and Engagement	353	310	96,077	353	310	96,077	318	306	89,300
Procurement, Construction, and Improvements			8,048			8,048			
Mission Support Assets and Infrastructure			8,048			8,048			
Medical Information Exchange (MIX)			8,048			8,048			
Federal Assistance			40,000			40,000			35,000
Targeted Violence and Terrorism Prevention Grants			20,000			20,000			20,000
Alternatives to Detention Case Management			20,000			20,000			15,000
Discretionary Appropriations	1,076	948	384,794	1,076	948	384,794	1,033	957	358,466
Rescission of Prior Year Unobligated Balances			(23,858)						
Adjusted Discretionary - Appropriation	1,076	948	360,936	1,076	948	384,794	1,033	957	358,466
Net Discretionary	1,076	948	384,794	1,076	948	384,794	1,033	957	358,466
Adjusted Net Discretionary	1,076	948	360,936	1,076	948	384,794	1,033	957	358,466
Gross Discretionary	1,076	948	384,794	1,076	948	384,794	1,033	957	358,466
Adjusted Gross Discretionary	1,076	948	360,936	1,076	948	384,794	1,033	957	358,466
Management Directorate	4,159	3,885	4,181,884	4,159	3,903	4,272,792	4,117	3,895	4,008,085
Operations and Support	2,517	2,356	1,743,160	2,517	2,356	1,743,160	2,470	2,345	1,695,674
Immediate Office of the Under Secretary of Management	31	29	6,675	31	29	6,675	31	29	7,061
Office of the Chief Readiness Support Officer	191	176	275,791	191	176	275,791	202	200	218,609
Office of the Chief Human Capital Officer	311	308	150,174	311	308	150,174	312	310	156,232
Office of the Chief Security Officer	350	303	188,700	350	303	188,700	330	296	190,126
Office of the Chief Procurement Officer	488	470	92,940	488	470	92,940	428	410	101,899
Office of the Chief Financial Officer	319	311	114,213	319	311	114,213	321	317	119,692
Office of the Chief Information Officer	572	508	630,850	572	508	630,850	592	529	632,552
Office of Program Accountability and Risk Management	58	57	18,245	58	57	18,245	57	57	18,702
Office of Biometric Identity Management	197	194	265,572	197	194	265,572	197	197	250,801
Identity and Screening Program Operations	197	194	265,572	197	194	265,572	197	197	250,801

Congressional Justification

Department of Homeland Security

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Procurement, Construction, and Improvements			325,245			325,245			283,608
Construction and Facility Improvements			188,000			188,000			186,700
National Capitol Region Headquarters Consolidation			188,000			188,000			186,700
Mission Support Assets and Infrastructure			116,293			116,293			81,908
Mission Support Assets and Infrastructure End Items			19,234			19,234			11,706
Financial Systems Modernization			86,393			86,393			67,002
Human Resources Information Technology (HRIT)			10,666			10,666			3,200
Office of Biometric Identity Management			20,952			20,952			15,000
IDENT/Homeland Advanced Recognition Technology			20,952			20,952			15,000
Federal Protective Service	1,642	1,529	2,113,479	1,642	1,547	2,204,387	1,647	1,550	2,028,803
FPS Operations	1,642	1,529	457,300	1,642	1,547	466,777	1,647	1,550	473,820
Operating Expenses	1,642	1,529	457,300	1,642	1,547	466,777	1,647	1,550	473,820
Countermesasures			1,656,179			1,737,610			1,554,983
Protective Security Officers			1,615,695			1,696,479			1,528,205
Technical Countermesasures			40,484			41,131			26,778
Discretionary Appropriations	2,517	2,356	2,068,405	2,517	2,356	2,068,405	2,470	2,345	1,979,282
Rescission of Prior Year Unobligated Balances			(113,604)			(113,000)			(154,000)
Adjusted Discretionary - Appropriation	2,517	2,356	1,954,801	2,517	2,356	1,955,405	2,470	2,345	1,825,282
Discretionary Offsetting Fees	1,642	1,529	2,113,479	1,642	1,547	2,204,387	1,647	1,550	2,028,803
Net Discretionary	2,517	2,356	2,068,405	2,517	2,356	2,068,405	2,470	2,345	1,979,282
Adjusted Net Discretionary	2,517	2,356	1,954,801	2,517	2,356	1,955,405	2,470	2,345	1,825,282
Gross Discretionary	4,159	3,885	4,181,884	4,159	3,903	4,272,792	4,117	3,895	4,008,085
Adjusted Gross Discretionary	4,159	3,885	4,068,280	4,159	3,903	4,159,792	4,117	3,895	3,854,085
Analysis and Operations	1,050	946	316,640	1,050	946	316,640	1,051	1,023	348,302
Operations and Support	1,050	946	316,640	1,050	946	316,640	1,051	1,023	348,302
Discretionary Appropriations	1,050	946	316,640	1,050	946	316,640	1,051	1,023	348,302
Rescission of Prior Year Unobligated Balances			(636)						
Adjusted Discretionary - Appropriation	1,050	946	316,004	1,050	946	316,640	1,051	1,023	348,302
Net Discretionary	1,050	946	316,640	1,050	946	316,640	1,051	1,023	348,302
Adjusted Net Discretionary	1,050	946	316,004	1,050	946	316,640	1,051	1,023	348,302
Gross Discretionary	1,050	946	316,640	1,050	946	316,640	1,051	1,023	348,302
Adjusted Gross Discretionary	1,050	946	316,004	1,050	946	316,640	1,051	1,023	348,302

Congressional Justification

Department of Homeland Security

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Office of Inspector General	809	778	214,879	809	778	214,879	809	778	233,206
Operations and Support	809	778	214,879	809	778	214,879	809	778	233,206
Discretionary Appropriations	809	778	214,879	809	778	214,879	809	778	233,206
Adjusted Discretionary - Appropriation	809	778	214,879	809	778	214,879	809	778	233,206
Net Discretionary	809	778	214,879	809	778	214,879	809	778	233,206
Adjusted Net Discretionary	809	778	214,879	809	778	214,879	809	778	233,206
Gross Discretionary	809	778	214,879	809	778	214,879	809	778	233,206
Adjusted Gross Discretionary	809	778	214,879	809	778	214,879	809	778	233,206
TITLE I - DEPARTMENTAL MANAGEMENT AND OPERATIONS	7,094	6,557	5,098,197	7,094	6,575	5,189,105	7,010	6,653	4,948,059
TITLE II - SECURITY, ENFORCEMENT, & INVESTIGATIONS									
U.S. Customs and Border Protection	66,971	63,054	20,968,070	66,962	63,610	21,233,998	68,069	65,622	19,764,120
Operations and Support	53,390	51,825	17,153,837	53,390	51,825	17,153,837	54,497	54,011	15,932,432
Mission Support	5,415	5,234	2,177,378	5,415	5,234	2,177,378	5,282	5,271	2,254,382
Enterprise Services	3,353	3,318	1,649,960	3,353	3,318	1,649,960	3,265	3,265	1,649,732
Office of Professional Responsibility	1,010	885	277,503	1,010	885	277,503	968	960	360,168
Executive Leadership and Oversight	1,052	1,031	249,915	1,052	1,031	249,915	1,049	1,046	244,482
Border Security Operations	22,911	22,430	6,389,581	22,911	22,430	6,389,581	23,865	23,714	6,144,310
US Border Patrol	22,573	22,094	6,270,663	22,573	22,094	6,270,663	23,537	23,386	6,033,441
Operations	22,573	22,094	5,434,461	22,573	22,094	5,434,461	23,537	23,386	5,223,876
Assets and Support			836,202			836,202			809,565
Office of Training and Development	338	336	118,918	338	336	118,918	328	328	110,869
Trade and Travel Operations	22,069	21,233	5,455,076	22,069	21,233	5,455,076	22,261	21,937	5,870,386
Office of Field Operations	20,494	19,725	4,983,032	20,494	19,725	4,983,032	20,677	20,354	5,353,875
Domestic Operations	18,797	18,028	3,521,172	18,797	18,028	3,521,172	18,980	18,657	3,892,097
International Operations	840	840	158,333	840	840	158,333	840	840	161,843
Targeting Operations	857	857	283,484	857	857	283,484	857	857	283,998
Assets and Support			1,020,043			1,020,043			1,015,937
Office of Trade	1,271	1,204	392,790	1,271	1,204	392,790	1,279	1,278	440,878
Office of Training and Development	304	304	79,254	304	304	79,254	305	305	75,633
Integrated Operations	2,995	2,928	1,568,659	2,995	2,928	1,568,659	3,089	3,089	1,663,354
Air and Marine Operations	1,841	1,841	1,006,299	1,841	1,841	1,006,299	1,840	1,840	1,067,264
Operations	1,671	1,671	377,132	1,671	1,671	377,132	1,670	1,670	405,433
Assets and Support			578,117			578,117			610,576
Air and Marine Operations Center	170	170	51,050	170	170	51,050	170	170	51,255
Office of International Affairs	168	168	51,920	168	168	51,920	161	161	52,822
Office of Intelligence	390	338	79,959	390	338	79,959	428	428	95,801
Office of Training and Development	18	18	13,813	18	18	13,813	18	18	12,533
Operations Support	578	563	416,668	578	563	416,668	642	642	434,934
Section 546 Border Management			1,563,143			1,563,143			-

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	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Procurement, Construction, and Improvements			581,558			581,558			272,888
Mission Support Assets and Infrastructure			32,673			32,673			12,265
Revenue Modernization			9,673			9,673			4,973
Employee Lifecycle Program (EL360)			3,000			3,000			7,292
Unified Immigration Portal (UIP)			9,000			9,000			
COSS Transformation Initiative			2,500			2,500			
Mission Support Assets and Infrastructure End Items			8,500			8,500			
Border Security Assets and Infrastructure			230,277			230,277			127,398
Integrated Surveillance Towers			68,000			68,000			62,000
Border Security Assets and Infrastructure End Items			142,056			142,056			40,125
Common Operating Picture			20,221			20,221			25,273
Trade and Travel Assets and Infrastructure			126,047			126,047			
Automated Commercial Environment (ACE)			20,000			20,000			
Automated Commercial Environment (ACE) 2.0			3,000			3,000			
Non-Intrusive Inspection (NII) Systems Program			69,947			69,947			
Trade and Travel Assets and Infrastructure End Items			25,500			25,500			
Advanced Trade Analytics Platform (ATAP)			7,600			7,600			
Integrated Operations Assets and Infrastructure			92,661			92,661			85,875
Airframes and Sensors			92,661			92,661			85,875
KA350-CER Multi-Role Enforcement Aircraft (MEA)			29,000			29,000			30,000
UH-60 Medium Lift Helicopter			14,849			14,849			14,849
Airframes and Sensors End Items			48,812			48,812			14,119
Construction and Facility Improvements			99,900			99,900			47,350
Border Patrol Facilities			73,250			73,250			32,000
Mission Support Facilities			26,650			26,650			
Construction and Facility Improvements End Items									15,350
Immigration Inspection User Fee	4,179	3,564	767,720	4,179	4,062	835,974	4,179	4,038	854,365
Immigration Enforcement Fines	5	5	1,339	2	1	248	2	1	254
Electronic System for Travel Authorization (ESTA) Fee	94	55	47,166	94	32	49,178	94	39	61,659
Land Border Inspection Fee	303	303	65,897	303	273	78,593	303	270	80,165
COBRA FTA	1,287	1,227	303,862	1,287	1,075	336,100	1,287	1,097	367,403
Agricultural Quarantine and Inspection Fees	3,361	2,988	639,000	3,361	3,204	672,228	3,361	2,984	591,360
Global Entry Fee	416	255	336,274	416	262	401,065	416	259	409,086
Puerto Rico Trust Fund	316	316	303,829	310	234	303,981	310	228	304,133
Virgin Islands Deposit Fund	63	47	14,853	63	47	14,987	63	47	14,994
User Fee Facilities	111	60	22,409	111	104	22,409	111	105	29,092
Customs Unclaimed Goods			3,776			3,878			3,880
9-11 Response and Biometric Exit Account			12,996			21,350			21,350
COBRA Customs Fees	3,446	2,409	713,554	3,446	2,491	758,612	3,446	2,543	821,059

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	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	SSS	Pos.	FTE	SSS	Pos.	FTE	SSS
Discretionary Appropriations	53,390	51,825	17,735,395	53,390	51,825	17,735,395	54,497	54,011	16,205,320
Rescission of Prior Year Unobligated Balances			(140,267)			(140,000)			(50,000)
Adjusted Discretionary - Appropriation	53,390	51,825	17,595,128	53,390	51,825	17,595,395	54,497	54,011	16,155,320
Discretionary Fees	1,398	1,287	326,271	1,398	1,179	358,509	1,398	1,202	396,495
Discretionary Offsetting Fees	416	255	336,274	416	262	401,065	416	259	409,086
Net Discretionary	54,788	53,112	18,061,666	54,788	53,004	18,093,904	55,895	55,213	16,601,815
Adjusted Net Discretionary	54,788	53,112	17,921,399	54,788	53,004	17,953,904	55,895	55,213	16,551,815
Gross Discretionary	55,204	53,367	18,397,940	55,204	53,266	18,494,969	56,311	55,472	17,010,901
Adjusted Gross Discretionary	55,204	53,367	18,257,673	55,204	53,266	18,354,969	56,311	55,472	16,960,901
Mandatory Fees	11,767	9,687	2,570,130	11,758	10,344	2,739,029	11,758	10,150	2,753,219
U.S. Immigration and Customs Enforcement	21,190	20,917	9,138,570	21,190	20,917	9,138,570	21,479	21,439	9,695,379
Operations and Support	20,793	20,541	8,735,963	20,793	20,541	8,735,963	21,082	21,063	9,311,221
Mission Support	2,301	2,297	1,476,047	2,301	2,297	1,476,047	2,340	2,342	1,475,720
Enterprise Services	1,339	1,335	1,188,325	1,339	1,335	1,188,325	1,376	1,379	1,183,606
Office of Professional Responsibility	677	677	196,479	677	677	196,479	677	677	202,222
Executive Leadership and Oversight	285	285	91,243	285	285	91,243	287	286	89,892
Office of the Principal Legal Advisor	2,179	2,008	402,314	2,179	2,008	402,314	2,179	2,178	435,346
Homeland Security Investigations	8,602	8,525	2,336,158	8,602	8,525	2,336,158	8,790	8,745	2,489,325
Domestic Investigations	7,801	7,724	2,032,533	7,801	7,724	2,032,533	7,988	7,943	2,177,833
International Operations	320	320	198,748	320	320	198,748	321	321	201,698
Intelligence	481	481	104,877	481	481	104,877	481	481	109,794
Enforcement and Removal Operations	7,711	7,711	4,521,444	7,711	7,711	4,521,444	7,773	7,798	4,910,830
Custody Operations	4,855	4,855	2,880,481	4,855	4,855	2,880,481	4,903	4,928	3,271,094
Custody Operations (Title V)			74,900			74,900			-
Fugitive Operations	721	721	149,189	721	721	149,189	724	724	163,593
Criminal Apprehension Program	1,359	1,359	288,798	1,359	1,359	288,798	1,370	1,370	310,570
Alternatives to Detention	688	688	442,662	688	688	442,662	688	688	359,649
Alternatives to Detention (Title V)			57,000			57,000			-
Transportation and Removal Program	88	88	420,656	88	88	420,656	88	88	648,611
Transportation and Removal Program (Title V)			207,758			207,758			-
Third Party Medical Care									157,313
Procurement, Construction, and Improvements			22,997			22,997			4,548
Mission Support Assets and Infrastructure			10,563			10,563			4,548
Consolidated ICE Financial Solution (CIFS)			10,563			10,563			4,548
Operational Communications/Information Technology			12,434			12,434			
T-8			8,134			8,134			
Operational Communications/Information Technology End Items			4,300			4,300			

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Immigration Inspection User Fees			135,000			135,000			135,000
Breached Bond Detention Fund			55,000			55,000			55,000
Student and Exchange Visitor Program	397	376	186,610	397	376	186,610	397	376	186,610
Detention and Removal Office Fee			3,000			3,000			3,000
Discretionary Appropriations	20,793	20,541	8,758,960	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Rescission of Prior Year Unobligated Balances			(8,973)						
Adjusted Discretionary - Appropriation	20,793	20,541	8,749,987	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Net Discretionary	20,793	20,541	8,758,960	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Adjusted Net Discretionary	20,793	20,541	8,749,987	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Gross Discretionary	20,793	20,541	8,758,960	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Adjusted Gross Discretionary	20,793	20,541	8,749,987	20,793	20,541	8,758,960	21,082	21,063	9,315,769
Mandatory Fees	397	376	379,610	397	376	379,610	397	376	379,610
Transportation Security Administration	61,932	56,193	9,541,290	61,932	56,193	9,541,290	62,893	58,691	11,805,017
Operations and Support	61,932	56,193	9,116,113	61,932	56,193	9,116,113	62,893	58,691	11,438,115
Mission Support	1,929	1,681	1,018,734	1,929	1,681	1,018,734	1,917	1,733	1,091,338
Aviation Screening Operations	56,546	51,244	6,358,426	56,546	51,244	6,358,426	57,811	53,951	8,269,575
Screening Workforce	50,929	46,247	4,705,590	50,929	46,247	4,705,590	52,073	48,733	6,490,905
Screening Partnership Program	13	13	245,893	13	13	245,893	13	13	280,901
Screener Personnel, Compensation, and Benefits	50,572	45,935	4,207,599	50,572	45,935	4,207,599	51,702	48,385	5,940,904
Screener Training and Other	344	299	252,098	344	299	252,098	358	335	269,100
Airport Management	4,223	3,764	810,375	4,223	3,764	810,375	4,290	3,944	924,945
Canines	910	793	170,696	910	793	170,696	882	765	162,565
Screening Technology Maintenance	177	154	538,405	177	154	538,405	224	205	544,763
Secure Flight	307	286	133,360	307	286	133,360	342	304	146,397
Other Operations and Enforcement	3,048	2,863	1,421,203	3,048	2,863	1,421,203	2,745	2,587	1,518,552
Inflight Security	38	35	756,159	38	35	756,159	38	35	865,142
Federal Air Marshals			735,408			735,408			842,945
Federal Flight Deck Officer and Crew Training	38	35	20,751	38	35	20,751	38	35	22,197
Aviation Regulation	1,097	1,059	259,862	1,097	1,059	259,862	1,101	1,061	255,272
Air Cargo	640	618	120,423	640	618	120,423	634	625	140,484
Intelligence and TSOE	418	366	87,806	418	366	87,806	444	382	101,907
Surface Programs	732	669	154,734	732	669	154,734	431	394	118,187
Vetting Programs	123	116	42,219	123	116	42,219	97	90	37,560
Vetting Operations	123	116	42,219	123	116	42,219	97	90	37,560

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	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Vetting Fees	409	405	317,750	409	405	317,750	420	420	558,650
TWIC Fee	84	83	63,100	84	83	63,100	84	84	65,000
Hazardous Materials Endorsement Fee	42	41	19,200	42	41	19,200	42	42	20,000
General Aviation at DCA Fee	7	7	600	7	7	600	7	7	600
Commercial Aviation and Airports Fee			10,000			10,000			11,000
Other Security Threat Assessments Fee			50			50			50
Air Cargo/Certified Cargo Screening Program Fee	16	16	5,000	16	16	5,000	16	16	4,000
TSA Precheck Fee	241	239	213,800	241	239	213,800	252	252	452,000
Flight Training Security Program	19	19	6,000	19	19	6,000	19	19	6,000
Procurement, Construction, and Improvements			141,645			141,645			98,912
Aviation Screening Infrastructure			141,645			141,645			98,912
Checkpoint Support			127,705			127,705			98,912
Checkpoint Property Screening System			105,405			105,405			89,632
CheckPoint Property Screening System			105,405			105,405			89,632
Credential Authentication Technology (CAT)			22,300			22,300			9,280
Checked Baggage			13,940			13,940			
Electronic Baggage Screening Program			13,940			13,940			
Research and Development			33,532			33,532			17,990
Research and Development			33,532			33,532			17,990
Emerging Alarm Resolution Technologies			3,000			3,000			3,000
On-Person Detection/Next Gen Advanced Imaging Technology (AIT)			5,000			5,000			5,000
Innovation Task Force			16,292			16,292			5,000
Checkpoint Automation (CPAM)			4,990			4,990			4,990
Aviation Passenger Security Fee			250,000			250,000			250,000
Aviation Security Capital Fund			250,000			250,000			250,000
Operations and Support (O&S) Offset			2,490,000			2,490,000			4,404,400
Discretionary Appropriations	61,523	55,788	8,973,540	61,523	55,788	8,973,540	62,473	58,271	10,996,367
Rescission of Prior Year Unobligated Balances			(12)						
Adjusted Discretionary - Appropriation	61,523	55,788	8,973,528	61,523	55,788	8,973,540	62,473	58,271	10,996,367
Discretionary Offsetting Fees	390	386	311,750	390	386	311,750	401	401	552,650
September 11 Security Fee (Discretionary - Offsetting Fee)			(2,490,000)			(2,490,000)			(4,404,400)
Net Discretionary	61,523	55,788	6,483,540	61,523	55,788	6,483,540	62,473	58,271	6,591,967
Adjusted Net Discretionary	61,523	55,788	6,483,528	61,523	55,788	6,483,540	62,473	58,271	6,591,967
Gross Discretionary	61,913	56,174	9,285,290	61,913	56,174	9,285,290	62,874	58,672	11,549,017
Adjusted Gross Discretionary	61,913	56,174	9,285,278	61,913	56,174	9,285,290	62,874	58,672	11,549,017
Mandatory Appropriation			250,000			250,000			250,000
Mandatory Fees	19	19	6,000	19	19	6,000	19	19	6,000

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	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
U.S. Coast Guard	52,500	51,252	13,915,211	52,500	51,252	13,934,081	52,273	51,076	13,779,731
Operations and Support	52,481	51,233	9,700,478	52,481	51,233	9,700,478	52,254	51,057	10,466,283
Military Personnel	43,927	43,528	5,054,656	43,927	43,528	5,054,656	43,602	43,232	5,506,664
Mission Support	1,626	1,506	426,418	1,626	1,506	426,418	1,554	1,420	438,504
Field Operations	6,928	6,199	4,219,404	6,928	6,199	4,219,404	7,098	6,405	4,521,115
Surface, Air, and Shore Operations	5,901	5,266	3,057,071	5,901	5,266	3,057,071	5,805	5,197	3,207,551
Command, Control, Communications	1,027	933	1,162,333	1,027	933	1,162,333	1,293	1,208	1,313,564
Procurement, Construction, and Improvements			1,669,650			1,669,650			1,564,650
Vessels			917,500			917,500			1,050,300
In-Service Vessel Sustainment			93,300			93,300			148,000
National Security Cutter			60,000			60,000			7,000
Offshore Patrol Cutter			543,000			543,000			530,000
Fast Response Cutter			62,000			62,000			216,000
Boats			20,000			20,000			14,300
Polar Security Cutter			47,200			47,200			-
Waterways Commerce Cutter			77,000			77,000			135,000
Polar Sustainment			15,000			15,000			
Aircraft			238,000			238,000			205,900
HC-27J Conversion/Sustainment			50,000			50,000			22,150
HC-130J Acquisition/Conversion/Sustainment									15,000
MH-65 Conversion/Sustainment Project			17,000			17,000			
MH-60T Acquisition/Sustainment			166,500			166,500			168,000
Small Unmanned Aircraft Systems			4,500			4,500			750
Other Acquisition Programs			99,310			99,310			141,700
Survey and Design - Vessels, Boats, and Aircraft			4,500			4,500			9,000
Other Equipment and Systems			11,300			11,300			5,000
Program Oversight and Management			20,000			20,000			21,500
C4ISR			14,010			14,010			44,000
Coast Guard Logistics Information Management System			15,000			15,000			5,500
Cyber and Enterprise Mission Platform			34,500			34,500			26,700
In-Service Systems Sustainment (ISSS)									30,000
Shore Facilities and Aids to Navigation (ATON)			414,840			414,840			166,750
Major Shore, Housing, ATON, Survey and Design			218,000			218,000			91,750
Major Acquisition Systems Infrastructure			191,840			191,840			70,000
Minor Shore			5,000			5,000			5,000
Research and Development			7,476			7,476			6,763
Research and Development			7,476			7,476			6,763
Uncrewed Systems			4,131			4,131			3,737
Polar Operations			450			450			407
Waterways Management and Environmental Response			500			500			453
Operational Performance Improvements and Modeling			1,620			1,620			1,465
Space Based Operations			775			775			701

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Medicare-Eligible Retiree Health Care Fund Contribution			252,887			277,000			281,851
Retired Pay			2,044,414			2,044,414			1,210,840
Boat Safety	19	19	132,442	19	19	127,199	19	19	141,480
Maritime Oil Spill Program			101,000			101,000			101,000
Funds			6,864			6,864			6,864
General Gift Fund			2,864			2,864			2,864
Housing Fund			4,000			4,000			4,000
Discretionary Appropriations	52,481	51,233	11,630,491	52,481	51,233	11,654,604	52,254	51,057	12,319,547
Rescission of Prior Year Unobligated Balances			(61,730)			(42,730)			
Adjusted Discretionary - Appropriation	52,481	51,233	11,568,761	52,481	51,233	11,611,874	52,254	51,057	12,319,547
Discretionary Offsetting Fees			4,000			4,000			4,000
Net Discretionary	52,481	51,233	11,630,491	52,481	51,233	11,654,604	52,254	51,057	12,319,547
Adjusted Net Discretionary	52,481	51,233	11,568,761	52,481	51,233	11,611,874	52,254	51,057	12,319,547
Gross Discretionary	52,481	51,233	11,634,491	52,481	51,233	11,658,604	52,254	51,057	12,323,547
Adjusted Gross Discretionary	52,481	51,233	11,572,761	52,481	51,233	11,615,874	52,254	51,057	12,323,547
Mandatory Appropriation	19	19	2,280,720	19	19	2,275,477	19	19	1,456,184

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
U.S. Secret Service	8,305	8,163	3,092,103	8,305	8,163	3,090,180	8,300	8,296	3,206,381
Operations and Support	8,305	8,163	2,734,267	8,305	8,163	2,734,267	8,300	8,296	2,872,795
Mission Support	985	904	610,031	985	904	610,031	1,004	1,000	641,440
Protective Operations	3,758	3,671	1,158,072	3,758	3,671	1,158,072	3,762	3,762	1,229,628
Protection of Persons and Facilities	3,219	3,146	907,707	3,219	3,146	907,707	3,184	3,184	932,920
Protective Countermeasures	166	162	82,506	166	162	82,506	201	201	94,805
Protective Intelligence	373	363	94,565	373	363	94,565	377	377	98,336
Presidential Campaigns and National Special Security Events			73,294			73,294			103,567
Field Operations	3,181	3,257	827,255	3,181	3,257	827,255	3,152	3,152	854,815
Domestic and International Field Operations	3,163	3,239	752,729	3,163	3,239	752,729	3,130	3,130	827,103
Support for Missing and Exploited Children Investigations			6,000			6,000			6,000
Support for Computer Forensics Training	18	18	68,526	18	18	68,526	22	22	21,712
Basic and In-Service Training and Professional Development	381	331	138,909	381	331	138,909	382	382	146,912
Procurement, Construction, and Improvements			83,888			83,888			63,336
Protection Assets and Infrastructure			52,830			52,830			53,436
Protection Assets and Infrastructure End Items			52,830			52,830			53,436
Operational Communications/Information Technology			3,158			3,158			
Operational Communications/Information Technology End Items			3,158			3,158			
Construction and Facility Improvements			27,900			27,900			9,900
Construction and Facility Improvements End Items			27,900			27,900			9,900
Research and Development			4,025			4,025			2,250
Research and Development			4,025			4,025			2,250
Protective Systems and Weapons Testing (PSWT) Program			3,775			3,775			2,000
Computer Emergency Response Team (CERT) Program			250			250			250
Contribution for Annuity Accounts			269,923			268,000			268,000
Discretionary Appropriations	8,305	8,163	2,822,180	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Rescission of Prior Year Unobligated Balances			(6,333)						
Adjusted Discretionary - Appropriation	8,305	8,163	2,815,847	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Net Discretionary	8,305	8,163	2,822,180	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Adjusted Net Discretionary	8,305	8,163	2,815,847	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Gross Discretionary	8,305	8,163	2,822,180	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Adjusted Gross Discretionary	8,305	8,163	2,815,847	8,305	8,163	2,822,180	8,300	8,296	2,938,381
Mandatory Appropriation			269,923			268,000			268,000
TITLE II - SECURITY, ENFORCEMENT, & INVESTIGATIONS	210,898	199,579	56,655,244	210,889	200,135	56,938,119	213,014	205,124	58,250,628

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
TITLE III - PREPAREDNESS AND RECOVERY									
Cybersecurity and Infrastructure Security Agency	3,745	3,222	2,907,138	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Operations and Support	3,745	3,222	2,350,559	3,745	3,222	2,350,559	4,021	3,641	2,506,983
Mission Support	757	624	249,027	757	624	249,027	817	712	485,075
Cybersecurity	1,258	1,103	1,302,945	1,258	1,103	1,302,945	1,459	1,336	1,243,065
Cyber Operations	958	839	882,851	958	839	882,851	1,107	1,025	840,423
Strategy and Performance	75	71	17,027	75	71	17,027	100	99	23,594
Threat Hunting	290	256	268,234	290	256	268,234	331	306	260,929
Vulnerability Management	243	204	218,133	243	204	218,133	288	260	211,193
Capacity Building	174	152	241,671	174	152	241,671	175	159	219,098
Operational Planning and Coordination	176	156	137,786	176	156	137,786	213	201	125,609
Technology and Services	300	264	420,094	300	264	420,094	352	311	402,642
Cybersecurity Services	14	14	7,040	14	14	7,040	20	20	9,421
Continuous Diagnostics and Mitigation	88	78	93,045	88	78	93,045	88	79	82,177
Joint Collaborative Environment	198	172	320,009	198	172	320,009	244	212	311,044
Infrastructure Security	353	298	194,062	353	298	194,062	357	327	186,992
Infrastructure Assessments and Security	247	221	152,853	247	221	152,853	276	254	145,660
Strategy and Performance	35	33	15,819	35	33	15,819	35	33	14,934
Security Programs	51	44	35,965	51	44	35,965	62	55	31,235
CISA Exercises	39	33	26,918	39	33	26,918	39	37	26,493
Assessments and Infrastructure Information	98	89	38,914	98	89	38,914	105	96	41,519
Bombing Prevention	24	22	35,237	24	22	35,237	35	33	31,479
Chemical Security	106	77	41,209	106	77	41,209	81	73	41,332
Emergency Communications	139	113	136,820	139	113	136,820	131	119	101,573
Emergency Communications Preparedness	96	74	60,730	96	74	60,730	96	87	42,764
Priority Telecommunications Services	43	39	76,090	43	39	76,090	35	32	58,809
GETS/WPS/SRAS/TSP	26	24	62,887	26	24	62,887	18	16	50,680
Next Generation Networks Priority Services	17	15	13,203	17	15	13,203	17	16	8,129
Integrated Operations	865	769	225,663	865	769	225,663	865	787	254,946
Regional Operations	696	619	138,124	696	619	138,124	694	627	146,980
Coordination and Service Delivery	144	130	23,727	144	130	23,727	140	126	28,684
Security Advisors	370	324	81,578	370	324	81,578	375	339	84,842
Chemical Inspectors	182	165	32,819	182	165	32,819	179	162	33,454
Operations Coordination and Planning	169	150	87,539	169	150	87,539	171	160	107,966
Operations Center	109	94	71,410	109	94	71,410	111	102	92,478
Intelligence	25	25	4,940	25	25	4,940	25	25	5,209
Planning and Readiness	22	18	7,560	22	18	7,560	22	20	6,726
Business Continuity and Emergency Preparedness	13	13	3,629	13	13	3,629	13	13	3,553

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	SSS	Pos.	FTE	SSS	Pos.	FTE	SSS
Risk Management Operations	183	164	156,149	183	164	156,149	179	162	136,931
National Infrastructure Simulation Analysis Center			36,293			36,293			23,698
Infrastructure Analysis	183	164	119,856	183	164	119,856	179	162	113,233
Stakeholder Engagements and Requirements	190	151	85,893	190	151	85,893	213	198	98,401
Sector Risk Management Agency (SRMA)	53	50	30,099	53	50	30,099	63	60	28,474
Council Management	41	33	14,478	41	33	14,478	41	38	14,664
Stakeholder Engagement	70	44	32,508	70	44	32,508	83	74	44,545
International Affairs	26	24	8,808	26	24	8,808	26	26	10,718
Procurement, Construction, and Improvements			549,148			549,148			499,349
Construction and Facilities Improvements			27,100			27,100			
St Elizabeths			27,100			27,100			
Cybersecurity Assets and Infrastructure			454,089			454,089			470,668
Continuous Diagnostics and Mitigation			331,896			331,896			387,638
National Cybersecurity Protection System			91,193			91,193			
Cyber Analytics and Data System									83,030
Emergency Communications Assets and Infrastructure			61,158			61,158			28,681
Next Generation Networks Priority Services Phase 1			23,486			23,486			3,558
Next Generation Networks Priority Services Phase 2			37,672			37,672			25,123
Infrastructure Security Assets and Infrastructure			6,801			6,801			
CISA Gateway			6,801			6,801			
Research and Development			7,431			7,431			2,715
Infrastructure Security R&D			1,216			1,216			-
Improvised Explosive Device Precursor			793			793			-
Infrastructure Development and Resilience (IDR)			423			423			-
Risk Management R&D			6,215			6,215			2,715
Strategic Risk Initiative			575			575			575
Technology Development and Deployment Program (TDDP)			5,640			5,640			2,140
Discretionary Appropriations	3,745	3,222	2,907,138	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Rescission of Prior Year Unobligated Balances			(1,301)						
Adjusted Discretionary - Appropriation	3,745	3,222	2,905,837	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Net Discretionary	3,745	3,222	2,907,138	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Adjusted Net Discretionary	3,745	3,222	2,905,837	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Gross Discretionary	3,745	3,222	2,907,138	3,745	3,222	2,907,138	4,021	3,641	3,009,047
Adjusted Gross Discretionary	3,745	3,222	2,905,837	3,745	3,222	2,907,138	4,021	3,641	3,009,047

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Federal Emergency Management Agency	6,054	14,607	30,139,177	6,136	14,702	30,546,146	6,186	17,328	33,089,228
Operations and Support	4,852	3,997	1,379,680	4,852	3,997	1,379,680	4,921	4,396	1,573,442
Mission Support	1,468	1,244	586,196	1,468	1,244	586,196	1,500	1,379	655,225
Regional Operations	1,225	1,044	196,759	1,225	1,044	196,759	1,235	1,119	228,544
Mitigation	227	142	71,353	227	142	71,353	207	195	73,885
Preparedness and Protection	690	518	240,815	690	518	240,815	743	601	326,555
Response and Recovery	1,242	1,049	284,557	1,242	1,049	284,557	1,236	1,102	289,233
Response	896	806	222,496	896	806	222,496	901	830	237,439
Recovery	346	243	62,061	346	243	62,061	335	272	51,794
Procurement, Construction, and Improvements			207,730			207,730			110,387
Operational Communications/Information Technology			15,902			15,902			27,600
Integrated Public Alert and Warning System (IPAWS)			12,902			12,902			10,600
National Continuity Program Strategic Partner Program									15,000
National Warning System (NAWAS)			3,000			3,000			
National Fire Incident Reporting System									2,000
Construction and Facility Improvements			77,305			77,305			69,237
Mt. Weather Facilities			63,411			63,411			53,000
Center for Domestic Preparedness (CDP)			8,000			8,000			
National Emergency Training Center (NETC)			2,156			2,156			11,500
Regional Facilities			3,738			3,738			4,737
Mission Support Assets and Infrastructure			114,523			114,523			13,550
Grants Management Modernization			51,054			51,054			
Financial Systems Modernization			12,025			12,025			13,550
Enterprise Data & Analytics Modernization			33,544			33,544			
IT Acquisition Programs			14,000			14,000			
Identity Access Control Systems Operations			3,900			3,900			
Federal Assistance	399	383	3,888,014	399	383	3,888,014	380	369	3,522,541
Grants			3,571,895			3,571,895			3,202,750
State Homeland Security Grant Program			520,000			520,000			421,000
Urban Area Security Initiative			615,000			615,000			531,000
Public Transportation Security Assistance			105,000			105,000			100,000
Port Security Grants			100,000			100,000			100,000
Presidential Residence Protection Assistance			3,000			3,000			-
Assistance to Firefighters Grants			360,000			360,000			385,000
Staffing for Adequate Fire and Emergency Response (SAFER) Grants			360,000			360,000			385,000
Emergency Management Performance Grants			355,000			355,000			375,000
Nonprofit Security Grant Program			305,000			305,000			385,000
Tribal Homeland Security Grant Program									15,000
Flood Hazard Mapping and Risk Analysis Program (RiskMAP)			312,750			312,750			363,750
Regional Catastrophic Preparedness			12,000			12,000			12,000
Emergency Food and Shelter			130,000			130,000			130,000
Next Generation Warning System			56,000			56,000			-
Community Project Funding			338,145			338,145			-

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Education, Training, and Exercises	399	383	316,119	399	383	316,119	380	369	319,791
Center for Domestic Preparedness	114	109	71,031	114	109	71,031	108	103	70,890
Center for Homeland Defense and Security			18,000			18,000			18,000
Emergency Management Institute	94	89	30,777	94	89	30,777	88	87	32,042
U.S. Fire Administration	141	137	58,287	141	137	58,287	140	137	65,114
National Domestic Preparedness Consortium			101,000			101,000			101,000
Continuing Training Grants			16,000			16,000			12,000
National Exercise Program	50	48	21,024	50	48	21,024	44	42	20,745
Disaster Relief Fund		9,501	19,945,000		9,501	19,945,000		11,726	22,708,000
Base Disaster Relief		491	-		491	-		956	-
Major Disaster Allocation		9,010	19,945,000		9,010	19,945,000		10,770	22,708,000
National Flood Insurance Program	647	589	4,718,753	729	680	5,125,722	729	696	5,174,858
Mission Support	49	46	13,753	49	46	18,917	34	31	14,578
Floodplain Management and Flood Mapping	375	333	206,500	401	375	221,066	401	388	225,207
National Flood Insurance Fund - Mandatory	223	210	3,542,955	279	259	3,699,847	294	277	3,999,265
National Flood Insurance Reserve Fund			955,545			1,185,892			935,808
Radiological Emergency Preparedness Program	156	137	-	156	141	-	156	141	-
Discretionary Appropriations	5,407	5,008	5,475,424	5,407	5,012	5,475,424	5,457	5,862	5,206,370
Rescission of Prior Year Unobligated Balances			(76)						
Adjusted Discretionary - Appropriation	5,407	5,008	5,475,348	5,407	5,012	5,475,424	5,457	5,862	5,206,370
Discretionary Offsetting Fees	424	379	220,253	450	421	239,983	435	419	239,785
Discretionary - Major Disasters (DRF)		9,010	19,945,000		9,010	19,945,000		10,770	22,708,000
Net Discretionary	5,407	5,008	5,475,424	5,407	5,012	5,475,424	5,457	5,862	5,206,370
CHIMP			(14,000)			(14,000)			
Adjusted Net Discretionary	5,407	5,008	5,461,348	5,407	5,012	5,461,424	5,457	5,862	5,206,370
Gross Discretionary	5,831	14,397	25,640,677	5,857	14,443	25,660,407	5,892	17,051	28,154,155
Adjusted Gross Discretionary	5,831	14,397	25,640,601	5,857	14,443	25,660,407	5,892	17,051	28,154,155
Mandatory Fees	223	210	4,498,500	279	259	4,885,739	294	277	4,935,073
TITLE III - PREPAREDNESS AND RECOVERY	9,799	17,829	33,046,315	9,881	17,924	33,453,284	10,207	20,969	36,098,275

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
TITLE IV - RESEARCH & DEVELOPMENT, TRAINING, & SERVICES									
U.S. Citizenship and Immigration Services	22,809	21,666	5,260,247	24,601	22,100	6,291,068	25,432	24,246	6,818,278
Operations and Support	965	914	242,981	965	914	242,981	994	928	255,230
Employment Status Verification	321	302	109,611	321	302	109,611	321	287	110,230
Application Processing	644	612	133,370	644	612	133,370	-	-	-
Refugee, Asylum, and International Operations							673	641	145,000
Federal Assistance			25,000			25,000			10,000
Citizenship and Integration Grants			25,000			25,000			10,000
Immigration Examinations Fee Account	21,659	20,576	4,921,520	23,411	20,975	5,944,570	24,213	23,107	6,474,978
Immigration Examination Fee Account: Non-Premium			3,838,685			4,543,266			4,989,648
Immigration Examination Fee Account: Premium			1,082,835			1,401,304			1,485,330
Immigration Policy and Support (Immigration Services)	2,919	2,773		3,316	2,971		3,425	3,326	
Premium Processing Including Transformation (Immigration Services)	2,113	2,007		3,293	2,950		3,417	3,268	
Adjudication Operations (Immigration Services)	13,434	12,762		13,244	11,866		13,619	12,856	
Refugee and Asylum Operations (Immigration Services)	1,809	1,719		2,014	1,805		2,195	2,152	
Immigration Records and Applicant Services (Immigration Services)	1,384	1,315		1,544	1,383		1,557	1,505	
H-1B Nonimmigrant Petitioner Account			16,867			18,125			17,366
H-1B Nonimmigrant Petitioner Fee Account			16,867			18,125			17,366
Fraud Prevention and Detection Account	185	176	45,813	185	176	51,632	185	176	51,944
Fraud Prevention and Detection Account			45,813			51,632			51,944
District Operations	115	109		115	109		115	109	
Service Center Operations	70	67		70	67		70	67	
EB-5 Integrity Fund			8,066	40	35	8,760	40	35	8,760
EB-5 Integrity Fund			8,066			8,760			8,760
Adjudication Operations (Immigration Services)				40	35		40	35	
Discretionary Appropriations	965	914	267,981	965	914	267,981	994	928	265,230
Rescission of Prior Year Unobligated Balances			(36,145)						
Adjusted Discretionary - Appropriation	965	914	231,836	965	914	267,981	994	928	265,230
Net Discretionary	965	914	267,981	965	914	267,981	994	928	265,230
CHIMP			(4,000)			(4,000)			(4,000)
Adjusted Net Discretionary	965	914	227,836	965	914	263,981	994	928	261,230
Gross Discretionary	965	914	267,981	965	914	267,981	994	928	265,230
Adjusted Gross Discretionary	965	914	231,836	965	914	267,981	994	928	265,230
Mandatory Fees	21,844	20,752	4,992,266	23,636	21,186	6,023,087	24,438	23,318	6,553,048

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Federal Law Enforcement Training Centers	1,115	1,085	406,547	1,115	1,085	406,547	1,115	1,087	363,389
Operations and Support	1,115	1,085	354,552	1,115	1,085	354,552	1,115	1,087	363,389
Mission Support	239	233	32,043	239	233	32,043	239	233	34,040
Law Enforcement Training	876	852	322,509	876	852	322,509	876	854	329,349
Procurement, Construction, and Improvements			51,995			51,995			-
Construction and Facility Improvements			51,995			51,995			-
Charleston Construction Project			10,000			10,000			
Strength and Conditioning Complex			20,300			20,300			
Construction of Recycling Center			7,000			7,000			
Replace Existing Building Diesel Generators			3,000			3,000			
Repair and Replacement of Cheltenham Storm Water Infrastructure			11,000			11,000			
Vogel Road			695			695			
Discretionary Appropriations	1,115	1,085	406,547	1,115	1,085	406,547	1,115	1,087	363,389
Rescission of Prior Year Unobligated Balances			(460)						
Adjusted Discretionary - Appropriation	1,115	1,085	406,087	1,115	1,085	406,547	1,115	1,087	363,389
Net Discretionary	1,115	1,085	406,547	1,115	1,085	406,547	1,115	1,087	363,389
Adjusted Net Discretionary	1,115	1,085	406,087	1,115	1,085	406,547	1,115	1,087	363,389
Gross Discretionary	1,115	1,085	406,547	1,115	1,085	406,547	1,115	1,087	363,389
Adjusted Gross Discretionary	1,115	1,085	406,087	1,115	1,085	406,547	1,115	1,087	363,389

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Science and Technology Directorate	572	544	900,541	572	544	900,541	571	563	836,108
Operations and Support	572	544	384,107	572	544	384,107	571	563	383,485
Mission Support	439	411	164,210	439	411	164,210	439	431	175,140
Laboratory Facilities	133	133	127,522	133	133	127,522	132	132	130,590
Acquisition and Operations Analysis			92,375			92,375			77,755
Procurement, Construction, and Improvements			55,216			55,216			50,270
Construction and Facility Improvements			55,216			55,216			50,270
Critical Repair/Replacement Requirement			35,750			35,750			10,000
Plum Island Closure and Support			13,466			13,466			40,270
Detection Sciences Testing and Applied Research Center			6,000			6,000			
Research and Development			461,218			461,218			402,353
Research, Development and Innovation			407,681			407,681			348,816
Border Security Thrust Area			83,007			83,007			100,500
Chemical, Biological, and Explosive Defense Thrust Area			21,510			21,510			17,046
Counter Terrorist Thrust Area			60,983			60,983			55,114
Cyber Security / Information Analysis Thrust Area			48,567			48,567			33,550
First Responder / Disaster Resilience Thrust Area			55,950			55,950			24,950
Innovation Research and Foundational Tools Thrust Area			95,106			95,106			84,106
Physical Security and Critical Infrastructure Resilience Thrust Area			42,558			42,558			33,550
University Programs			53,537			53,537			53,537
Centers of Excellence			45,880			45,880			45,880
Minority Serving Institutions (MSI)			7,657			7,657			7,657
Discretionary Appropriations	572	544	900,541	572	544	900,541	571	563	836,108
Rescission of Prior Year Unobligated Balances			(142)						
Adjusted Discretionary - Appropriation	572	544	900,399	572	544	900,541	571	563	836,108
Net Discretionary	572	544	900,541	572	544	900,541	571	563	836,108
Adjusted Net Discretionary	572	544	900,399	572	544	900,541	571	563	836,108
Gross Discretionary	572	544	900,541	572	544	900,541	571	563	836,108
Adjusted Gross Discretionary	572	544	900,399	572	544	900,541	571	563	836,108

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	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Countering Weapons of Mass Destruction	269	252	430,972	269	252	430,972	259	243	418,022
Operations and Support	269	252	151,970	269	252	151,970	259	243	160,163
Mission Support	269	252	85,570	269	252	85,570	259	243	85,588
Capability and Operational Support			66,400			66,400			74,575
Procurement, Construction, and Improvements			75,204			75,204			33,397
Large Scale Detection Systems			66,137			66,137			33,397
Radiation Portal Monitor Program (RPMP)			21,942			21,942			13,197
Radiation Portal Monitor Replacement Program (RPM RP)			34,530			34,530			16,700
International Rail (IRAIL)			9,665			9,665			3,500
Portable Detection Systems			9,067			9,067			
Basic Handheld RIIDs			3,000			3,000			
Portable Detection Equipment End Items			6,067			6,067			
Research and Development			64,615			64,615			60,938
Transformational Research and Development			37,004			37,004			33,820
Transformational Research and Development			37,004			37,004			33,820
Technical Forensics			2,000			2,000			6,530
Technical Forensics			2,000			2,000			6,530
Detection Capability Development			25,611			25,611			20,588
Detection Capability Development			25,611			25,611			20,588
Federal Assistance			139,183			139,183			163,524
Training, Exercises, and Readiness			19,559			19,559			23,261
Securing the Cities			34,628			34,628			36,366
Biological Support			84,996			84,996			103,897
Discretionary Appropriations	269	252	430,972	269	252	430,972	259	243	418,022
Rescission of Prior Year Unobligated Balances			(350)						
Adjusted Discretionary - Appropriation	269	252	430,622	269	252	430,972	259	243	418,022
Net Discretionary	269	252	430,972	269	252	430,972	259	243	418,022
Adjusted Net Discretionary	269	252	430,622	269	252	430,972	259	243	418,022
Gross Discretionary	269	252	430,972	269	252	430,972	259	243	418,022
Adjusted Gross Discretionary	269	252	430,622	269	252	430,972	259	243	418,022
TITLE IV - RESEARCH & DEVELOPMENT, TRAINING, & SERVICES	24,765	23,547	6,998,307	26,557	23,981	8,029,128	27,377	26,139	8,435,797

Congressional Justification

Department of Homeland Security

	FY 2023 Enacted			FY 2024 Annualized CR			FY 2025 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Department of Homeland Security	252,556	247,512	101,798,063	254,421	248,615	103,609,636	257,608	258,885	107,732,759
Discretionary Appropriations	214,017	203,603	63,293,887	214,017	203,607	63,318,000	216,386	210,125	64,792,806
Rescission of Prior Year Unobligated Balances			(393,887)			(295,730)			(204,000)
Total Rescissions			(393,887)			(295,730)			(204,000)
Adjusted Discretionary - Appropriation (Less: Rescissions)	214,017	203,603	62,900,000	214,017	203,607	63,022,270	216,386	210,125	64,588,806
Discretionary Fees	1,398	1,287	326,271	1,398	1,179	358,509	1,398	1,202	396,495
Discretionary - Offsetting Fee	2,872	2,549	5,475,756	2,898	2,616	5,651,185	2,899	2,629	7,638,724
Discretionary - Major Disasters (DRF)		9,010	19,945,000		9,010	19,945,000		10,770	22,708,000
Net Discretionary	215,415	204,890	61,130,158	215,415	204,786	61,186,509	217,784	211,327	60,784,901
Adjusted Net Discretionary (Less: Rescissions and CHIMP)	215,415	204,890	60,718,271	215,415	204,786	60,872,779	217,784	211,327	60,576,901
Gross Discretionary	218,287	216,449	86,550,914	218,313	216,412	86,782,694	220,683	224,726	91,131,625
Adjusted Gross Discretionary (Less: Rescissions)	218,287	216,449	86,143,027	218,313	216,412	86,472,964	220,683	224,726	90,927,625
Mandatory Appropriation	19	19	2,800,643	19	19	2,793,477	19	19	1,974,184
Mandatory Fees	34,250	31,044	12,446,506	36,089	32,184	14,033,465	36,906	34,140	14,626,950
Emergency Funding						17,938,100			4,700,000