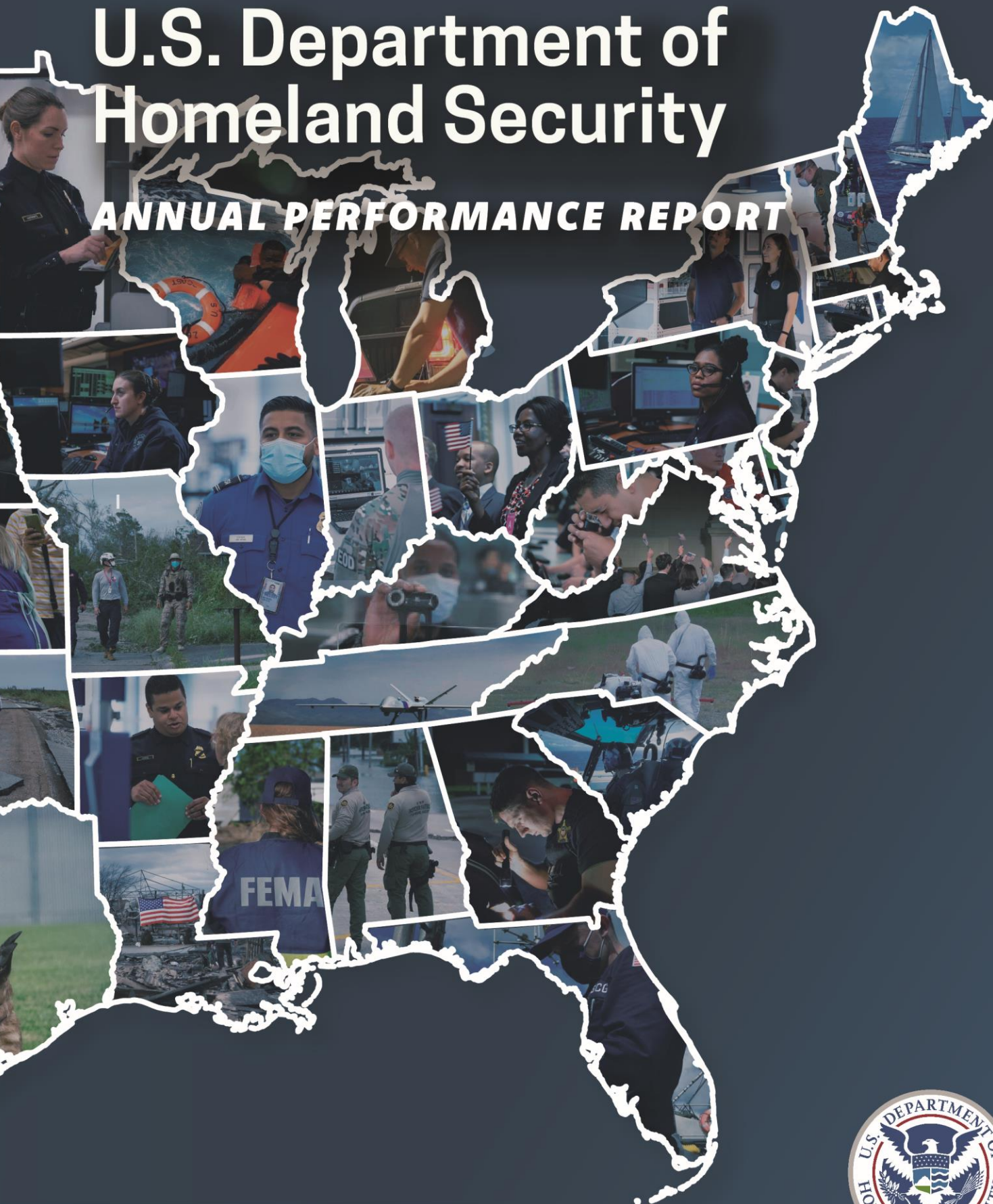


# U.S. Department of Homeland Security

## ANNUAL PERFORMANCE REPORT



**FY 2022 - FY 2024**

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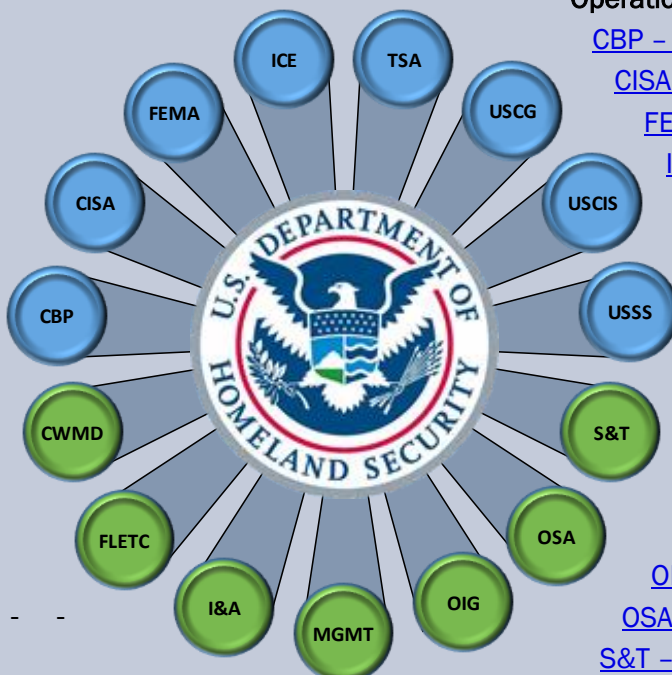
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For more information,  
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## DHS Components

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 <http://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](#)

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

[USCG – U.S. Coast Guard](#)

[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](#)





# About this Report



The U.S. Department of Homeland Security's Annual Performance Report (APR) for FY 2022 2024 presents the Department's mission programs, progress summaries, performance measure results and FY 2023 and FY 2024 targets. The report summarizes information on other key initiatives in the DHS Performance Management Framework related to the Strategic Review and our Agency Priority Goals (APG). 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 report is consolidated to incorporate our annual performance plan and annual performance report.

For FY 2022, the Department's Performance and Accountability Reports consist of the following three reports:

- DHS Agency Financial Report | Publication date: November 15, 2022
- DHS Annual Performance Report | Publication date: March 13, 2023
- DHS Report to our Citizens (Summary of Performance and Financial Information) | Publication date: April 11, 2023

When published, all three reports will be located on our public website at: <http://www.dhs.gov/performance-accountability>.

## Contact Information

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245 Murray Lane, SW  
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Washington, DC 20528



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\* 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 a brief summary of Departmental results.

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## Introduction

This report presents our performance results for Fiscal Year (FY) 2022, along with our performance plan for FY 2023-2024, and satisfies the requirement to publish the Department’s FY 2022 Annual Performance Report (APR) and the FY 2024 Annual Performance Plan. DHS uses the strategic set of measures contained in this report to communicate our progress and the value the Department provides to our stakeholders by our Component programs while providing an accountability structure for the agency.

## 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 240,000 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 charged with keeping terrorists and their weapons out of the United States while facilitating lawful international travel and trade.



#### [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.



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

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



#### [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. USCIS does this by overseeing lawful immigration to the United States.



#### [United States 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.



[United States Coast Guard \(USCG\)](#)

USCG is one of the six armed forces of the United States and the only military organization within DHS. The USCG protects the maritime economy and the environment, defends our maritime borders, and saves those in peril.



[United States 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.

**Support Components**



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

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



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

The Federal Law Enforcement Training Centers, through strategic partnerships, prepares the federal law enforcement community to safeguard America’s people, property, and institutions.



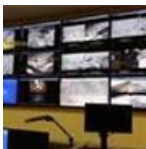
[Management Directorate \(MGMT\)](#)

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.



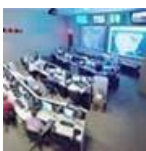
[Office of Intelligence and Analysis \(I&A\)](#)

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



[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 information daily to the Secretary of Homeland Security, senior leaders, and the Homeland Security Enterprise to enable decision-making; oversees the National Operations Center; manages the DHS Special Events Program; and leads the Department’s Continuity of Operations and Government Programs to enable continuation of primary mission essential functions in the event of a degraded or crisis operating environment.



[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.



# Organizational Performance Management Framework

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 represents an integrated and coordinated government-wide performance management approach.

DHS uses a robust organizational performance management framework to implement GPRA and GPRAMA and assess our mission program progress.<sup>1</sup> We leverage data and evidence to help define success for the organization, ensure measure results are reliable, engage leaders, and drive the delivery of value to external stakeholders. The graphic below (Figure 1) shows how this performance management framework incorporates the initiatives that come from both GPRA and GPRAMA.

**Figure 1: DHS Performance Management Framework**



<sup>1</sup> A mission 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. In addition, all mission 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. In addition, they 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 collateral duty of 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).

Figure 2: DHS Organizational Performance Community



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 and Developing the Annual Performance Plan

The Annual Performance Plan (APP) is a description of the projected level of performance, indicated by measures and annual targets, to be achieved during the year in which the plan is submitted and the next fiscal year. The APP provides the linkage between long-term strategic goals outlined in our strategic plan and what programs are expected to accomplish with a given level of resources and is presented in the measure tables displayed later in this report.

To develop the Department’s APP, PA&E initiates an annual measure improvement process to enhance our set of publicly reported measures. Although the Department has many enduring measures in the APP that convey activities of our core mission areas, measures must be dynamic in order to gauge changing priorities and initiatives and more 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
- 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

**Figure 3: DHS Annual Measure Improvement Process**





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. The PMDF includes key data definitions such as the measure name, description, scope of data collected, where the data is stored, a summary of the data collection and computation process, and processes to double-check the accuracy of the data to ensure reliability. Appendix A of this report contains these key data definition fields for each measure from the PMDF.

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.<sup>2</sup>

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

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<sup>2</sup> Note: Circular A-11, PART 6, THE FEDERAL PERFORMANCE FRAMEWORK FOR IMPROVING PROGRAM AND SERVICE DELIVERY, Section 240.26 Definitions. 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.





## **Performance Management (PM) System for Performance Measure Information**

DHS's approved measures are maintained in the Performance Management (PM) System, a web-based IT system for capturing and reporting performance measure information by approved users. The PM System stores historical information about each measure from the PMDF as well as the measure's targets, results, and explanations, and is the source for quarterly and annual Performance and Accountability reporting. Performance data in the PM System are also used to populate the Department's business intelligence tools to provide real-time information to interested parties.

## **Measure Verification and Validation Assessments**

PA&E assesses performance measure data for completeness and reliability on a small number of its performance measures annually using an independent review team. The independent review team applies the methodology prescribed in the *DHS Performance Measure Verification and Validation Handbook* to assess the measure's validity, completeness, accuracy, and timeliness of reporting. The independent review team documents its findings and makes recommendations for improvement, and PA&E subsequently works with Components to implement the recommendations made by the review team. The Handbook is made available to all Components to encourage the development and maturation of internal data verification and validation capabilities, to increase transparency, and to facilitate the review process. The results obtained from the independent assessments are also used to support Component PIO assertions about the reliability of their performance information reported in the Performance Measure Checklist and Component Head Assurance Statement.

## **Performance Measure Checklist for Completeness and Reliability**

The Performance Measure Checklist for Completeness and Reliability is a means for Component PIOs to attest to the quality of performance information provided in our performance and accountability reports. Components evaluate whether key controls over the quality and timeliness of performance planning and reporting activities were met, partially met, or not met, along with explanations to justify their ratings, and corrective actions to address ratings of "not met." The results of any internal or independent measure verification and validation assessments are also factored into their rating. The Checklist supports Component Head assurances attesting to the completeness and reliability of performance data and is used to support the Secretary's Assurance Statement over performance information, including the identification of any unreliable data in this report.

## **Management Assurance Process for Performance Information**

The Management Assurance Process requires all Component Heads in DHS to assert that performance measure data and other performance information reported in the Department's Performance and Accountability Reports (Agency Financial Report, the APR, and the Summary of Performance and Financial Information) 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 taken to improve reliability.

The DHS Office of Risk Management and Assurance, within the Office of the CFO, 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 in the Management Assurance section 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. Based on the process described above, all performance information is deemed complete and reliable.

### **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. PA&E prepares a Quarterly Performance Report by exporting this data from PM, along with a trend report from approved measures in PM. These reports are 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.

### **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: Publication date: November 15, 2022
- DHS Annual Performance Report: Publication date: March 13, 2023
- DHS Report to our Citizens (Summary of Performance and Financial Information): Publication date: April 11, 2023

When published, all three 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 strategic and management measures by Component. We include both our strategic and management 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](#). For the FY 2022 – FY 2023 cycle, the Department has implemented two APGs on improving cybersecurity and reducing the burden of paperwork. More detailed information on the DHS APGs is presented in Section 3.



## **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 SR assessment of progress each spring that examines program execution accomplishments and challenges, risks, and next steps to improve. The Strategic Review 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
- 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

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. To support this process, PA&E provides teams with assessment criteria and methodology, and provides guidance throughout the assessment as needed. At the conclusion of the assessment, 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 30 teams that participated the SR from October 2020 – December 2021 are integrated in Section 2.<sup>3</sup>

### ***Progress Ratings in FY 2022***

DHS used the following criteria to determine progress ratings:

- Noteworthy Progress
  - Mission program execution of operations are working well
  - Innovation and improvement are evident
  - Notable impact was delivered to customers and stakeholders

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<sup>3</sup> DHS is developing its Strategic Plan for FY 2022-2026 and plans to publish the report within the fiscal year. Once published, PA&E will also leverage Section 2 in future APRs to demonstrate mission program alignment to DHS Strategic Goals and Objectives. For the Department's most recent Strategic Plan, please refer to [DHS's FY 2020-2024 Strategic Plan](#).





- 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.



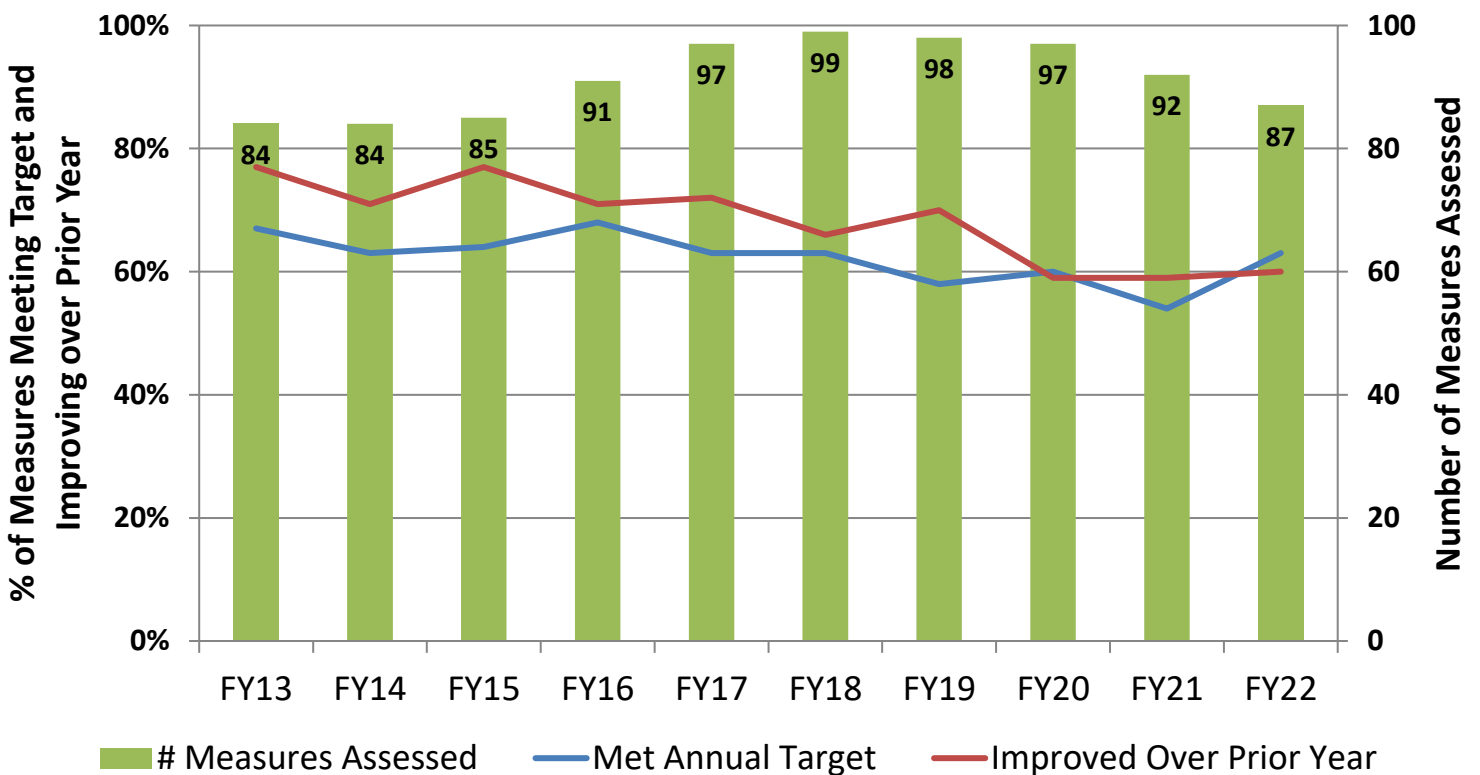
## Departmental Summary of Results

A review of the results at the close of FY 2022 demonstrates that 63% of the Department’s strategic measures met their targets as shown in the table below. Additionally, 60% of measures sustained or improved performance from FY 2021.

The following chart shows that the measures meeting their target on an annual basis varied between 54% and 68% from FY 2013 through FY 2022. Likewise, the percent of measures that maintained or improved over the prior year ranged from 59% to 78% percent. These results are consistent with programs that set ambitious and challenging performance targets and reflect DHS’s ongoing effort to develop new measures to communicate the value delivered to stakeholders.

The FY 2023-2024 performance plan includes a total of 99 measures, based on 11 measures being retired or suspended from our FY 2022-2023 performance plan and the introduction of 23 new measures. Measures included in the FY 2023-2024 performance plan are in the measure tables starting on page 97 and are indicated by the inclusion of FY 2023 and FY 2024 targets.

**Figure 4: Percent of Measures Meeting Target and Improving over Prior Year**





## Section 2: Performance Report and Plan



The *Performance Report and Plan* section summarizes both the results delivered and those planned for each of our Components. Each Component section starts with an overview narrative. Next, for each mission program, a program description and a summary from the most recent Strategic Review are provided. Performance highlights showcase program activities and results. At the end of this section, a full accounting of all our strategic measures are provided by Component.

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# Operational Components

## U.S. Customs and Border Protection

### Overview

[U.S. Customs and Border Protection \(CBP\)](#) is charged with keeping terrorists and their weapons out of the U.S. while facilitating lawful international travel and trade.

For each CBP mission program, a description of the program is provided along with its most recent summary of findings. For a full listing of CBP's performance measure results and plan, see the "[Performance Measure Tables – Report and Plan](#)" chapter in this section.

### **Border Security Operations**

#### Program Description

The Border Security Operations program is charged with securing 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, noncitizens, smugglers, narcotics, and other contraband from moving across the U.S. border.

#### Strategic Review Summary of Findings

Progress Rating: *Focus Area*



The Missing Migrant Program continues to save lives, with over 170 rescue beacons deployed across the Southwest. Most of these are found in the Rio Grande Valley sector. The expansion of this program helped the U.S. Border Patrol rescue over 17,000 people throughout the nation in FY 2022.



**Program Execution and Impact**

- DHS enforcement of the Centers for Disease Control’s Title 42 public health order continues to return most illegal crossers subject to the order immediately with no immigration consequences.
- In response to the pandemic, detention capacity in Southwest Border locations has decreased by almost 67% to increase social distancing and limit exposure among those in custody while also protecting the workforce.
- Domain awareness has increased, and with it the Border Patrol’s ability to detect, identify, classify, and track targets. This can be attributed to investments in infrastructure and technology in recent years.
- The Border Patrol continues to implement its Border Patrol Processing Coordinator initiative. These entry-level roles support with processing and care for migrants, alleviating agent workload and serving as a recruiting tool for prospective agents. Throughout FY 2022, the Border Patrol hired over 500 Processing Coordinators.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Rate of interdiction effectiveness along the southwest border							
79.7%	86.3%	79.4%	82.6%	81.0%	75.9%	81.0%	81.0%

**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 over 2.3 million of approximately 3 million detected illegal entries (75.9%) on the Southwest Border in FY 2022. Illicit cross-border activity persisted at historic volumes, necessitating operational adjustments to facilitate humanitarian efforts. The U.S. Border Patrol remains committed to refining and improving its efforts to detect, identify, classify, track, and interdict those crossing the border illegally. In FY 2023, Border Patrol leadership will continue to advocate for resources required to perform its mission, and the program will continue to support enhancements to enforcement capabilities and supplemental infrastructure.

**Challenges and Risks**

- Border Patrol agents continue to face demands including implementing COVID-19 procedures, challenging work locations, changing job requirements, and policy shifts.
- DHS has been executing a comprehensive and deliberate strategy to secure our borders and build a safe, orderly, and humane immigration system ([read more here](#)). However, an increase in cross-border traffic strains Border Patrol resources for detection, processing, and detention. CBP and the Border Patrol will continue to enforce U.S. immigration law and public health authority and apply consequences to those without a legal basis to remain in the United States.
- Recruiting, hiring, and retention issues continue due to the public perception of law enforcement nationwide. If not successfully addressed, this will lead to increased attrition and will further challenge Border Patrol’s ability to keep pace with hiring.
- Understanding the factors that influence illegal crossings will require a government-wide approach. To support this, Border Patrol leaders recognize the need to enhance the ability to share operational data and metrics in a way that more accurately depicts the value of the efforts and resources dedicated to border security operations.



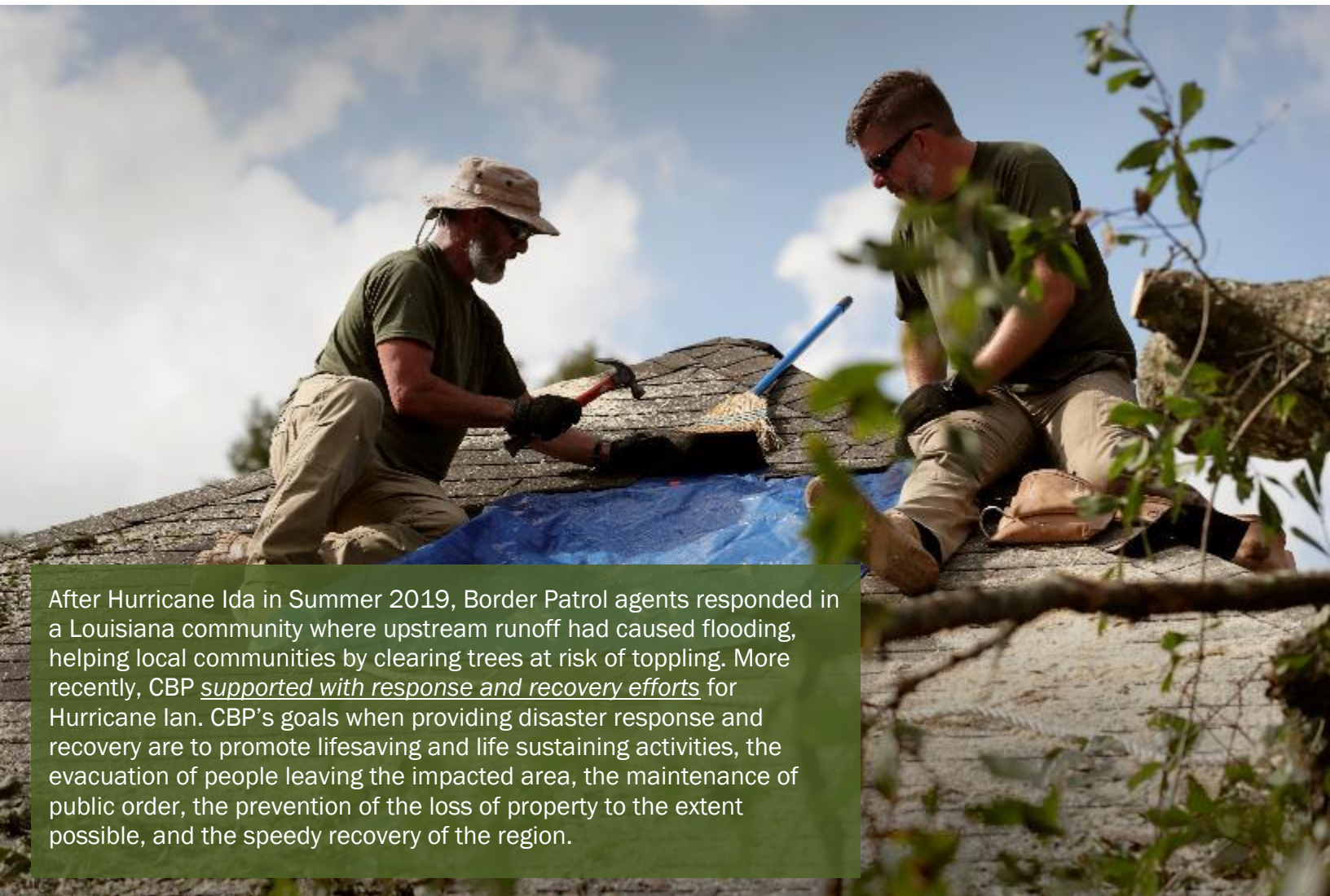


### Next Steps

- Identifying workforce management solutions to address recruiting, hiring, and retention challenges will continue to be a Border Patrol priority, as will fully implementing the Border Patrol Processing Coordinator position to focus agents' time on using their core law-enforcement competencies.
- The Border Patrol is developing a team that will use an evidence-informed approach to evaluate program processes and capabilities, with the intent of identifying best practices, efficiencies, and other opportunities for improvement.
- Surveillance technology is being integrated with other Border Patrol information technology capabilities and physical infrastructure systems to improve situational awareness.

## DID YOU KNOW?

U.S. Border Patrol Special Operations Group (SOG) are operators that are trained in a myriad of specialties. SOG provides DHS and CBP with specially trained and equipped teams capable of rapid response to emergent and uncommon law enforcement situations requiring special tactics and techniques, search and rescue, and medical response capabilities.



After Hurricane Ida in Summer 2019, Border Patrol agents responded in a Louisiana community where upstream runoff had caused flooding, helping local communities by clearing trees at risk of toppling. More recently, CBP supported with response and recovery efforts for Hurricane Ian. CBP's goals when providing disaster response and recovery are to promote lifesaving and life sustaining activities, the evacuation of people leaving the impacted area, the maintenance of public order, the prevention of the loss of property to the extent possible, and the speedy recovery of the region.



## Air and Marine Operations

### Program Description

The mission of Air and Marine Operations (AMO) is to safeguard our nation by anticipating and confronting security threats through aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond. AMO monitors thousands of miles of air, maritime, and land borders around the clock. AMO defends the United States against terrorist threats; detects and deters illicit trafficking in persons, drugs, weapons, money, and other goods; and disrupts criminal networks.

### Strategic Review Summary of Findings


Progress Rating: *Satisfactory*

#### Program Execution and Impact

- Continued to explore, evaluate, and develop domain awareness technologies, to include recommending future deployment of technologies to manage air and maritime domain awareness for DHS.
- Conducted the third annual Unmanned Aerial System (UAS) deployment to Panama. These operations helped disrupt Transnational Criminal Organization (TCO) supply chains by targeting bulk quantity illicit substances crossing the transit zone.

### DID YOU KNOW?

CBP's Air and Marine Operations conducts security operations for the nation's National Special Security Events, such as the Super Bowl, Kentucky Derby, Mardi Gras, Republican and Democratic conventions, Presidential Inaugurations, and more.



AMO agents use UH 60 Lima model Black Hawk helicopters during high priority missions such as rescuing individuals during hurricanes, hoisting persons injured in remote areas, or collaborating with DHS's law enforcement partners. Upgrading and standardizing AMO's fleet is just one way to empower agents to save lives, protect the American people, and secure our nation's borders.





- Validated interagency counter-UAS requirements in support of the acquisition of airspace sensors.
- Partnered with S&T to establish a center focused on leveraging aviation and maritime drones to help protect covered facilities and operations, a first of its kind in federal law enforcement.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Detected conventional aircraft incursions resolved							
100%	99.1%	100%	100%	98.5%	100%	98.5%	98.5%

**Brief Description:** The measure 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:** AMO resolved over 200 border incursions for an overall success rate of 100%. With the assistance of partner agencies, industry experts, and the Department, AMO continues to ensure safe aviation operations.

**Challenges and Risks**

- Significant mariner law enforcement attrition in high-operating-tempo regions due to cost of living, qualification requirements, and pay limitations.
- To counter threats from UAS, the program needs capabilities that can differentiate between legitimate and illicit drone activities as well as systems to de-conflict friendly aircraft operations with drones.
- Costly and challenging to maintain operational availability and capability of many AMO assets which are at the end of their service life.



AMO crews must rapidly transition from their law enforcement mission to first responder roles for emergency circumstances in order to locate, extract, evaluate, and deliver distressed individuals to safety or further medical care. In FY 2022, AMO crews rescued over 300 people.





- If AMO does not close the technology gap exploited by its adversaries to include emerging unmanned vehicles, then AMO will not be able to execute its statutory authority as managers of the air and maritime domain for the Department.

**Next Steps**

- Prepare to operationalize HR 5852, which extends the customs waters and, in turn, expands AMO’s authorities to operate on the high seas out to 24 nautical miles. This legislation will allow AMO to more effectively interdict criminal actor threats and activities, thereby strengthening border security.
- With the responsibility for expanding air domain awareness capabilities, AMO will prepare a resourcing and justification strategy to provide counter UAS capability during Special Event Assessment Rating events, enhance the airspace protection mission, and respond to DHS-identified mass gatherings events.

**DID YOU KNOW?**

In 1789, the U.S. Customs Service was established to aid in the protection of the nation’s supply chains and financial systems. Congress authorized the Collector of Customs to acquire boats and boatsmen, and a fleet of vessels began to patrol the coastal waters of the U.S., the forerunners of today’s CBP Air and Marine Operations.

**Trade Operations**

**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.

**Strategic Review Summary of Findings**

Progress Rating: *Noteworthy*

**Program Execution and Impact**

- The volume and value of shipments entering the United States was not only higher than the previous year, but surpassed pre-pandemic levels, continuing a trend of steadily increasing volume that was temporarily interrupted by the health crisis.
- Operationalized a new technology pilot for Trace Element and Isotope testing technology to aid in supply chain tracing of cotton sourced from the Xinjiang Uyghur Autonomous Region of China.
- Processed more than 425 million transactions under the Entry Type 86 pilot to electronically submit additional import data for small shipments, reducing administrative burden and resulting in more than \$3 billion in cost savings.
- Issued six Withhold Release Orders, two Findings, and one modification, impacting nearly half a billion dollars in goods suspected to be made by forced labor.



**Key Measure**

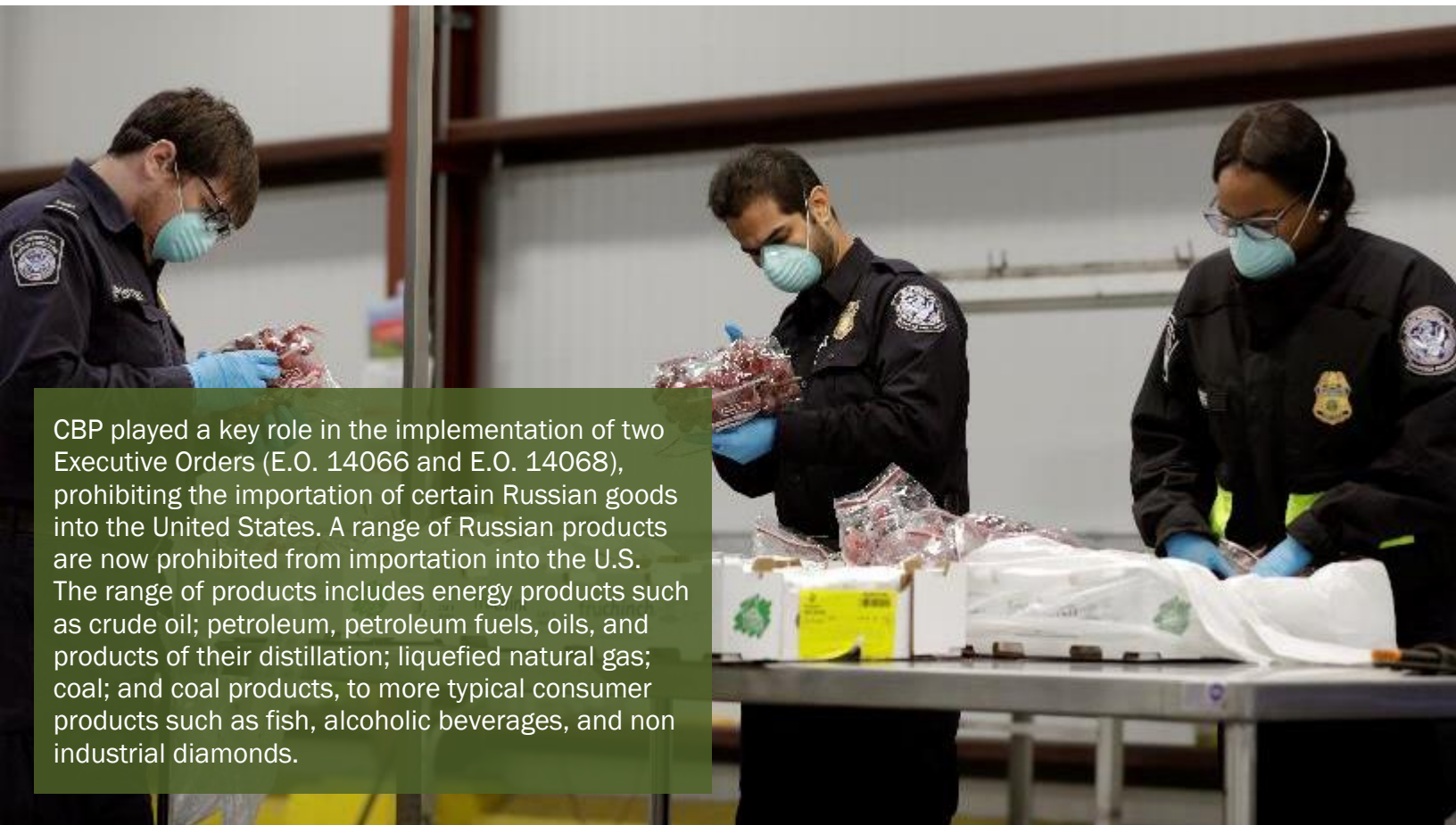
Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of imports compliant with U.S trade laws							
98.72%	98.37%	98.37%	99.96%	97.50%	99.69%	97.50%	97.50%

**Brief Description:** Ensuring all importers’ legal compliance with all trade regulations, and that their entry records contain no major discrepancies, facilitating lawful trade into the United States.

**Explanation:** CBP is in the process of finalizing the transition of the functionality used to document entry summary findings (ESF) to a new platform. The reported statistic is preliminary as CBP continues to implement this new platform. A final report will be produced at the end of April 2023.

**Challenges and Risks**

- Enforcement in the e-commerce environment remains a significant challenge, and pandemic-related fraud persists.
- Imports of goods produced wholly or in part with forced labor pose an increasing risk to U.S. industry, diminishing economic competitiveness.
- Increased workload for shipments that must be assessed for risk and evaluated to determine whether they are from a geographic region which will require additional forced labor-related procedures.
- If the Trade program does not enhance its intelligent trade enforcement and implement trade modernization systems, then CBP will be unable to fully execute its trade mission.



CBP played a key role in the implementation of two Executive Orders (E.O. 14066 and E.O. 14068), prohibiting the importation of certain Russian goods into the United States. A range of Russian products are now prohibited from importation into the U.S. The range of products includes energy products such as crude oil; petroleum, petroleum fuels, oils, and products of their distillation; liquefied natural gas; coal; and coal products, to more typical consumer products such as fish, alcoholic beverages, and non industrial diamonds.



## Performance Report and Plan


- If the Trade program does not adopt simplified processes, technologies, automation enhancements, and innovative policies and operations, then service levels, compliance, and evasion of payment of duties and fees will be affected as data challenges grow.

### Next Steps

- Draft and publish a Notice of Proposed Rulemaking regarding the collection of additional data in the e-commerce and small package environment to enhance facilitation and enforcement efforts around Section 321 shipments.
- Continue pursuit of innovative technologies in the identification of Country of Origin and complex supply chain transparency for enhancing forced labor enforcement.
- Increase resources at ports of entry and in program offices for forced labor enforcement to manage, audit, review, and generate reports for stakeholders to handle the increase in scope and volume of goods and the anticipated sale petitions resulting from UFLPA enforcement.

## DID YOU KNOW?

On June 17, 2022, the Forced Labor Enforcement Task Force (FLETF), chaired by DHS, published a *strategy*, entitled the “Strategy to Prevent the Importation of Goods Mined, Produced, or Manufactured with Forced Labor in the People’s Republic of China.” One of the key objectives of this strategy was to provide the public with guidance regarding the implementation of the Uyghur Forced Labor Prevention Act (UFLPA) (22 U.S.C. 6901 notes). *The UFLPA establishes a rebuttable presumption*, which went into effect on June 21, 2022, that goods mined, produced, or manufactured wholly or in part in Xinjiang or by an entity on the UFLPA Entity List are prohibited from U.S. importation under 19 U.S.C. § 1307.



Using technology, including the expanded use of non intrusive inspection technology, CBP has enhanced its trade and travel mission, generating up to \$17.5 billion in economic benefits for the trade community and up to \$1 billion in annual cost savings.





## Travel Operations

### Program Description

The Travel Operations program welcomes international travelers into the U.S. through screening both foreign visitors and returning U.S. citizens. The program uses a variety of techniques to assure that global tourism remains safe and strong, and works to intercept potential threats in foreign ports prior to boarding transportation bound for the U.S. before they can cause harm. Its Trusted Traveler Programs provide expedited travel for pre-approved, low-risk travelers through dedicated lanes and kiosks. The Travel Operations program also coordinates with the travel industry regarding specific procedures and regulations that must be followed when processing crew and passengers arriving or departing from the U.S. It is constantly seeking new ways to innovate such as the use of biometrics and facial comparison to expedite the travelers' experience.

### Strategic Review Summary of Findings

Progress Rating: *Noteworthy*

#### Program Execution and Impact

- Continued to expand the deployment of Biometric Facial Comparison Technology (BFCT) and touchless technologies to restore consumer confidence in safe travel during COVID-19.
- Responded to Operation Allies Welcome to support over 80,000 Afghans from Afghanistan, and further provided support for Southwest border surges.
- Launched Operation Sentinel to prevent transnational criminal organizations from smuggling migrants into the U.S.
- Enhanced experience of legitimate travelers and businesses using the CBP One™ mobile application by offering processing efficiencies, time savings, and reduced costs. Also offered added convenience under the Trusted Traveler Program, streamlining enrollment.
- Launched new features for CBP ROAM™ mobile application for pleasure boat operators to file or update cruising licenses online.

### DID YOU KNOW?

*CBP One™* is an app that serves as a single point of entry for travelers and stakeholders to access CBP mobile services. In late 2021, as most pandemic travel restrictions were lifted, CBP added 194 features in CBP One™ to enhance traveler experience and better facilitate international travel into the U.S.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of Global Entry members with no security-related violations							
99.8%	99.9%	99.7%	99.9%	99.5%	99.8%	99.5%	99.5%

**Brief Description:** This measure 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 members are following the guidelines to avoid being cut from the program. Through FY 2022, about 12,000 members were revoked out of the Global Entry population of over 7.4 million.



### Challenges and Risks

- COVID-19 reduced travel volumes and user-fees, impacting Biometric Exit and Entry, Trusted Traveler Programs, Electronic System for Travel Authorization (ESTA), Electronic VISA, and CBP One™ programs designed to enhance security and streamline operations.
- Lengthy approval processes for regulatory changes and paperwork reduction processes hinder efforts to digitize paper forms (A-Files, I-94, and I-418).
- Unprecedented workforce stressors due to mission changes from new populations coming to the U.S., pandemic impacts, and funding constraints.
- If CBP is not adequately able to fund and staff travel programs impacted by a drop in user-fees due to COVID, migrant surges, and planned expansions, then ongoing work in travel would be disrupted across mission areas.
- If regulatory actions are not addressed in a timely manner, then CBP is not able to fulfill its travel mandate, to include implementing a comprehensive biometric entry and exit system, keeping pace with operational investments, filling in gaps in national security, and providing a seamless travel experience for travelers.

### Next Steps

- Continue expanding mobile capabilities internally to assist personnel, and externally to streamline operations and improve customer experience. Integrate systems and develop new user interfaces that expand data collection and accountability.
- Deploy BFCT solutions to remaining air, sea, and land pedestrian environments, and refine the operational design and solution for BFCT in the land vehicle environment.
- Implement internal policy and rule change to digitize relevant forms and photos, collect higher user-fees from H-1B/L-1 visas, and continue exploring ESTA innovations.



In July 2022, CBP signed a joint statement with Bahrain to launch a full Global Entry partnership with the Government of the Kingdom of Bahrain. CBP now has 18 Global Entry partner countries. Despite the pandemic, Global Entry surpassed 10 million applicants in FY 2022. That number exceeds the previous records of approximately 3 million applicants prior to the pandemic in 2019.





## Cybersecurity and Infrastructure Security Agency

### Overview

[Cybersecurity and Infrastructure Security Agency](#) (CISA) leads the national effort to defend critical infrastructure against the threats of today, while working with partners across all levels of government and in the private sector to secure against the evolving risks of tomorrow.

For each CISA mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of CISA's performance measure results and plan, see the "[Performance Measure Tables – Report and Plan](#)" chapter in this section.

### **Cybersecurity**

#### 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, respond to incidents at federal and private entities, and collaborate with the private-sector to increase the security and resiliency of critical networks. The program also provides cybersecurity education best practices for the federal workforce.

CyberSentry (CS) is a CISA managed threat detection and monitoring program that facilitates visibility into critical infrastructure IT and operational networks. Once CISA establishes a CS relationship with a critical infrastructure partner, CISA analysts use their unique insights to detect potential threats and hunt for threats to National Critical Functions.







## Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

### Program Execution and Impact

- Began baselining stakeholder architectures following the latest release of the Operational Visibility Strategy and developed guidance on how to move toward a more defensible and multi-dimensional architecture, to include zero trust models.
- As CISA continues to mature how it engages with its critical infrastructure partners, CyberSentry – a software and hardware-based solution pilot program – will help define gaps in stakeholder networks and offer real-time insights into operational technology and critical infrastructure networks for targeted improvements.
- Provided guidance and recommendations to stakeholders on how to reduce their attack surface and time to recover after cyber attacks.
- Network Scans reveal that vulnerable and risky ports are being addressed based on less repetition from multiple scans.
- Number of elections-related entities enrolled in cyber hygiene vulnerability scanning steadily increased over the year.

## DID YOU KNOW?

CISA’s Joint Cyber Defense Collaborative (JCDC) released its first joint cyber defense plan in 2022 focused on protecting critical U.S. infrastructure and used communication tools to share threat information with partners amid growing Russia Ukraine tensions. This effort informed CISA’s *Shields Up Campaign* to help all organizations prepare for, respond to, and mitigate the impact of malicious cyber activity.

### Key Measure

Prior Results			FY 2022 (Q4)		Performance Plan	
FY22 (Q1)	FY22 (Q2)	FY22 (Q3)	Target	Result	FY 2023	FY 2024
Percent of agencies that can provide a reliable Continuous Diagnostic and Mitigation (CDM) dataset for assets reporting to the federal dashboard						
50.0%	50.0%	50.0%	80%	78%	90%	90%

**Brief Description:** This measure is an indicator of a federal agency’s ability to provide reliable asset management data that can subsequently be used to determine cyber risk. More specifically, this measure reports the percent of participating Federal Civilian Executive Branch (FCEB) agencies that have completed a series of required engineering reviews conducted with CDM engineers, demonstrating that the agency’s CDM Asset Management solution set is ready for a data quality assessment, and has been assessed as having an acceptably high level of data quality to support the Agency-Wide Adaptive Risk Enumeration (AWARE) score.

**Explanation and Corrective Action:** This measure is also used to report on DHS’s APG for Cybersecurity. As a priority for DHS, CISA will continue to leverage this measure to assess program performance moving forward.

### Challenges and Risks

- Programs must close gaps to ensure they have the needed levels of expertise in emerging technologies and the ability to address new attack methods, while continuing to maintain strong partnerships with stakeholders.
- CISA continues to improve its capability for hiring, training, and retaining a talented cyber workforce capable of meeting current, emerging, and evolving cybersecurity mission requirements, but challenges remain.



- The Operational Visibility Strategy may realize that a significant percentage of network activity is not covered, and those missing areas must be addressed for improvements in stakeholder-specific, defensible architectural needs.
- If CISA is unable to coordinate efforts to provide a defensible security architecture due to capability gaps, then it will be unable to effectively execute programs across all sectors, resulting in a diminished U.S. cybersecurity posture.

### Next Steps

- Develop new performance measures that are directly aligned to internal strategic goals and conduct periodic reviews to ensure intended outcomes are achieved.
- Leverage tools such as the Cyber Talent Management System, Retention Pay incentive programs, advanced skills training, tuition reimbursement, and student loan payoff programs to attract and retain personnel.
- Continue to identify gaps in programs that should be used for Learning Agendas and Evaluations.

## 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.

### Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

#### Program Execution and Impact

- Updated the SAFECOM Interoperability Continuum, a tool that helps emergency response agencies at federal, state, local, tribal, and territorial levels baseline their planning and implementation of interoperability solutions. Many states have reported compliance with SAFECOM's guidance on applying homeland security grants to emergency communications issues.
- Modified five communications courses for virtual delivery during COVID-19, successfully training 600 personnel to ready trainees for emergency responses.
- Trained and dispatched personnel to remote areas leading to a significant increase in new subscribers for Wireless Priority Service, with nearly half a million downloads of the Government Emergency Telecommunications Services/Wireless Priority Service dialer app since it rolled out in 2020.
- Supported a request from the U.S. Postal Service for provisioning priority to increase bandwidth for data circuits that are supporting orders for COVID-19 test kits.
- Timely and effective responses to natural disasters (e.g., Hurricane Ida and wildfires) and National Special Security Events augmenting state, local, tribal, and territorial partner planning capabilities.

### DID YOU KNOW?

CISA manages the State and Territory Interoperability Markers program to increase awareness of interoperability maturity across the nation. State and Territory partners use 25 markers from the SAFECOM continuum to self assess, resulting in more than 1,400 data points used to evaluate overall interoperability performance.



**Key Measure**

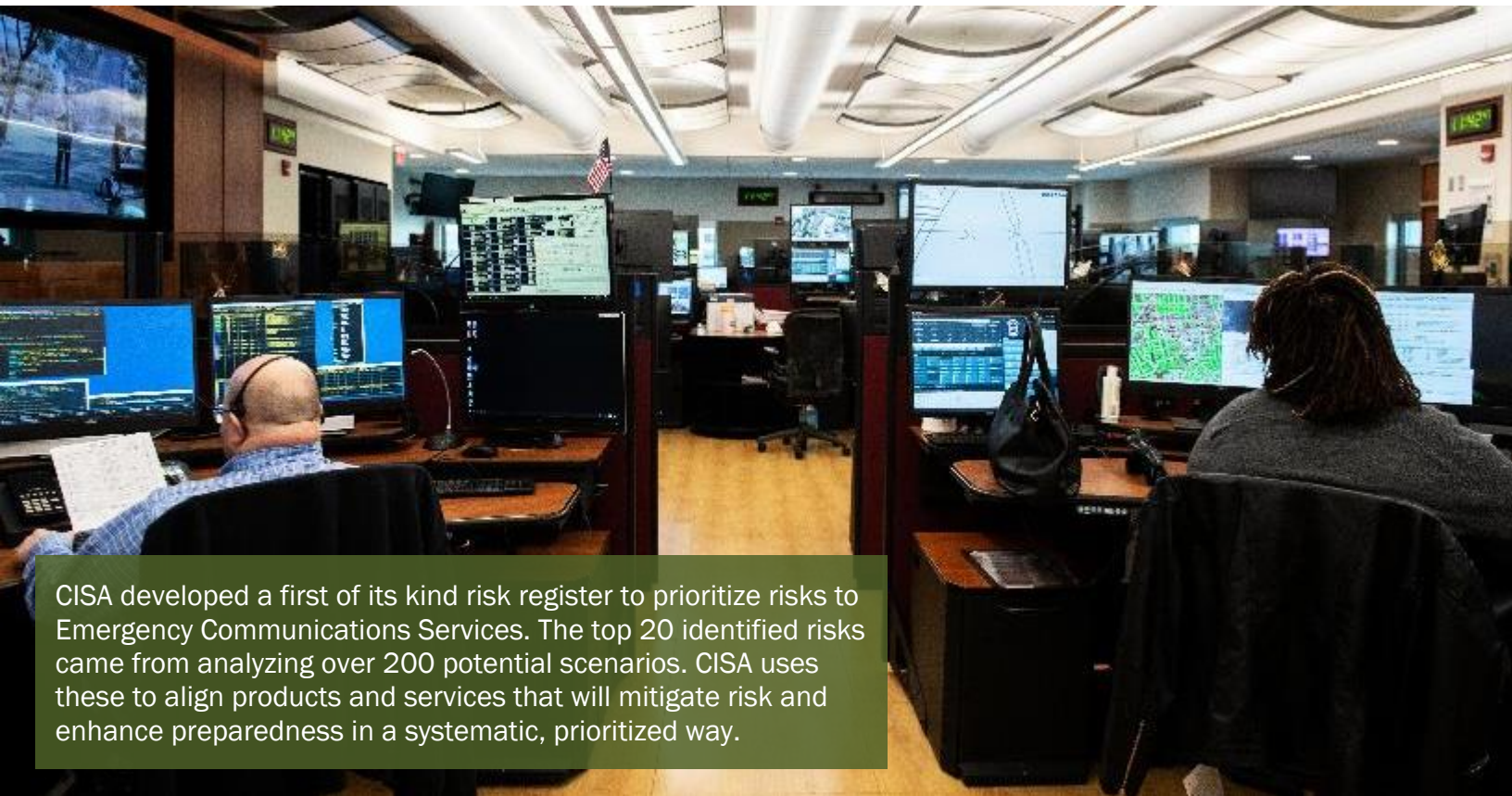
Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Landline priority calls successfully connected							
--	99.5%	99.7%	95%	99%	99.5%	99%	99%

**Brief 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 (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:** While this measure is required by the Office of the President, CISA believes it is not necessarily the most representative measure of the entire emergency communications program and continues to explore new performance measure possibilities.

**Challenges and Risks**

- Persistent challenges in hiring technology-proficient staff.
- Disparate policies and resourcing capabilities contribute to interoperability issues in rural areas and tribal jurisdictions.
- Emerging technologies present a stream of new vulnerabilities such as the gap created when jurisdictions transition from land mobile radio to IP-hosted communications at varying paces.



CISA developed a first of its kind risk register to prioritize risks to Emergency Communications Services. The top 20 identified risks came from analyzing over 200 potential scenarios. CISA uses these to align products and services that will mitigate risk and enhance preparedness in a systematic, prioritized way.





- Statewide Communications Interoperability Plans need to include new technologies such as migration to Emergency Services Internet Protocol Networks and Next Generation 9-1-1.
- Rapidly changing technologies challenge Priority Telecommunication Services adoption efforts forcing users to shift to 6G networks and beyond in coming years.
- If CISA is unable to effectively communicate and coordinate with public safety officials and affiliated functions at the federal, state, tribal, and local levels due to insufficient staffing and training resources, then emergency communications readiness and preparedness will decline, impacting emergency response.
- If CISA cannot modernize Priority Telecommunications Services to keep pace with emerging telecommunications technology, then service integration issues and emergency communications challenges will continue, and cybersecurity vulnerabilities will increase.

### Next Steps

- Develop a mesh capability to provide a means of communications in the 10-millimeter range for the national security/emergency preparedness community across the Federal Civilian Executive Branch (FCEB), state, local, tribal, and territorial, and Critical Infrastructure sectors.
- Seek authorization for direct contact with public safety solution providers and product and services vendors.
- Expand priority access from the current stakeholder membership of 400,000 to an estimated 1-3 million.



CISA's *Interoperable Communications Technical Assistance Program Service Offerings Guide (TA SOG) Version 7.0* serves as an overview of the technical assistance programs that CISA offers to state, local, tribal, and territorial partners across the country.



## Infrastructure Security

### 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 tools that secure public gatherings and crowded places and training to help build capacity to manage risks.

### Strategic Review Summary of Findings

Progress Rating: *Noteworthy*

#### Program Execution and Impact

- Chemical Facility Anti-Terrorism Standards (CFATS) program improved chemical security profile scores at high-risk facilities by an average of 58%.
- Continuous demand for expanded offerings for Infrastructure Security training including Active Shooter Preparedness.
- Implemented Chem-Lock, a voluntary chemical security program that will help 40,000 non-regulated chemical facilities with Appendix A chemicals.
- Security based trainings provided to over 100,000 participants.
- Over 20,000 downloads of the Interagency Security Committee’s Policies, Standards and Best Practices documents.
- Started an internal audit program for the facility inspection program to allow for continual process improvement.
- Executed 109 exercises with more than 6,000 participants, of which 89% reported that the exercises enhanced individual and organizational preparedness and 92% reported they would take action to enhance preparedness based on exercise results.

### DID YOU KNOW?

CISA designed and developed the K 12 School Security Guide to support school communities across the nation in their efforts to strengthen security and protect against a range of targeted violence and other threats. CISA provides educational outreach to K 12 communities on school safety issues, threats, and hazards, to build awareness and promote vigilance.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Facilities likely to integrate vulnerability assessment results							
---	88%	86%	85%	85%	91%	85%	85%

**Brief Description:** This measure 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:** Due to COVID-19 restrictions, the number of Infrastructure Security Tool (IST) assessments conducted is lower than the previous years. CISA’s mission is varied, and it is difficult to select one key measure to represent the entire Infrastructure Security program. However, noting this limitation, CISA believes this measure is the best representation for the time being.






### Challenges and Risks

- Lack of long-term CFATS authorization inhibits the ability for DHS or regulated facilities to confidently engage in longer term strategic planning, make large capital investments, and retain talent.
- Lack of codification of Federal School Safety Clearinghouse poses challenges to safely and effectively securing the Nation's schools.
- Gap between capabilities, unfunded mandates, and demand.
- Adopting flexible, agile, and rapid contracting vehicles and methods to keep up with mission growth and requirements.
- Challenges related to staffing subject matter expert positions, such as cybersecurity experts, operations research, and risk and data analysts.
- If the program lacks necessary authorities to legally execute its mission due to a lapse of current authorities or failure to codify necessary authorities, then the security, safety and resilience of the Nation's infrastructure would decline.
- If the program has insufficient resources to execute its mission, inadequate contracting capabilities, or inefficient hiring processes, then the program would be unable to meet

### DID YOU KNOW?

CISA's Office for Bombing Prevention has four bombing prevention courses recognized under the International Association of Directors of Law Enforcement Standards and Training (IADLEST) National Certification Program and has trained 556 law enforcement personnel.



CISA acted swiftly to support Historically Black Colleges and Universities (HBCUs) during a wave of bomb threats in 2022. CISA developed and delivered the Introduction to Bomb Threat Management course to over 1300 personnel at nearly half of all HBCUs. In addition to other educational aids, CISA also developed a Bomb Threat Plan Template for Universities, a Mass Bomb Threat Awareness Job Aid, and co developed the CISA Tabletop Exercise Package.





the increased demand for its products and services, which could result in a decrease in the security, safety and resilience of the Nation’s infrastructure.

**Next Steps**

- Pursue a number of policy, regulatory, and legislative initiatives, to include:
  - Update Executive Order 12977 and publish a biennial compliance report for OMB and the National Security Council leadership.
  - Evaluate extended authorization of the CFATS program when current authorities expire.
  - Continue harmonizing active shooter preparedness training across DHS.

**National Risk Management Center**

**Program Description**

The National Risk Management Center (NRMCC) is a planning, analysis, and collaboration center through which CISA coordinates with the critical infrastructure community to identify, analyze, prioritize, and manage risks to National Critical Functions, which are vital to the United States. The interconnectedness of the sectors and sophistication of threats and hazards means that the consequences of an attack or imminent threat impacts multiple sectors.

**DID YOU KNOW?**

CISA is building a strategic foresight capability. NRMCC is developing a framework to help CISA and its stakeholders anticipate emerging risks and identify mitigation strategies. This program will answer questions like, “What could the world look like in 10 years?” and “What should we do now to prepare?”

**Strategic Review Summary of Findings**

Progress Rating: *Satisfactory*

**Program Execution and Impact**

- All 55 National Critical Functions (NCF) are being broken down through functional decomposition using a standard, repeatable, and defensible methodology. They provide the core dataset for holistic functions-based risk analysis and add additional context around critical infrastructure risk.
- Provided five key NCF assessments to the National Security Council and interagency partners regarding impacts, interdependencies, and forecasting of potential cascading effects to critical infrastructure and incident response analysis.
- Chartered the Federal Risk Management Working Group (FRMWG) and began coordinating efforts on Federal interagency NCF risk identification, analysis, prioritization, and mitigation.
- Developed Version 2 of the Suite of Tools for the Analysis of Risk which integrates risk tools into a first-of-its-kind data visualization capability to demonstrate potential consequences of an infrastructure disruption.
- As co-chair to the Information and Communications Technology (ICT) Supply Chain task force, extended the charter through the end of July 2023 and released several products that inform and promote resilience among stakeholders.



- Led an Election Security Sprint that enhanced security of election infrastructure through a state-level Cyber Navigator Forum and training sessions on CISA’s YouTube channel.

**Key Measure**

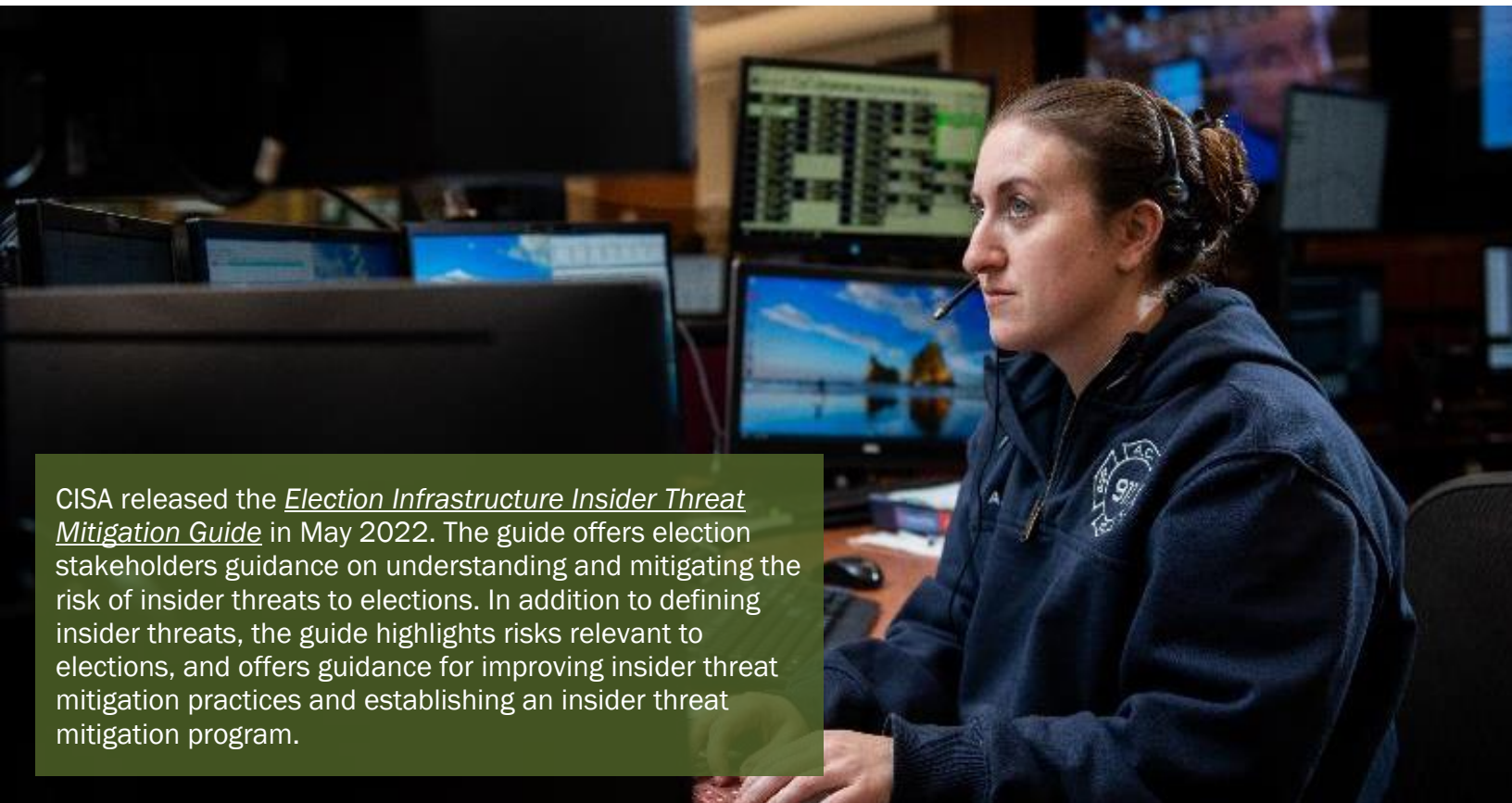
Prior Results			FY 2022 (Q4)		Performance Plan	
FY22 (Q1)	FY22 (Q2)	FY22 (Q3)	Target	Result	FY 2023	FY 2024
Number of Committee on Foreign Investment in the United States (CFIUS) related cases reviewed, analyzed, and processed						
221	392	593	1,200	843	1,200	1,200

**Brief Description:** CISA plays an integral role within DHS supporting CFIUS, an interagency committee that reviews mergers, acquisitions, or takeovers that could result in foreign control of a United States business. These reviews are designed to determine the effects of such transactions on the national security of the United States. This measure was baselined in FY 2022, and the results have been provided here for the reader’s awareness.

**Explanation:** As a priority program for DHS, this new measure was developed and is being implemented for FY 2023.

**Challenges and Risks**

- NRMC’s technology environment is limited in its ability to ingest data or information to aid analytic use with a backlog for integration, while new analytic requirements are mandated.
- Analytic demands require more mature capabilities to achieve comprehensive risk analysis focused on the most significant threats, enhanced forecasting of future trends, and in-depth discussions around the most viable mitigation factors.



CISA released the *Election Infrastructure Insider Threat Mitigation Guide* in May 2022. The guide offers election stakeholders guidance on understanding and mitigating the risk of insider threats to elections. In addition to defining insider threats, the guide highlights risks relevant to elections, and offers guidance for improving insider threat mitigation practices and establishing an insider threat mitigation program.



## Performance Report and Plan

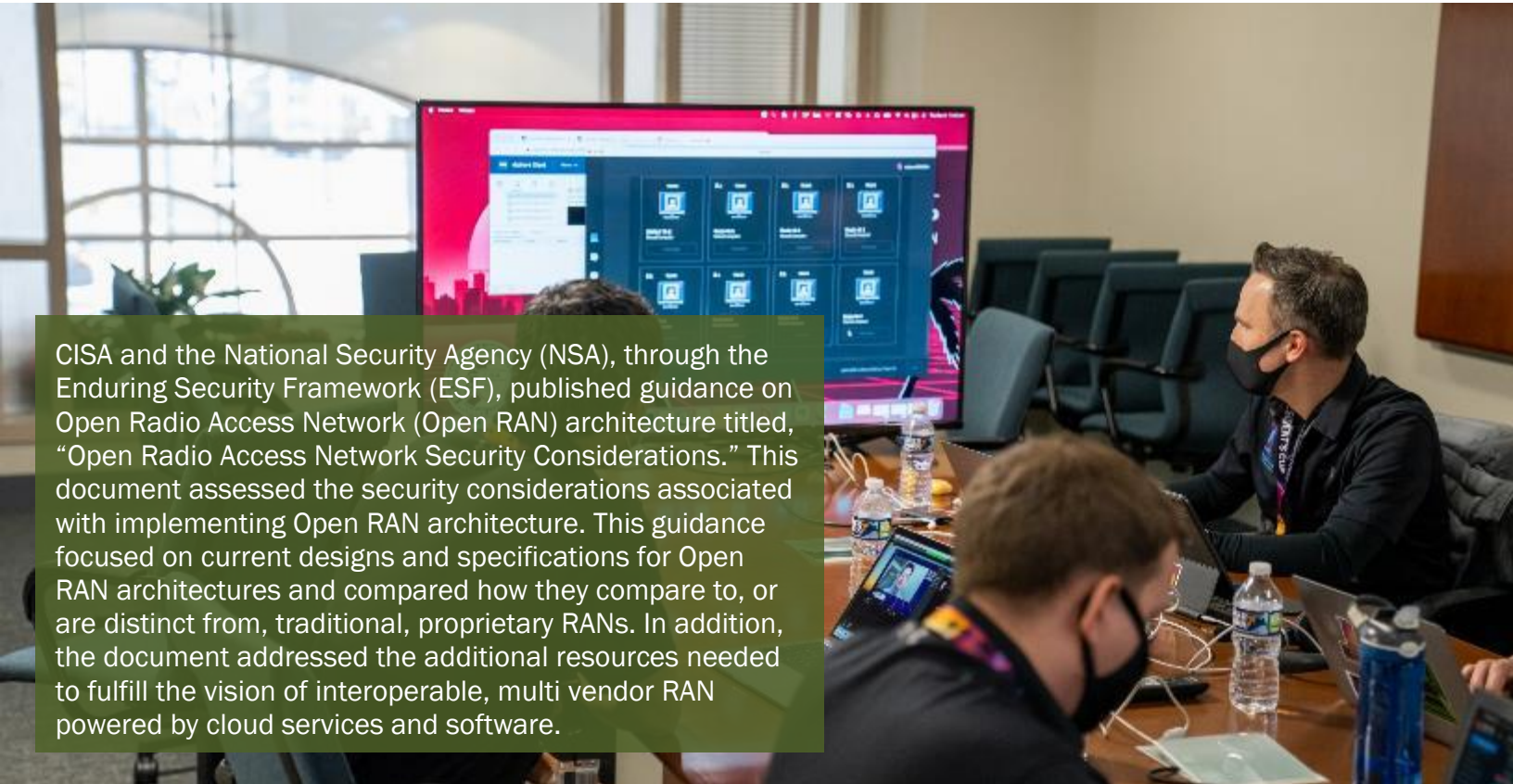
- If analytic capability lags in its ability to prioritize anticipated risks and effective mitigation for the most significant cascading consequences in response to a major cyber attack, then efforts to protect and restore critical infrastructure systems and assets will be adversely impacted and less effective.
- If unable to obtain robust situational awareness and produce timely advice on systemic risks and emerging threats, then key stakeholders would have less trust and confidence in NRMCM and the federal government's role in risk mitigation and decision making, and would be less willing to engage in collaborative frameworks that promote critical infrastructure resilience.

### **DID YOU KNOW?**

Partners can use the *Secure Tomorrow Series*, a strategic foresight capability, to identify emerging risks that could affect infrastructure in future years. With the toolkit, partners can analyze, prioritize, and manage risks drivers to steer towards a preferred future.

### **Next Steps**

- Build on early-stage success of remote work capabilities, and begin to further develop and evaluate policies, practices, and norms, that improve staff relationships, team cohesion, and performance, while in the hybrid work environment.
- Develop the strategy, processes, and procedures to ensure effective management, resourcing, and transition of cross-divisional priority risk initiatives, when appropriate.



CISA and the National Security Agency (NSA), through the Enduring Security Framework (ESF), published guidance on Open Radio Access Network (Open RAN) architecture titled, "Open Radio Access Network Security Considerations." This document assessed the security considerations associated with implementing Open RAN architecture. This guidance focused on current designs and specifications for Open RAN architectures and compared how they compare to, or are distinct from, traditional, proprietary RANs. In addition, the document addressed the additional resources needed to fulfill the vision of interoperable, multi vendor RAN powered by cloud services and software.





# Federal Emergency Management Agency

## Overview

The [Federal Emergency Management Agency](#) (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.

For each FEMA mission program, a description of the mission program is provided along with a key measure and success story.<sup>4</sup> For a full listing of FEMA’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

## Education, Training, and Exercises

### Program Description

The Education, Training, and Exercises program comprises the National Exercises Program, the Emergency Management Institute, the Center for Domestic Preparedness, and the U.S. Fire Administration. These programs offer training and exercises that provide Federal, State, local, tribal, territorial, volunteer, public, and private sector officials with tools and knowledge necessary to strengthen preparedness capabilities, including mitigation, within our communities and our governments.

### DID YOU KNOW?

The U.S. Fire Administration (USFA) National Emergency Training Center in Emmitsburg, Maryland, hosts the nation’s premier training program for fire and arson investigators. In partnership with the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), USFA delivers scenario based, hands on fire investigations training classes for fire and law enforcement personnel free of charge. Hundreds participate in this training annually.

### Program Execution and Impact

- The Organizations Preparing for Emergency Needs (OPEN) training is readily available in both English and Spanish. OPEN provides the latest preparedness training for community-based organizations to help them continue operations and maintain services even during an emergency or disaster.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training							
90.9%	89.4%	92.2%	92.5%	87.0%	93.3%	87.0%	87.0%

**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 online 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 (NFA) training they received.

<sup>4</sup> The seven mission programs contained in this section were assessed during the FY 2022 SR under three program focuses that represent central concepts in how FEMA is planning for the future: 1) Readiness; 2) Equity; and 3) Climate Resilience.



## Performance Report and Plan

**Explanation:** The NFA continued in-person training and virtual training through FY 2022. During FY 2022, 93.3% of supervisors stated that their employees are better prepared in their jobs as a result of the NFA training.

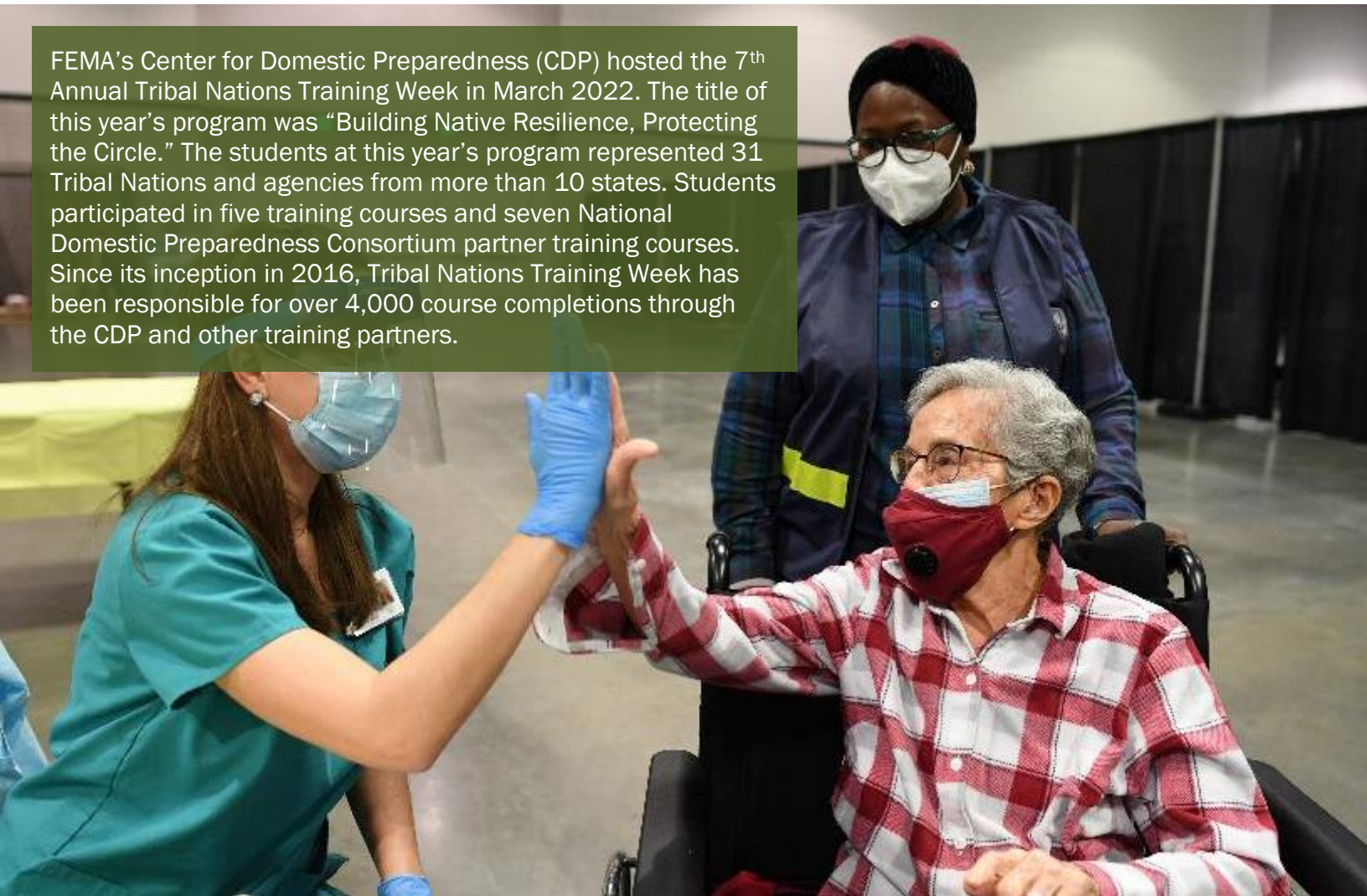
### Challenges and Risks

- Significant challenges in data management and analysis, to include insufficient system integration, inadequate situational awareness, inflexible data storage, and impeded data sharing.
- If FEMA cannot deliver its programs equitably, then underserved communities will continue to suffer disproportionately from disasters.

### Next Steps

- Provide technical assistance and training to state, local, tribal, and territorial (SLTT) partners and communities on how to use available and future data to support community resilience.
- The NFA will continue to build new curriculum in FY 2023, especially for Wildland Urban Interface training and the Executive Fire Officer program redesign.
- To increase climate literacy, educate the FEMA workforce and the emergency management community on concepts related to climate change, future conditions, climate adaptation, and resilience.

FEMA's Center for Domestic Preparedness (CDP) hosted the 7<sup>th</sup> Annual Tribal Nations Training Week in March 2022. The title of this year's program was "Building Native Resilience, Protecting the Circle." The students at this year's program represented 31 Tribal Nations and agencies from more than 10 states. Students participated in five training courses and seven National Domestic Preparedness Consortium partner training courses. Since its inception in 2016, Tribal Nations Training Week has been responsible for over 4,000 course completions through the CDP and other training partners.





- Simplify programs, reduce barriers, improve customer experience to increase recovery program access and adaptive outcomes for underserved communities through customer experience input and enhanced data collection.

## Grants

### Program Description

FEMA’s Grants program provides assistance, support, and leadership to help State, Local, Tribal, Territorial governments and the private sector build the operational capabilities needed to implement preparedness strategies successfully and reduce or eliminate long-term risks to people and property from hazards and their effects.

### Program Execution and Impact

- FEMA Grants funded 400 projects under the Hazard Mitigation Assistance (HMA) programs for which a benefit-cost analysis (BCA) was required. The total estimated cost (federal and non-federal shared) of the projects was \$1 billion with estimated benefits (avoided future damages) of \$1.73 billion, which equates to a 1.73 benefit-cost ratio (BCR) for the fiscal year.
- Additional grant funds were made available to applicants through the Hazard Mitigation Grant Program (within COVID disaster declarations), the Infrastructure Investment and Jobs Act (IIJA), and the Safeguarding Tomorrow through Ongoing Risk Mitigation Act (STORM).

### DID YOU KNOW?

FEMA leverages its Grants program to do more than just help the survivors of disasters. Funding provided through the Homeland Security Grant Program and Operation Stonegarden, for example, is credited with increasing the security of our nation’s borders, including enhancing SLTT patrols by hundreds of thousands of hours, covering millions of miles, and enabling the apprehension and seizure of almost 150,000 pounds of illegal drugs in the past two calendar years alone.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Benefit to cost ratio of the hazard mitigation grants							
1.6	1.7	1.9	1.8	1.6	1.7	1.6	1.6

**Brief Description:** The FEMA HMA programs works with SLTT stakeholders to identify natural hazards and develop mitigation plans to reduce losses. These plans are the basis for grant requests that are subsequently evaluated to determine the benefit-to-cost ratio to ensure that taxpayer dollars are spent effectively.

**Explanation:** FEMA will continue to fund mitigation measures in the next fiscal year that exceed project costs and reduce the impacts of future events.

### Challenges and Risks

- Since FEMA’s HMA grant programs’ primary objective has been risk reduction, the programs have not prioritized collecting demographic data on populations affected by mitigation activities. This lack of data makes it difficult to determine a baseline for the programs’ impact on disadvantaged communities.





## Performance Report and Plan

- Historically underserved communities are particularly vulnerable and may lack individual and community resources to adapt to climate change.
- Significant challenges in data management and analysis, to include insufficient system integration, inadequate situational awareness, inflexible data storage, and impeded data sharing.

### **Next Steps**

- Identify equity data sets that can be used to better assess program delivery with SLTT partners and other federal agencies.
- Simplify programs, reduce barriers, improve customer experience to increase recovery program access and adaptive outcomes for underserved communities through customer experience input and enhanced data collection.



FEMA's Center for Domestic Preparedness (CDP) created the Caribbean Area Initiative (CAI) to meet the needs of Puerto Rico and the U.S. Virgin Islands to increase resilience and response capabilities for first responders. The CDP has trained more than 2,000 students through the CAI since its inception, delivering its services through Resident, Mobile, and Virtual Instructor Led Training programs.



## Mitigation

### Program Description

The Mitigation Program Supports activities that reduce or eliminate long-term risks to people and property from hazards and their efforts. FEMA mitigation efforts help create a culture of preparedness through safer communities enabling people to recover more rapidly from disasters while relieving financial impacts.

### Program Execution and Impact

- The transparency and accuracy of disaster resilient building code adoption information was improved through updates to the National Building Code Adoption Portal and Regional Building Code Adoption (BCAT) Tracking Fact Sheets, as well as the launching of [the new BCAT landing page on FEMA.gov](#), enabling further awareness for outreach and guidance to stakeholder communities.
- Building Resilient Infrastructure and Communities' (BRIC) guiding principles have been revised to reduce future losses and promote equity, including prioritizing assistance that benefits disadvantaged communities.
- Chartered the Building Code Enterprise Steering Group (BCESG) to guide FEMA's efforts and magnify the benefits that building codes deliver towards reducing losses and increasing resilience across the nation.

### DID YOU KNOW?

Across 28 states, nearly 4.5 million people live within 10 miles and more than 105 million people live within 50 miles of an operating nuclear power plant. The FEMA Radiological Emergency Preparedness Program works with SLTT partners to protect the public health and safety through planning, training exercises, and technical assistance.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of U.S. population (excluding territories) covered by planned mitigation strategies							
87.3%	87%	84.4%	83.2%	85.0%	85.5%	85.0%	85.0%

**Brief Description:** This measure reports the percent of U.S. population (excluding territories) covered by approved or approvable Hazard Mitigation Plans. 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, floodplain management practices, and financial assistance.

**Explanation:** Based on U.S. Census data, over 275 million of the approximately 322 million people in the nation (85.5%) are covered by a planned mitigation strategy. To ensure plan coverage did not lapse in some jurisdictions, FEMA prioritized resources toward Hazard Mitigation Plan review and approvals, continued investment in mitigation through FEMA's HMA grants, and provided training and technical assistance to SLTT stakeholders.



### **Challenges and Risks**

- Workload resulting from significant increases in funding available under FEMA's BRIC and Flood Mitigation Assistance programs are challenging FEMA's capability to deliver on Administration priorities.
- The percent of communities adopting disaster resistant building codes has decreased.
- Hazard Mitigation Plan development and updates by communities, as well as the technical assistance provided by FEMA, continue to be impacted by the ongoing need for SLTT partners to coordinate and support COVID-19 response, causing schedule and resource challenges for ensuring continuity of mitigation plan coverage.
- The growing severity of disasters increases the time it takes for communities to recover – a process that can be further complicated by repeat events in areas already struggling to bounce back. These cascading and compounding impacts, propelled by climate change, pose the greatest risk to our national resilience.

### **Next Steps**

- FEMA will continue to promote and support community resilience and sustainability through codes and standards updates, adoption, and adherence.
- Provide technical assistance and training to state, local, tribal, and territorial (SLTT) partners and communities on how to use available and future data to support community resilience.

## **National Flood Insurance Fund**

### **Program Description**

The National Flood Insurance Program (NFIP) is a Federal program that enables property owners and renters in participating communities to purchase flood insurance in exchange for the communities adopting and enforcing floodplain management requirements that reduce the future economic impacts of floods on private and public structures. Within FEMA, the Federal Insurance and Mitigation Administration (FIMA) oversees the work of the NFIP, which is the primary source of flood insurance in the United States for property owners and tenants. The NFIP provides the Nation with protection from flood damages by: (1) Providing flood insurance and claim payments to policyholders; (2) improving floodplain management, developing maps of flood hazard zones, and educating property owners about the risk of floods; (3) offering grants for Flood Mitigation Assistance (FMA) to communities to avoid future flood losses and accelerate recovery from flood damage; and (4) managing the finances of the NFIP, which includes the National Flood Insurance Fund (NFIF) and the Reserve Fund.

### **Program Execution and Impact**

- FIMA became FEMA's second designated service within FEMA's capacity as a High Impact Service Provider (HISP), and will improve customer experience for flood insurance policy holders.
- Updated the National Flood Insurance Program's (NFIP) pricing methodology through an initiative called Risk Rating 2.0: Equity in Action. This effort produced rates that were equitable and easier for customers to understand, with 96% of current policyholders planned to see an immediate decrease, and any increases planned to fall under the rate of \$20/month.
- The NFIP worked alongside partner companies to encourage flood insurance policy growth by marketing the product through both policyholder acquisition and retention campaigns.





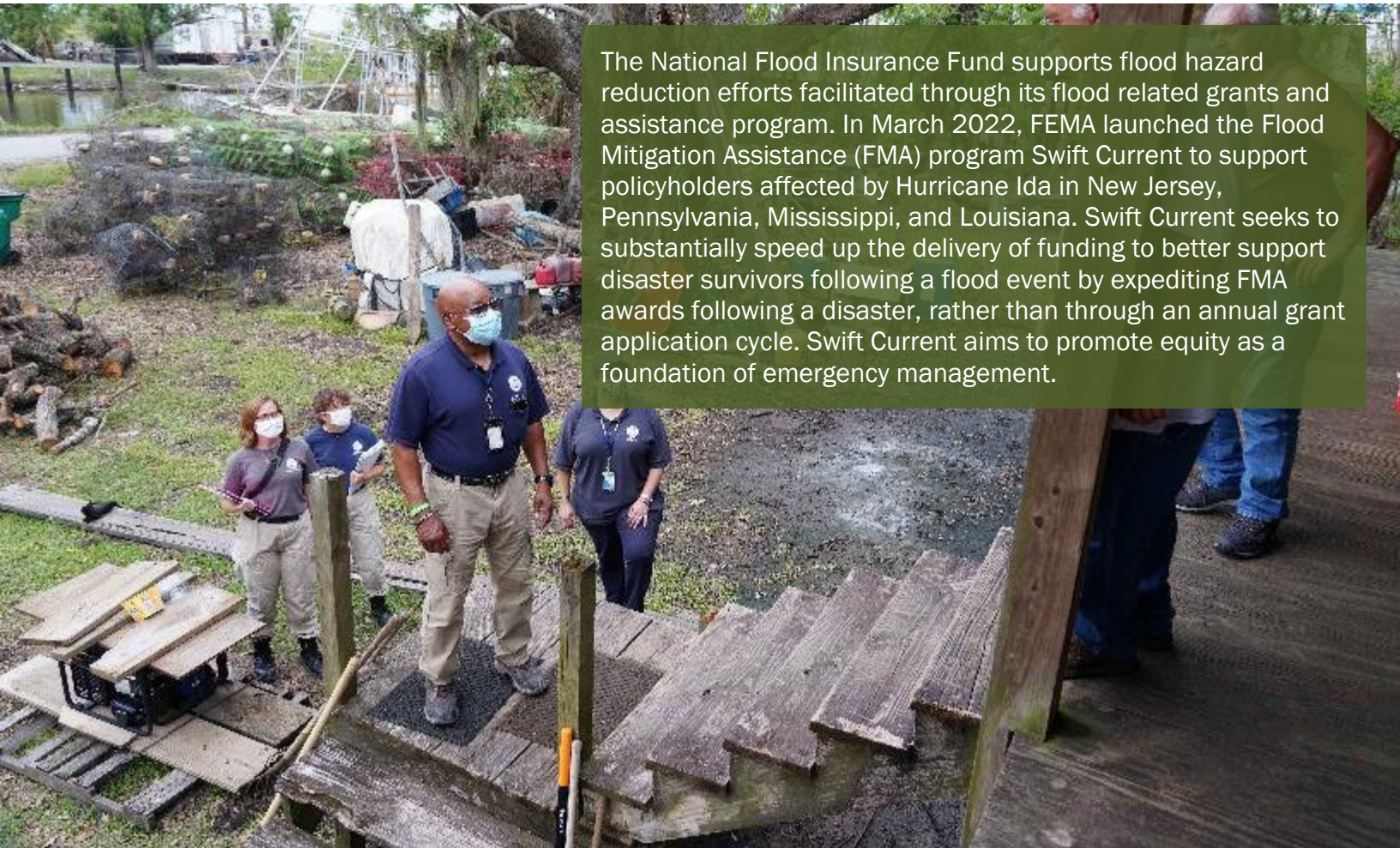
- The NFIP continues to protect approximately 5 million policyholders from the devastating financial effects of flooding in more than 22,500 communities across all 50 states and six territories, providing roughly \$1.3 trillion in policy coverage.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Number of properties covered with flood insurance (in millions)							
--	--	4.1	4.0	8.0	3.8	5.0	5.2

**Brief Description:** The NFIP fosters public understanding of flood risks while proactively encouraging homeowners to purchase insurance sold through NFIP (through write-your-own companies) or private insurance to reduce losses from all hazards. History has shown that insured survivors recover faster and more fully from a flood.

**Explanation and Corrective Action:** The number of properties covered by flood insurance often decreases when there hasn't been a major flood event in recent years. While FEMA did not meet the target for FY 2022, over 3.8 million properties are covered by flood insurance. FEMA will continue to work alongside the Write Your Own companies and National NFIP Direct to ensure policy growth, market the product through policyholder acquisition and retention campaigns, leverage technology to transform business processes and enhance customer experience, and ensure current policyholders are treated with care during their claims handling experience.



The National Flood Insurance Fund supports flood hazard reduction efforts facilitated through its flood related grants and assistance program. In March 2022, FEMA launched the Flood Mitigation Assistance (FMA) program Swift Current to support policyholders affected by Hurricane Ida in New Jersey, Pennsylvania, Mississippi, and Louisiana. Swift Current seeks to substantially speed up the delivery of funding to better support disaster survivors following a flood event by expediting FMA awards following a disaster, rather than through an annual grant application cycle. Swift Current aims to promote equity as a foundation of emergency management.



**Challenges and Risks**

- Many Americans are not aware of the flood risk they face, and while FEMA is working to improve its current approaches to flood risk communication, it will take time to increase public understanding of flood risk more generally.
- In many U.S. communities, flood risk is significant, so flood insurance can be expensive. High prices dissuade many households from buying flood insurance, particularly if they do not view such insurance as essential or perceive that their property is at risk.
- If Congress does not enact the Administration’s proposed affordability program for low and moderate income policyholders, then those communities may lack individual and community resources such as flood insurance to adapt to climate change, and underserved communities will continue to suffer disproportionately from disaster.
- Without NFIP legislative reforms, the program is at risk of federal fiscal exposure and future sustainability or solvency.

**Next Steps**

- Implement an integrated, agency-wide Community Engagement Strategy and conduct intentional engagement with underserved communities of interest.
- Simplify programs, reduce barriers, and improve customer experience to increase recovery program access and adaptive outcomes for underserved communities through customer experience input and enhanced data collection.

**Preparedness and Protection**

**Program Description**

The Preparedness program is responsible for the coordination of preparedness and protection-related activities throughout FEMA, including grants, planning, training, exercises, individual and community preparedness, assessments, lessons learned, and continuity.

**Program Execution and Impact**

- Three modernized FEMA Primary Entry Point (PEP) radio stations began operating in late 2021. The modernized PEP stations have increased the percentage of the U.S. population covered by Electromagnetic Pulse Resilience by over 30% in FY 2022.
- The amount of local alerting authorities both authorized and registered to send alerts and warnings to the public increased in FY 2022, bringing the total number to well over 1,500 local, military, and territorial alerting authorities.
- FEMA’s FY 2021 migration from legacy data centers to a new, cloud-based system, has improved infrastructure operations and performance, and has improved the maintainability of the Integrated Public Alert and Warning System (IPAWS).
- Over 600 authorities with jurisdiction have implemented and maintained a cadre of personnel qualified in accordance with National Qualification System (NQS) guidance.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year							
---	62%	68%	59%	51%	55%	52%	53%





**Brief 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.

**Explanation:** In FY 2022, over 3,800 of the approximately 6,900 households (55%) that provided a response to the National Households Survey reported that they performed three or more preparedness actions in the past year. FEMA’s preparedness programs and initiatives are a critical component to ensuring the public has a variety of tools and resources to promote and sustain a ready and prepared nation.

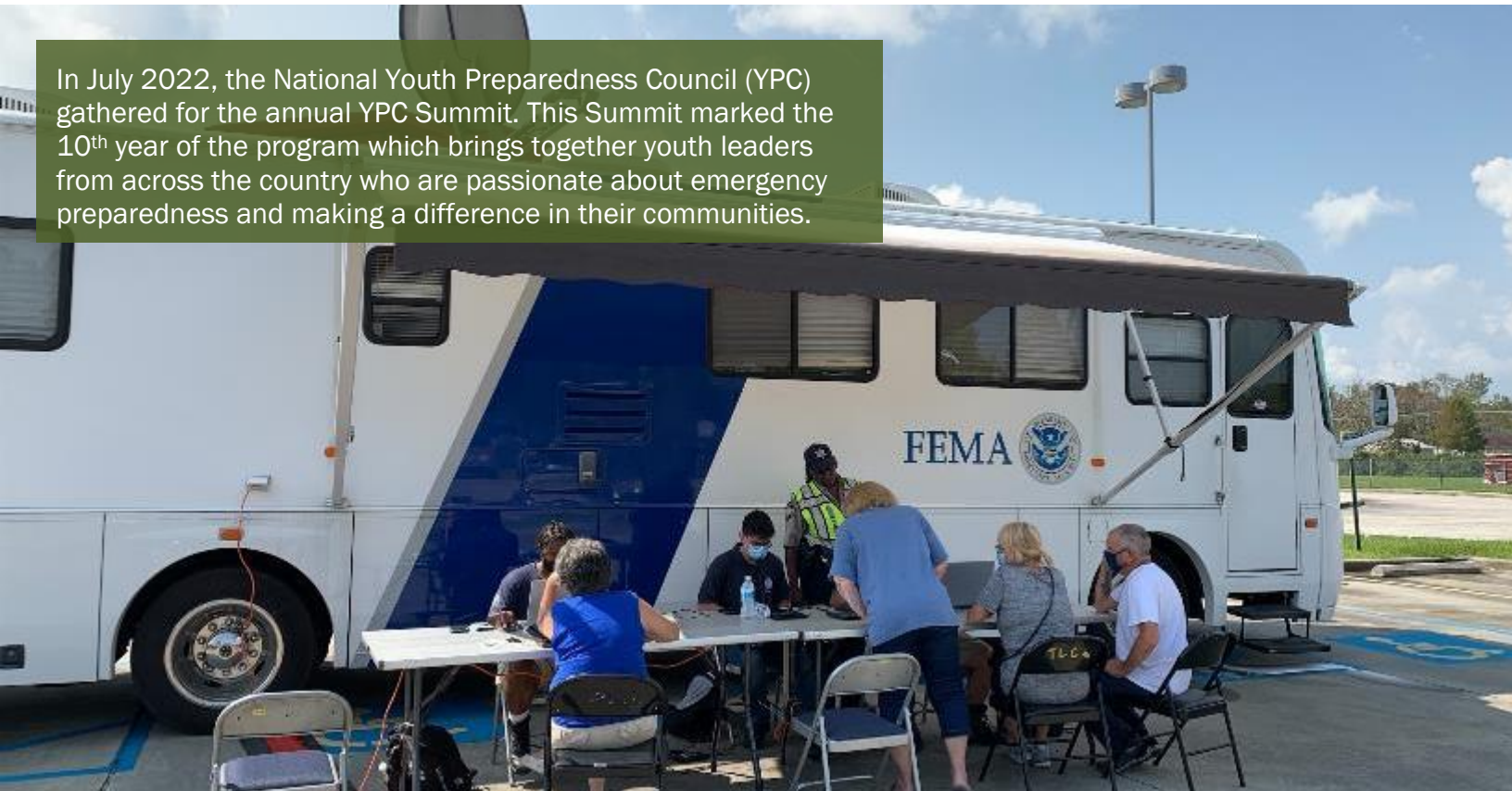
**Challenges and Risks**

- Demand for FEMA services and requirements placed on emergency managers continues to rise, to include demand for non-disaster related technical assistance, training, and capacity building from first responders.
- The 2017 hurricanes and wildfires marked a change in disaster tempo. By November of 2020, FEMA was managing six times as many Stafford Act Events and responses to fire incidents were up 120% across the nation. This increase in frequency, severity, and complexity has heightened demands on FEMA and on the larger emergency management community.

**Next Steps**

- Continue development of the Ready FEMA Framework, which will establish a strategic approach to unify the way the enterprise defines, evaluates, and builds readiness.
- Explore, identify, and implement methods for expanding approach to agency readiness and to national preparedness.
- Assess incident readiness workforce options to enhance the capability and capacity of the disaster workforce.

In July 2022, the National Youth Preparedness Council (YPC) gathered for the annual YPC Summit. This Summit marked the 10<sup>th</sup> year of the program which brings together youth leaders from across the country who are passionate about emergency preparedness and making a difference in their communities.







## Regional Operations

### Program Description

The Regional Operations program supports the programmatic and doctrinal guidance developed by Headquarters and serves as the Agency’s point of contact with community stakeholders and provides incident management and support during disasters. Regional Operations include the leadership, management, and mission support functions of the 10 FEMA Regions, as well as the FEMA Integration Teams.

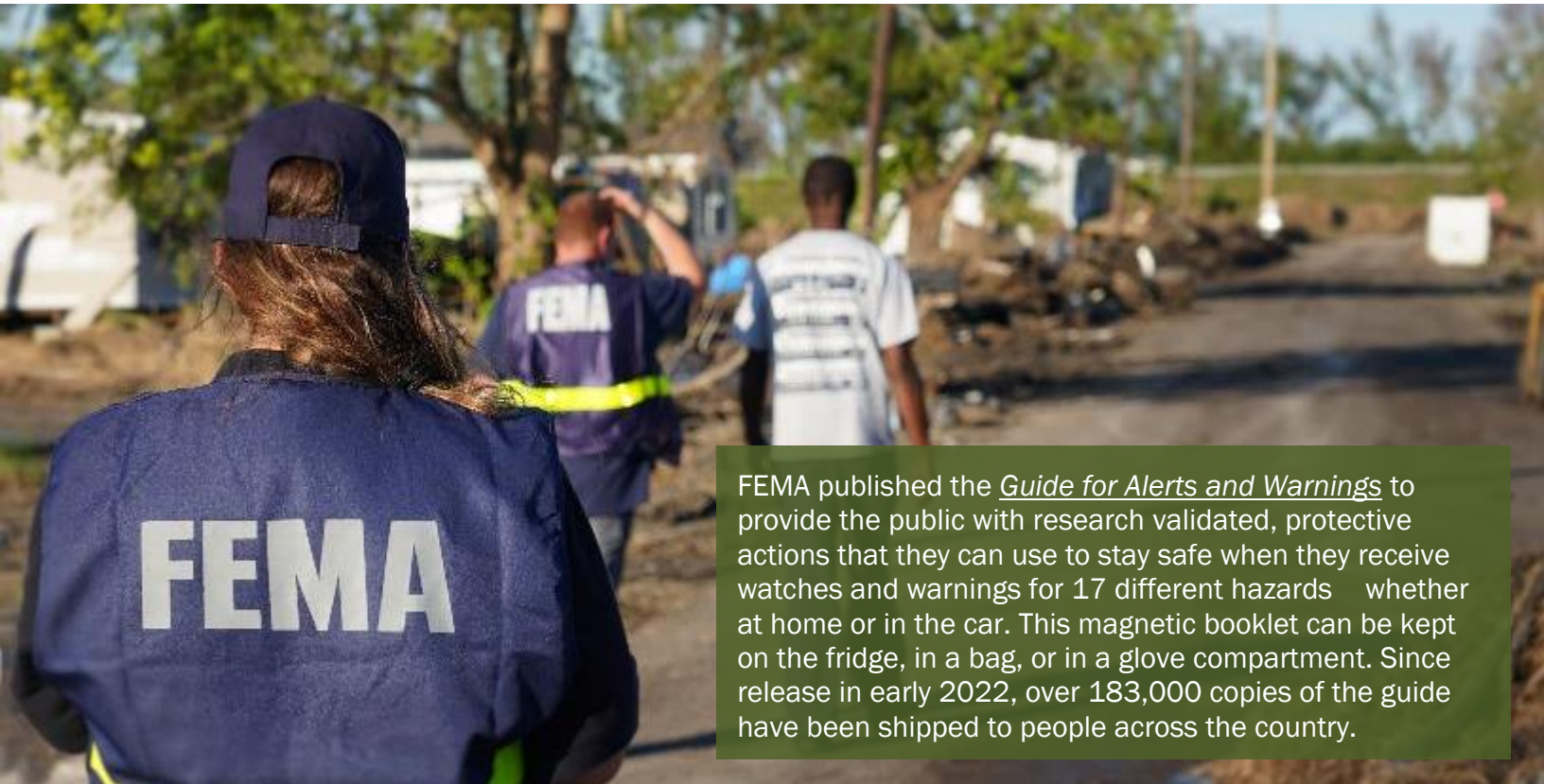
### Program Execution and Impact

- FEMA provided front-line support for the U.S. response to the pandemic through mass vaccination sites and providing coordination across the FEMA regions.
- Provided \$87 billion in assistance for COVID related events and developed COVID-19 Resource Roadmaps to help communities navigate pandemic recovery.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs							
26.3%	29.2%	25.9%	26.4%	≤ 17.9%	17.7%	≤ 17.9%	≤ 17.9%

**Brief Description:** This measure gauges programs’ efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminate as grants to survivors as assistance.



FEMA published the *Guide for Alerts and Warnings* to provide the public with research validated, protective actions that they can use to stay safe when they receive watches and warnings for 17 different hazards whether at home or in the car. This magnetic booklet can be kept on the fridge, in a bag, or in a glove compartment. Since release in early 2022, over 183,000 copies of the guide have been shipped to people across the country.



**Explanation:** FEMA met the target for the first time since FY 2018. FEMA has made significant adjustments to the Public Assistance project application that promoted efficiencies by consolidating and simplifying information and documentation requirements into a streamlined project application.

### **Challenges and Risks**

- The COVID response will continue for some time and become increasingly integrated with current operational concepts and development structures, such as the Incident Management Workforce.
- Lack of authority to direct other partner agencies to streamline processes and programs they own challenges FEMA's ability to better sequence federal disaster recovery programs from the perspective of end users.
- Year-round disaster tempo challenges operational capacity and exacerbates existing challenges, such as workforce burnout and the ability for FEMA to deliver its full range of services.

## **DID YOU KNOW?**

FEMA Region 4, which covers the nation's southeastern states (e.g., Alabama, Florida, Georgia), has over 11,300 miles of coastline. As of June 2022, over 11,100 miles (98.2%) of the coast have preliminary flood maps in place for increased protection of improved property and critical infrastructure. More than 8,200 miles of that same shoreline now have flood maps at the Letter of Final Determination stage or later.

### **Next Steps**

- To increase climate literacy, educate FEMA workforce and the emergency management community on concepts of climate change, future conditions, climate adaptation, and resilience.
- Implement an integrated, agency-wide Community Engagement Strategy and conduct intentional engagement with underserved communities of interest.

## **Response and Recovery**

### **Program Description**

The Response and Recovery program executes response and recovery operations through established incident management and incident support entities, operating at the National Headquarters level, in the affected Regional offices, and in temporary field locations established near the scene of a disaster or emergency. The Response mission conducts emergency operations to save lives and property. The Recovery mission supports the rebuilding of communities, so that individuals, civic institutions, business and governmental organizations can return to a life of normalcy and protect against future hazards.

### **Program Execution and Impact**

- FEMA evaluated the equity of its programs and implemented changes to ensure assistance is accessible to people and communities served, including:
  - Accepting more forms of documentation to prove ownership and occupancy for homeowners and renters, and reducing the administrative burden on low-income and rural applicants.
  - Prioritizing efforts for FEMA caseworkers to contact applicants deemed ineligible due to occupancy or ownership verification, so that FEMA can better help these applicants navigate the application process.



## Performance Report and Plan

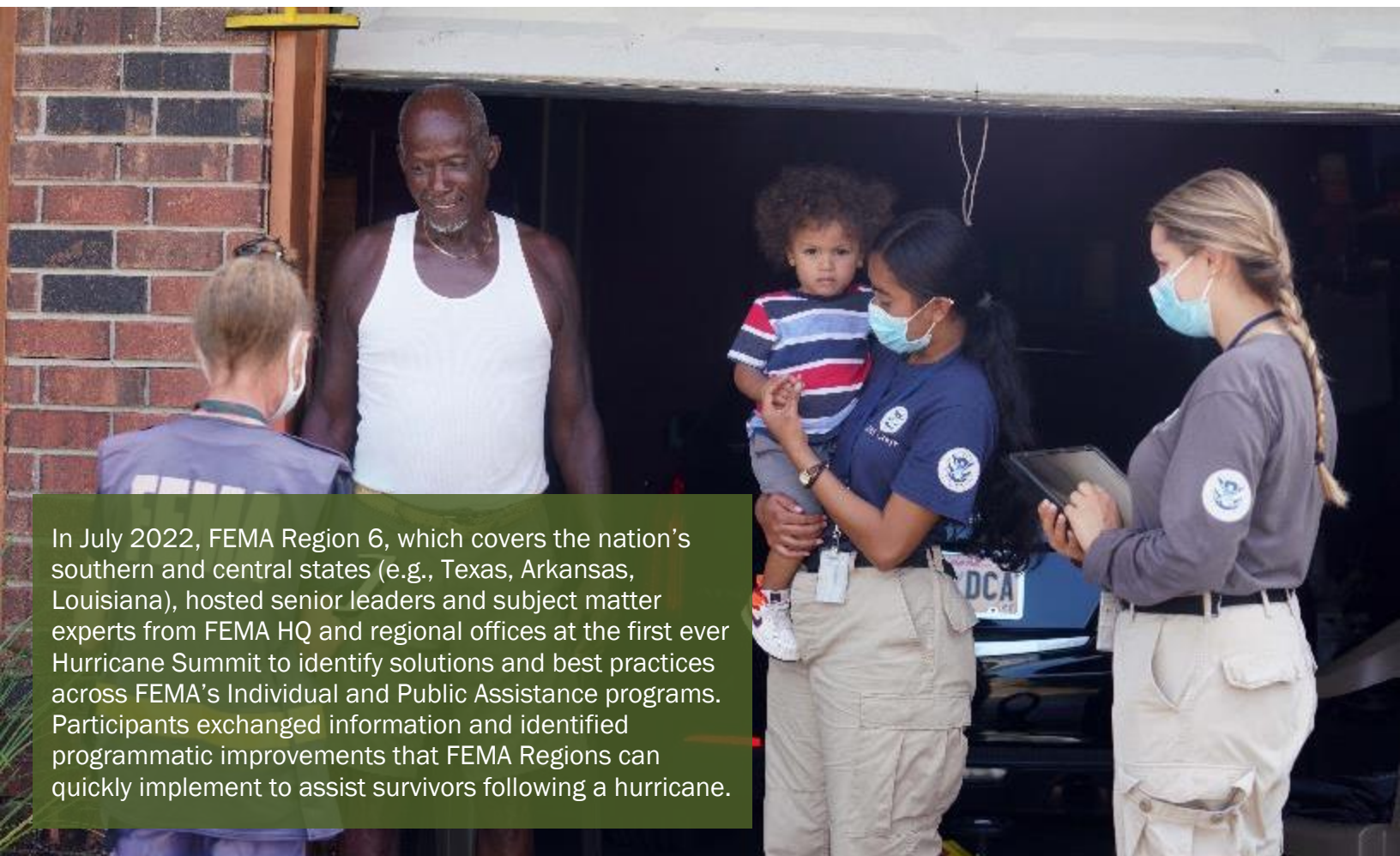
- Changing how FEMA calculates the threshold for property losses to qualify for Direct Housing assistance.
- After extensive input from partners, stakeholders, and FEMA personnel at all levels of the agency, FEMA developed its 2022-2026 Strategic Plan that puts people first and builds the FEMA our nation needs and deserves.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of applicants satisfied with simplicity of the Individuals and Households Program							
--	78.1%	82.0%	80.0%	87.0%	76.6%	90.0%	91.0%

**Brief Description:** This measure gauges the simplicity of applying for individual assistance from the Individuals and Households Program, and the information is used to make procedural improvement to ensure disaster survivors have clear information and high-quality service.

**Explanation and Corrective Action:** FEMA is committed to improving customer experience through Executive Order 14058, “Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government,” by designing and delivering a streamlined application process. FEMA plans to release a simpler, more intuitive application process that will allow applicants to select for their specific needs more easily, easily see their progress within the application process, identify missing information more easily, and review and edit all information submitted in their application from a single screen before submission.



In July 2022, FEMA Region 6, which covers the nation’s southern and central states (e.g., Texas, Arkansas, Louisiana), hosted senior leaders and subject matter experts from FEMA HQ and regional offices at the first ever Hurricane Summit to identify solutions and best practices across FEMA’s Individual and Public Assistance programs. Participants exchanged information and identified programmatic improvements that FEMA Regions can quickly implement to assist survivors following a hurricane.



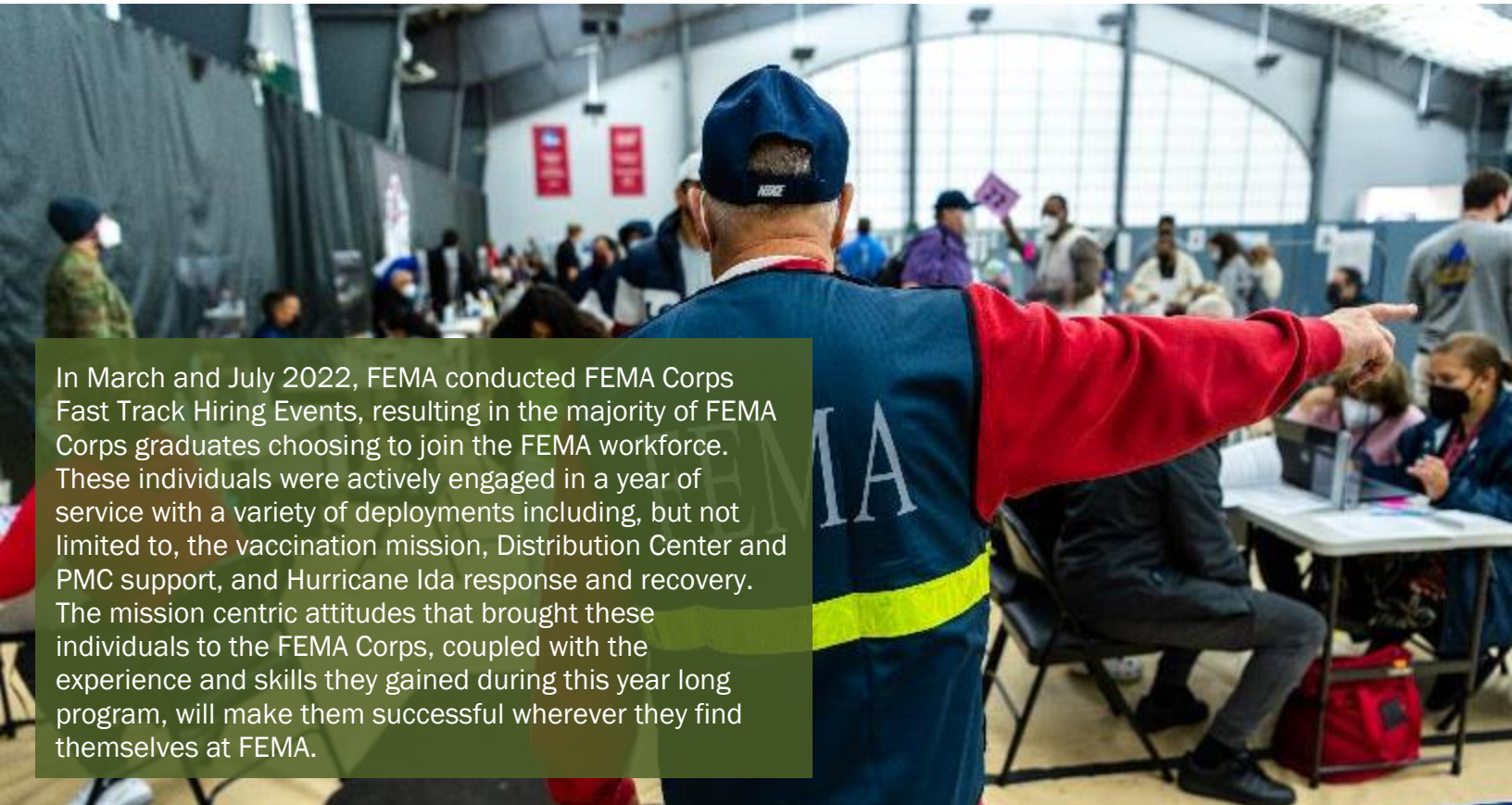


### **Challenges and Risks**

- Year-round disaster tempo challenges operational capacity and exacerbates existing challenges, such as workforce burnout and the ability for FEMA to deliver its full range of services.
- Applicants' satisfaction with the simplicity of the Individuals and Households Program has been trending upward until FY 2021, when the measure saw a 2% decrease. Providing easy to understand disaster assistance information is the area FEMA has identified as needing the most improvement to impact this measure.
- Significant challenges in data management and analysis, insufficient system integration, inadequate situational awareness, inflexible data storage, and impeded data sharing.

### **Next Steps**

- Continue exploring, identifying, and implementing process improvement opportunities for the Individual and Public Assistance programs, to include implementing new application processes and supporting technologies.
- Identify equity data sets that can be used to better assess program delivery with SLTT partners and other federal agencies.
- Simplify programs, reduce barriers, improve customer experience to increase recovery program access and adaptive outcomes for underserved communities through customer experience input and enhanced data collection.



In March and July 2022, FEMA conducted FEMA Corps Fast Track Hiring Events, resulting in the majority of FEMA Corps graduates choosing to join the FEMA workforce. These individuals were actively engaged in a year of service with a variety of deployments including, but not limited to, the vaccination mission, Distribution Center and PMC support, and Hurricane Ida response and recovery. The mission centric attitudes that brought these individuals to the FEMA Corps, coupled with the experience and skills they gained during this year long program, will make them successful wherever they find themselves at FEMA.



## U.S. Immigration and Customs Enforcement

### Overview

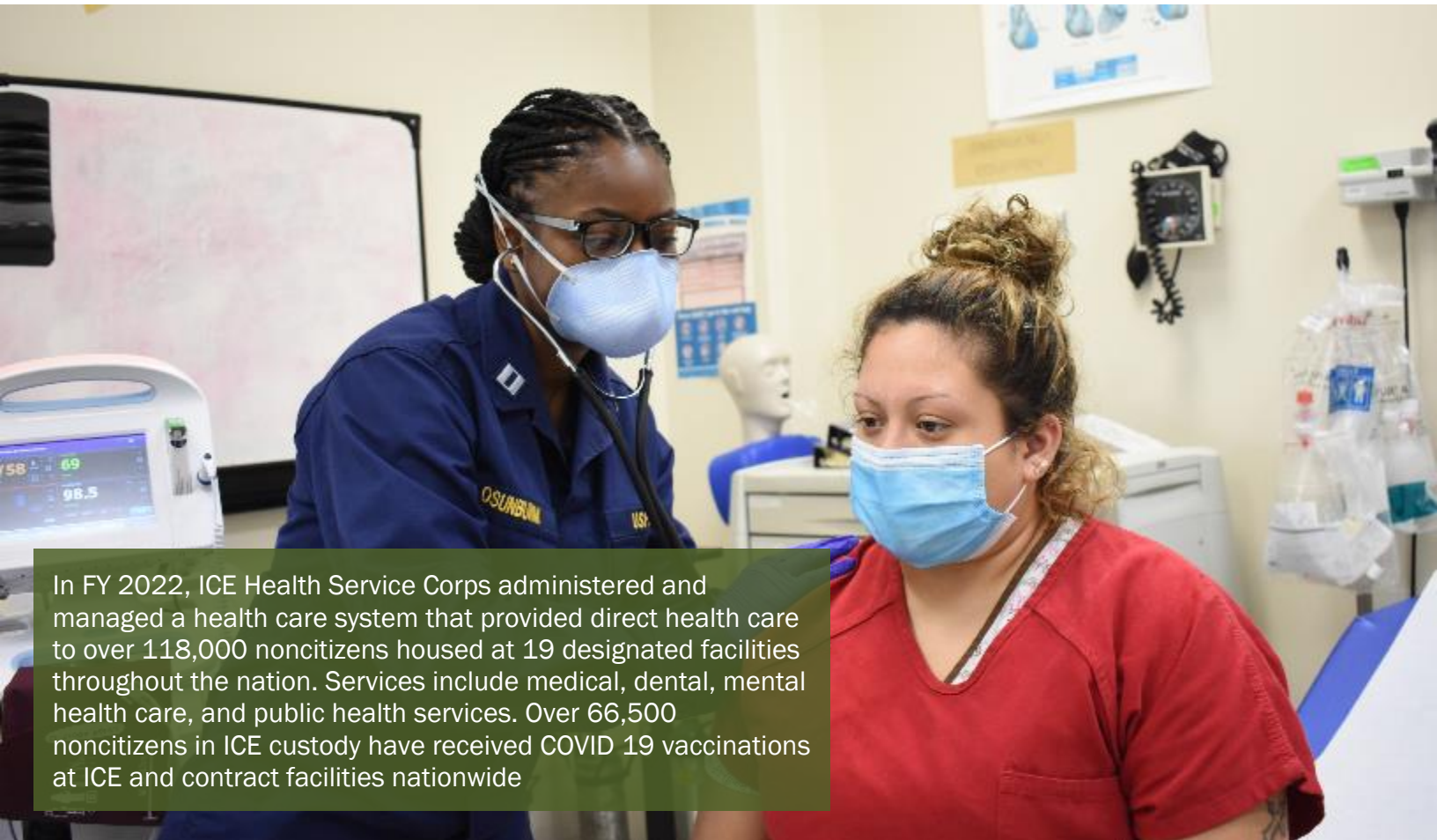
[U.S. Immigration and Customs Enforcement \(ICE\)](#) promotes homeland security and public safety through the criminal and civil enforcement of federal laws governing border control, customs, trade, and immigration.

For each ICE mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of ICE’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### **Enforcement and Removal Operations**

#### Program Description

Enforcement and Removal Operations (ERO) enforces the Nation’s immigration laws by identifying and apprehending removable noncitizens, detaining those individuals pending final determination of removability, and removing them from the United States. ERO focuses its enforcement efforts on noncitizens who undermine the safety of our communities and the integrity of our immigration laws. 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 removes noncitizens from the United States to more than 170 countries around the world.



In FY 2022, ICE Health Service Corps administered and managed a health care system that provided direct health care to over 118,000 noncitizens housed at 19 designated facilities throughout the nation. Services include medical, dental, mental health care, and public health services. Over 66,500 noncitizens in ICE custody have received COVID 19 vaccinations at ICE and contract facilities nationwide



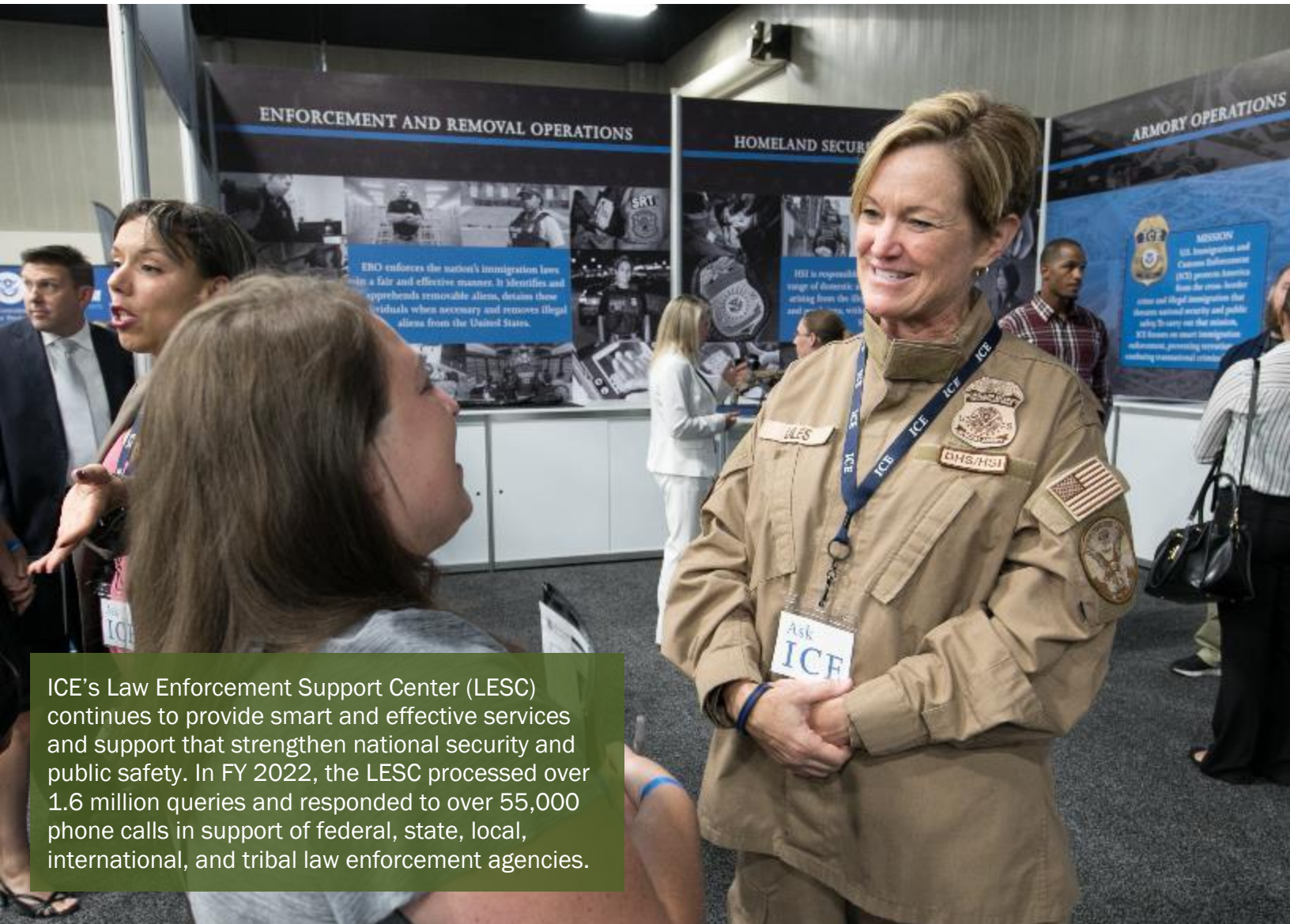


## Strategic Review Summary of Findings

Progress Rating: *Focus Area*

### **Program Execution and Impact**

- Increased migration levels strained available resources in some cases and identified further capability gaps in transportation and logistics across the Southwest sector that need to be assessed.
- Achieved a nearly 100% detention facility compliance rate, up from 97.8% in FY 2021; will need to continue progress in all contracted detention facilities.
- Expanded Virtual Attorney Visitation (VAV) allowing legal representatives to meet with clients virtually and confidentially using video technology, and continued use of the ERO Contact Center of Operations (ECCO) which produces materials, trains personnel, and implements a hotline and non-telephonic assistance for noncitizens, their representatives, or family with questions.
- Translated vital documents into languages spoken by noncitizens in custody and contracted to provide language interpretation.



ICE's Law Enforcement Support Center (LESC) continues to provide smart and effective services and support that strengthen national security and public safety. In FY 2022, the LESL processed over 1.6 million queries and responded to over 55,000 phone calls in support of federal, state, local, international, and tribal law enforcement agencies.





**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of detention facilities that meet the subsequent 180-day reinspection							
---	---	---	---		---	100%	100%

**Brief Description:** Through a robust inspections program, ERO ensures facilities utilized to detain noncitizens are managed in accordance with Performance Based National Detention Standards (PBNDS). 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, as measured against PBNDS.

**Explanation:** This new measure reflects ERO’s continued commitment to maintain a safe and secure detention environment for staff and detainees, while also maximizing the effectiveness and efficiency of ERO detention management.

**Challenges and Risks**

- Cooperation with local jurisdictions, access to state and local agency information, and lawsuits filed against ICE continues to be a challenge for ERO’s mission, worsen negative public perceptions, and limit the program’s effectiveness.
- Chronic staffing shortages coupled with ongoing deployments of officers and staff to the Southwest border and high demand for information and reporting strain morale, impacting recruitment and retention.
- If resources continue to be diverted from core functions, then ERO's ability to manage the non-detained and detained populations will diminish while immigration court delays and backlogs will be exacerbated, leading to increased absconder rates and reduced capacity to detect and mitigate potential threats.

**DID YOU KNOW?**

ERO’s DC based Foreign Operations Unit not only manages ERO’s Cuba, Haiti, Mexico, and Canada country dockets, but also provides ERO’s largest overseas workforce with the necessary programmatic, administrative, and budgetary support it requires to successfully advance ERO equities from abroad.

**Next Steps**

- Modernize IT resources to improve data quality and access for all agencies in the immigration lifecycle, improve operational efficiencies, and strengthen capabilities for data tracking and sharing.
- Secure funding to develop a workforce to handle increased Alternative to Detention numbers and non-detained docket.
- Incorporate monitoring and evaluation activities into standards and decision-making processes required by the Evidence Act by hiring and training personnel to innovate, implement, execute, and manage these processes.



## Homeland Security Investigations (HSI)

### 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.

### Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

#### *Program Execution and Impact*

- Cyber groups comprised of criminal investigators, computer forensic analysts, and cyber operations officers established domestically to look at exploitations on the dark web like darknet marketplaces, ransomware, child endangerment and victimization.
- Child sexual exploitation cases and the identification and rescue of victims of child sexual exploitation spiked during COVID. The majority of cases were solved through cell phone forensics as cell phones are the most common platform used by predators.
- Prevented over \$800 million in fraudulent goods from entering the U.S. as part of over 2,500 seizure incidents through Intellectual Property investigations and coordination with the National Intellectual Property Rights Center.
- Significant increase in domestic terror investigations, with counterintelligence investigations resulting in arrests, denied visas, and denied entry.
- Embedded agents at Joint Terrorism Task Force (JTTF) offices increased investigation effectiveness.



HSI leverages interagency partnerships to advance its mission and train and empower the HSI workforce. For example, in June 2022, HSI, with the assistance of the Treasury Executive Office for Asset Forfeiture (TEOAF), held the inaugural advanced financial training. The goal of this training was to enhance the existing skills of HSI field auditors to better position them to assist their respective offices in ongoing complex financial investigations.





**Key Measure**

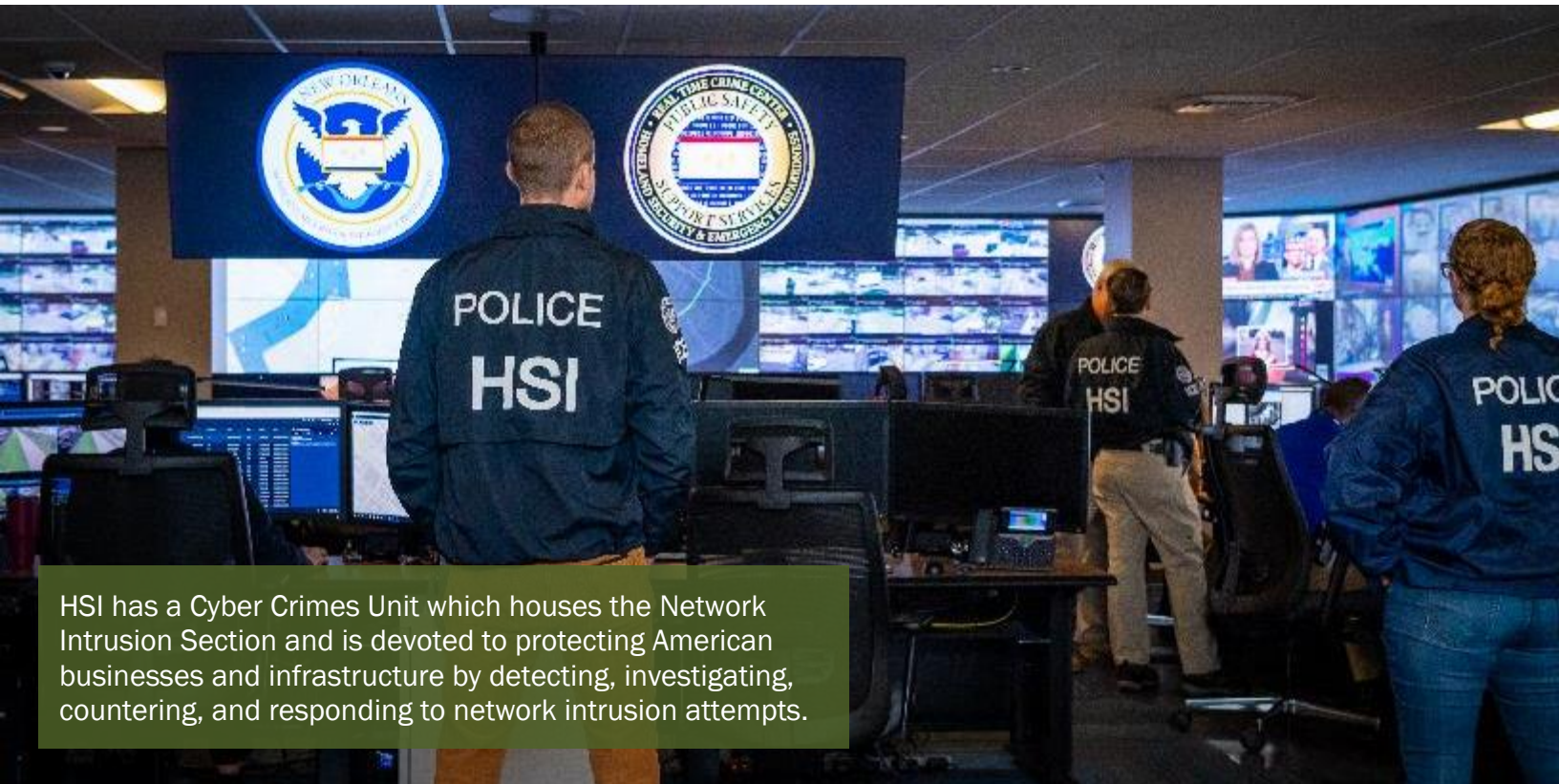
Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Homeland Security Investigations cases resulting in disruption or dismantlement							
---	---	---	698	540	1,083	545	550

**Brief Description:** This measure 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:** Through FY 2022, HSI Domestic Operations has continued its Significant Case Report (SCR) training program for HSI field offices for better visibility and understanding of HSI’s SCR program. In addition, Domestic Operations is in constant engagement with HSI field offices on SCR cases, and when applicable, assisting HSI field offices in submitting initial, disruption, and dismantlement SCRs. As a result of this improved engagement, Domestic Operations, in coordination with the SCR Panel, is reviewing more SCR submissions each month to ensure SCR submissions are adjudicated timely.

**Challenges and Risks**

- Decentralized finance represents the most exigent challenge in the virtual asset space, but hiring and retention of skilled cyber and blockchain certified staff—as well as keeping pace with changing technology and equipment—impacts the ability to combat the emerging cyber-financial threat of Transnational Criminal Organizations (TCO) using chain-hopping, privacy focused coins, and stable coins to mask/laundry illicit proceeds.
- COVID continued to impact the ability to train and onboard new agents in sufficient quantity.



HSI has a Cyber Crimes Unit which houses the Network Intrusion Section and is devoted to protecting American businesses and infrastructure by detecting, investigating, countering, and responding to network intrusion attempts.






- Transnational gangs spreading throughout the United States in suburban, rural, and established urban street gang environments.
- If HSI is unable to comprehensively train, retain, and equip personnel needed to conduct cyber investigations, then HSI will have a diminished capacity to identify, disrupt, and dismantle criminal enterprises, money laundering of cryptocurrency, proliferation of controlled weapons and technology, child sexual abuse materials, and other transnational organized crime.
- If HSI is unable to staff critical Joint and Counter-Intelligence positions, then risks increase that terrorism may occur in the U.S. or adversarial foreign intelligence services and state/non-state actors will cause damage to national and economic security.

## DID YOU KNOW?

HSI has the broadest authorities of any federal investigative agency to include investigating crimes related to the sexual exploitation of children, weapons smuggling, drug trafficking, network intrusion, money laundering, human trafficking, and theft of intellectual property.

### Next Steps

- Continue leveraging counterterrorism and counterintelligence working groups to develop overarching memoranda of understanding between DHS and FBI and each DHS Component to have roles and responsibilities defined on joint task forces.
- ICE is working to retain HSI's cyber workforce and create targeted recruitment efforts to expand specialized cyber and forensics skills.
- Pursue funding proposals and financial support for the creation of two violent gang task forces.



Each year, the HSI National Bulk Cash Smuggling Center in Williston, Vermont, selects college students from across New England to participate in a semester long program. Candidates are enrolled in criminal justice degree programs or a related field of study, such as cybersecurity, finance and fraud studies, or homeland security. During the program, interns learn about the DHS mission and its Components, work hand in hand with HSI personnel to identify financial crimes, and assist on projects that support investigations in the field.



## Office of the Principal Legal Advisor

### 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 the U.S. Department of Justice, Executive Office for Immigration Review.

### Strategic Review Summary of Findings

Progress Rating: *Focus Area*

#### Program Execution and Impact

- The Executive Office for Immigration Review (EOIR) continues to open new courtrooms, including locations without OPLA presence, outstripping OPLA capacity.
- If OPLA is not able to keep pace with increased immigration court docket litigation due to limited resources, then obligations to represent the United States in court cases will be strained.”Defended more than 700 lawsuits related to COVID-19, seeking release of ICE detainees.
- Attended 240,000 EOIR hearings, resulting in over 55,000 case completions with a docket of more than 1.4 million cases.
- Dismissed or administratively closed over 18,809 cases under interim Prosecutorial Discretion guidance from 29,725 requests.

### DID YOU KNOW?

ICE led an interagency working group to resolve legal, policy, and process issues related to international treaties and privacy laws, in support of the deployment of the Biometric Identification Transnational Migration Alert Program (BITMAP) to Poland. This deployment will help address national security concerns related to rising tensions between Ukraine and Russia.

#### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Client satisfaction based on the annual OPLA Voice of the Client Survey							
---	---	---	---		---	71%	72%

**Brief Description:** OPLA attorneys play an integral role in enforcing the nation's immigration laws by litigating cases in immigration court and securing orders of removal against those found to be in violation of immigration law. This measure assesses the effectiveness of OPLA at providing high quality and timely legal advice and training to its clients.

**Explanation:** This new measure reflects OPLA plans to implement performance measures that focus more on assessing program impact on stakeholders and customers. Through data obtained from the annual Voice of the Client Survey, OPLA will be able to assess whether it is fulfilling program goals and identify areas for improvement.

#### Challenges and Risks

- As EOIR fully reopens the non-detained dockets, the demand for field attorneys to cover court will surpass available resources.






- An intense docket of federal civil litigation, including class actions, requires significant additional personnel and technology resources to address document discovery and other litigation demands.
- If OPLA is not able to keep pace with increased immigration court docket litigation due to limited resources, then obligations to represent the United States in court cases will be strained.
- If the program does not have skilled staff, effective collaboration with DOJ, and IT support needed to support equities in federal litigation, then the program and DOJ cannot properly defend enforcement authorities and policies, subjecting ICE to sanctions for noncompliance with court orders and discovery deadlines.

## DID YOU KNOW?

Since its creation as the Forensic Document Laboratory in 1980, the HSI Forensic Laboratory has been the only U.S. crime lab specializing in the scientific authentication and research of travel and identity documents and related issues. HSI Forensic Laboratory personnel are often asked to provide essential analysis in ongoing criminal investigations.

### Next Steps

- Seek sufficient appropriations to fully cover each immigration court, hiring, and facilities, and steady-state funding for contract document review to support in federal class action litigation discovery.
- Prioritize immigration court docket coverage to maximize coverage in cases of public safety, national security, or where there would be an injustice if the agency was not represented.
- Implement two new performance measures to assess efforts to implement enforcement priorities.



OPLA is the largest legal program in DHS, with over 1,300 attorneys. By statute, OPLA serves as the exclusive representative of DHS in immigration removal proceedings before the Executive Office of Immigration Review, litigating cases involving criminals, terrorists, human rights abusers, and other priority noncitizens. In addition to its headquarters in Washington, DC, OPLA has field locations and presence in more than 60 cities across the nation.





## Transportation Security Administration

### Overview

[Transportation Security Administration \(TSA\)](#) protects the Nation’s transportation systems to ensure freedom of movement for people and commerce.

For each TSA mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of TSA’s performance measures results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### **Aviation Screening Operations**

#### 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



TSA and S&T continue to collaboratively explore innovative approaches to aviation security. The two agencies have partnered with Duke University to develop a prototype hybrid x ray system that combines multi view transmission with x ray diffraction (XRD) tomography. XRD technology will improve material recognition and threat identification, which means an increased ability to detect currently unidentifiable threats.



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.

### Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

#### Program Execution and Impact

- Implemented On-Screen Alarm Resolution Protocol 2.0 to enable improved decision making, resulting in fewer baggage checks which decreases the need for opening bags.
- Introduced new pay and compensation initiatives to more closely match that of other federal agencies.
- Five new airlines joined the TSA PreCheck® program, and over 3 million individuals enrolled, bringing the total number of Known Traveler Number holders to over 31 million.
- TSA Cares, the agency’s helpline, assisted over 36,000 travelers with disabilities and medical and special conditions.
- Partnered with the Federal Aviation Administration (FAA) to share information and rescind TSA PreCheck eligibility for passengers who received FAA fines for being disruptive aboard flights.
- Trained and deployed more than 1,000 explosives detection canine teams at airports and mass-transit facilities.
- Improved detection technology allowing passengers to leave items in bags that they previously had to remove.

## DID YOU KNOW?

TSA has partnered with CBP to test the use of CBP One™ at TSA checkpoints as a possible means of efficiently validating adult noncitizen travel documentation. CBP One™ is a mobile application that serves as a single portal to a variety of CBP services. Use of the CBP One™ application reduces processing time, while adding a biometric verification capability.

#### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Passenger data submissions that undergo Secure Flight matching							
100%	100%	100%	100%	100%	100%	100%	100%

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

**Explanation:** Secure Flight receives an average of two million passenger submissions per day from commercial airline operators. All received submissions are vetted.

#### Challenges and Risks

- Recapitalization of equipment and introducing new in-line systems intended to address legacy technology and systems, but down-stream resource constraints are impacting development and deployment timelines.



## Performance Report and Plan


- If TSA is unable to address evolving threats to transportation due to insufficient investment in new technologies and capabilities, then its ability to secure transportation sector will be inadequate to respond to future needs.
- If TSA does not continue improving its ability to collaborate with partners to meet cybersecurity requirements for Transportation Security Equipment (TSE), then it will be unable to maintain integrity of the aviation security infrastructure and address cyber vulnerabilities.

### **DID YOU KNOW?**

As part of a reuse and recycle program, TSA IT has recycled over 5,000 devices, including phones and tablets. Recycling the mobile devices has prevented over 100 million gallons of water from being contaminated, reduced over 50,000 pounds of greenhouse gas emissions, and saved enough energy to power over 200 households with electricity for a day.

### **Next Steps**

- Partnering with S&T to better define requirements for the checked baggage program, with the goal of improving checked baggage alarm rates while managing down-stream resources.
- Continue to explore, develop, and implement new technology and systems for enhancing aviation security, to include a hybrid x-ray system combining multi-view transmission (Computed Tomography system) with X-ray diffraction (XRD) tomography, among other initiatives aimed at addressing legacy technology.



TSA and the government of Kenya concluded a multi year project with the completion of a redesigned passenger screening checkpoint at Jomo Kenyatta International Airport in Nairobi, Kenya. The redesigned checkpoint serves U.S. bound flights and now includes state of the art equipment donated by partner agencies that will improve aviation security and passenger experience.





## ***Other Operations and Enforcement***

### **Program Description**


The Other Operations and Enforcement program encompasses security reviews, assessment, and enforcement activities in the various modes of commercial transportation. The program includes intelligence and analysis, domestic and international air carrier and airport inspections, air cargo inspections, reviews and assessments, Federal Air Marshals, 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.

### **Strategic Review Summary of Findings**

Progress Rating: *Satisfactory*

#### ***Program Execution and Impact***

- The FBI Record of Arrest and Prosecution Back Services, a recurrent criminal history vetting program, is now mandatory for all federalized airport operators and passenger and cargo program aircraft operators.
- TSA continues efforts with Amtrak to determine strategies for vetting rail passengers.
- Deployed the Transportation Vetting Portal to offer a no cost web-based solution to vet employees at airports without ID media and implemented an online renewal process for eligible Transportation Worker Identification Credential (TWIC®) holders.



TSA's Multimodal Public Areas Capabilities (MPAC) Division shares information with stakeholders that highlights recent technology testing activities, upcoming events, and provides access to assessment results, publications, and security studies. For example, [\*MPAC shared press releases earlier this year\*](#) for the selection of TSA's first Unmanned Aircraft Systems (UAS) test beds at MIA and LAX. These testbeds will allow TSA to test technologies that will detect, track, and identify drones entering restricted airspace, which could pose a threat to aviation security.



## Performance Report and Plan

- Issued two Pipeline Cybersecurity Security Directives to critical owners and operators requiring incident reporting to CISA. Completed over 50 pipeline cyber architecture reviews to identify gaps and mitigation efforts for high-risk pipeline owners/operators.
- Air Cargo Security Roadmap published for modernizing, streamlining, and securing air cargo transportation operations.
- Launched a Spanish-language virtual assistant for @AskTSA to respond to Spanish speaking travelers' social media inquiries.
- Approved over 100 surface security employee training programs.

**DID YOU KNOW?**

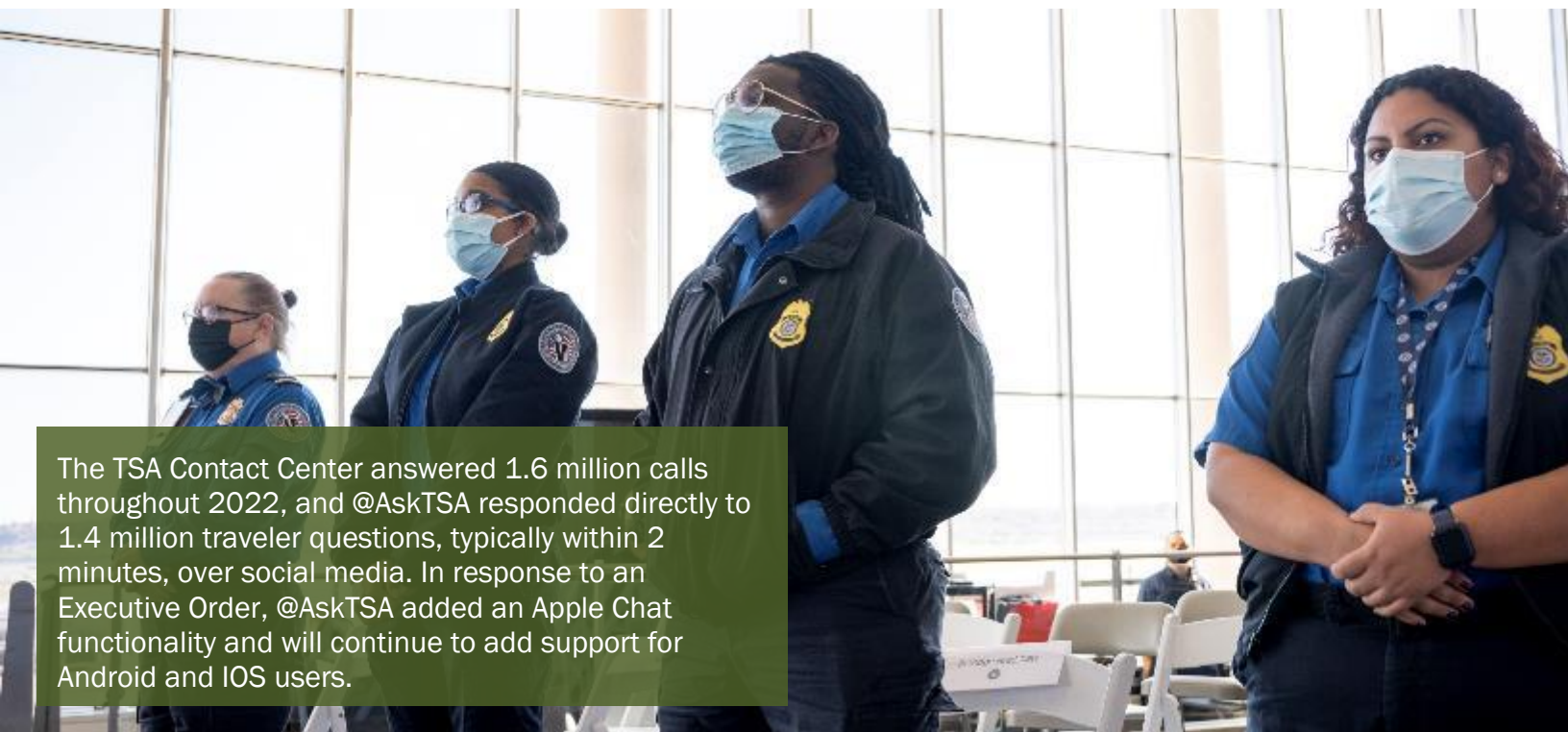
Biometrics collected from applicants for TSA PreCheck® may also be used to conduct screening at airport checkpoints. TSA has manually processed over 11,000 threat assessments throughout 2022, alleviating passengers from having their Known Traveler Number suspended and further expediting the screening process.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Domestic air carriers in compliance with standard security programs							
87%	89%	86%	92%	90%	92%	90%	90%

**Brief Description:** This measure 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 2022, there were over 33,000 inspections conducted on domestic aircraft operators. These inspections range from supplemental to targeted and full inspections. There were over 2,700 findings assessed nationwide.



The TSA Contact Center answered 1.6 million calls throughout 2022, and @AskTSA responded directly to 1.4 million traveler questions, typically within 2 minutes, over social media. In response to an Executive Order, @AskTSA added an Apple Chat functionality and will continue to add support for Android and IOS users.



### **Challenges and Risks**

- Maintaining situational awareness of persistent and evolving cybersecurity threats and ensuring the capability and capacity to respond with agility.
- Watch List and Flight Training security rules need modifications to reflect recent changes in privacy, security postures, and evolving threats.
- If supply chain insider threats are not mitigated, then transportation systems will be more vulnerable to attacks.

### **Next Steps**

- Implement a multi-year project to issue a Next Generation TWIC credential that allows the card to be used with contactless functionality and allows security officials to save site-specific information.
- Implement FBI Record of Arrest and Prosecution Back Services for the entire TSA PreCheck® and TWIC populations.
- Implement the Flight Training Security Program Final Rule, resulting in enhancements to systems and processes and a reduction in the burden to applicants via a standardized five-year assessment period.

## **DID YOU KNOW?**

In support of efforts to regulate air cargo screening technology, TSA partnered with the U.S. Postal Service (UPS) and Rapiscan to perform a Field Assessment of the Rapiscan RTT110 Electronic Detection System (EDS). After a successful 14 month assessment, TSA has seen industry adoption with over a dozen currently operating in the domestic fast parcel industry, and with UPS reporting over 6.5 million parcels screened during initial deployment.





# U.S. Citizenship and Immigration Services

## Overview

[U.S. Citizenship and Immigration Services \(USCIS\)](#) is the government agency that oversees lawful immigration to the United States. USCIS upholds America’s promise as a nation of welcome and possibility with fairness, integrity, and respect for all we serve.

For each USCIS mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of USCIS’ performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

## Employment Status Verification

### 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.

### Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

#### Program Execution and Impact

- Conducted 4,500 audits of E-Verify cases and root cause analysis, remediation, and resolution of anomalies that improved the quality of the verification process and corrected data errors.
- Employers ran over 40 million queries, reflecting the bounce back in hiring that took place following the pandemic.
- Engaged in public outreach through over 400 webinars. Attendance increased substantially due to a partnership with the Society of Human Resource Management, who offers professional development credits for webinar attendance.
- Consistently maintained a high customer satisfaction score in the 80<sup>th</sup> percentile range.
- Met a 10% burden reduction goal for a new Form I-9, equating to one full minute saved per verification request.

### DID YOU KNOW?

USCIS launched Person Centric Identity Services (PCIS) in November 2021 a critical step in implementing a person centric identify management strategy. PCIS aggregates an individual’s biographic and biometric data from many systems to provide a complete, accurate immigration history for an individual.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Workers determined to be Employment Authorized after an initial mismatch							
0.16%	0.21%	0.23%	0.13%	≤ 0.40%	0.11%	≤ 0.30%	≤ 0.30%

**Brief Description:** This measure provides a feedback mechanism to indicate the accuracy of E-Verify system reporting the number of cases in which adjudicating 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 rare cases where the electronic check does not find a match, it is 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 Further Action notices to employees and Self Check, a free online service that allows an individual to check their employment eligibility.

### **Challenges and Risks**

- Closure of Social Security Administration (SSA) field offices during the pandemic affected the timeliness of the resolution of mismatches with SSA.
- Several factors (e.g., system outages, competing business priorities, security upgrades) slowed efforts to retire legacy environments and take full use of modernized systems and architectural components so that costs can be reduced.
- Regulatory action needed to acquire flexibilities for remote document examination in the Form I-9 process.
- If USCIS encounters significant system outages from key data infrastructure and data service providers due to unplanned changes or operational issues, then this will impact USCIS ability to respond timely to various requests and requirements.



Since its inception in 2009, the USCIS Citizenship and Integration Grant program (CIGP) has awarded over \$100 million through over 500 competitive grants to immigrant serving organizations nationwide. The CIGP has helped more than 300,000 immigrants prepare for citizenship through its support and high quality services.



**Next Steps**

- Working with DHS on a Notice of Proposed Rule Making to implement alternative document examination procedures for Form I-9.
- Complete legacy retirement of E-Verify components in order to reduce operation and maintenance costs and enable accelerated process and technology modernization.
- Hiring qualified personnel to develop and test system improvements and develop and update streamlined business processes and policies.

**Fraud Prevention and Detection**

**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.

**Strategic Review Summary of Findings**

Progress Rating: *Satisfactory*

**Program Execution and Impact**

- ATLAS (USCIS’ screening and vetting platform) processed more than 85.1 million biographic and biometric screenings on applicant information through law enforcement and other federal databases, enabling over a 8.56% growth in automated screenings
- Expanded direct back-end access to data needed to improve detection of significant visa and marriage fraud indicators.
- Completed over 20,000 benefit fraud cases, of which over 45% involved allegations of marriage fraud.
- Developed the Pre-Interview Fraud Detection and National Security Review, which streamlines and standardizes pre-interview review processes, and provides visibility on local trends across offices.

**DID YOU KNOW?**

On an average day, USCIS analyzes tips, leads, cases, and detections for potential fraud, public safety, and national security concerns. The results provide USCIS adjudicators greater certainty that they are making fully informed decisions based on the best available information.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
System generated notifications timely triaged							
---	---	85%	75%	80%	82%	80%	80%

**Brief Description:** This measure gauges the percent of pre-adjudicative and automated System Generated Notifications (SGN) related to national security, public safety, or fraud indicators that are triaged and resolved 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 significantly improved its performance in triaging SGNS during FY 2022 by realizing the benefits of multiple long-term initiatives, such as the transition to a cloud based environment. The combination of





technological improvements, focused development, and ongoing training to promote adoption of best practices enabled USCIS to improve overall performance and meet this measure.

### ***Challenges and Risks***

- Increased screening and vetting workload anticipated from the publishing of the interim final rule by DHS and DOJ on March 29, 2022, that may increase the number of asylum applications that will be adjudicated by a USCIS asylum officer after the individual is found to have credible fear.
- Increased use of interview-waiver adjudications, digitization, and remote work requires additional data-driven methods to identify fraud in immigration filings.
- Staffing and training personnel with appropriate security clearances.
- If USCIS is unable to maintain a fluid information exchange with its partners due to outdated and ineffective information sharing tools and capabilities, then security and integrity of the immigration system could be compromised.
- If USCIS is unable to implement and adhere to consistent and aligned vetting practices because of competing priorities and shifting workloads, then vetting efforts will be less effective and efficient.

### ***Next Steps***

- Continue optimization of SGNs and explore other data analysis tools and methodologies to increase efficiencies.
- Expand National Vetting Center vetting to provide additional resources and assistance with asylum, international operations, and parole cases.
- Identify opportunities to isolate additional significant derogatory information via new SGN categories in connected systems that impact eligibility of the benefit being sought, and streamlines adjudications by rapidly detecting derogatory information.

Due to the pandemic and corresponding Federal Records Center (FRC) closures, the National Records Center (NRC) experienced a backlog of files needed from the FRCs. By February of 2022, the pending request for files was over 330,000. The NRC, working closely with the FRCs, eliminated the backlog by the end of June 2022. Due to efforts of dedicated personnel, USCIS can once again provide timely access to immigration records needed to fulfill its promise to the public.





## Immigration Services

### 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 integration services for lawful immigrants.

### Strategic Review Summary of Findings

Progress Rating: *Focus Area*

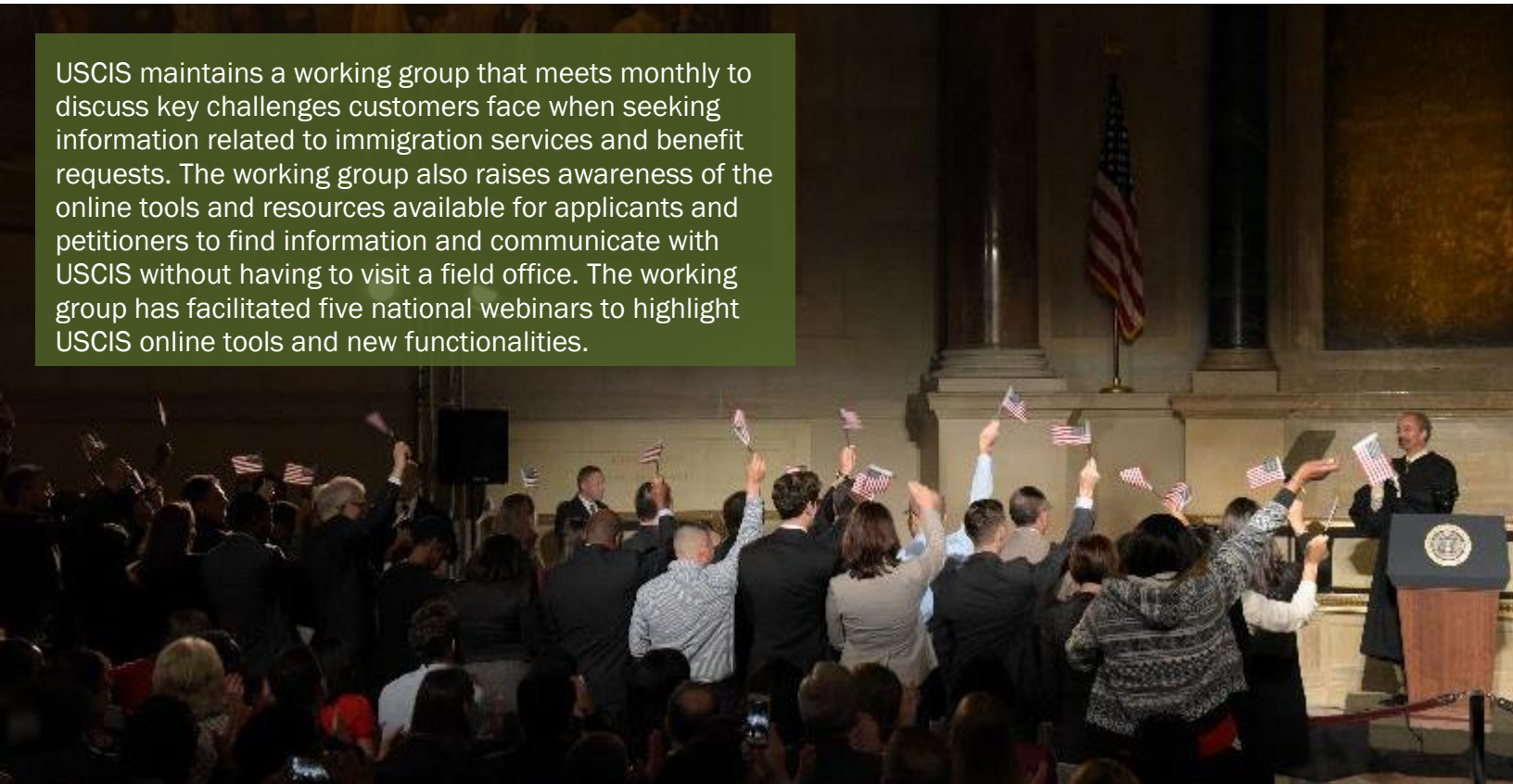
#### Program Execution and Impact

- Processed naturalization cases at pre-pandemic levels, and implemented a virtual oath process for military naturalization applicants, allowing individuals serving this country to become U.S. Citizens while overseas.
- Established temporary offices to process arriving Afghan nationals under Operation Allies Welcome and provide biographic and biometric screening (including mobile biometric processing stations), medical and mental health services, a connection to agencies able to assist with the resettlement process, and other services.
- Although COVID reduced domestic office capacity, expanded video interviewing to conduct naturalization interviews.

### DID YOU KNOW?

Due to COVID 19 travel restrictions, venue closures, and social distancing, USCIS redesigned its National Citizenship Education Teacher Training Program to continue to provide this vital service virtually to school systems, libraries, museums, and community based organizations.

USCIS maintains a working group that meets monthly to discuss key challenges customers face when seeking information related to immigration services and benefit requests. The working group also raises awareness of the online tools and resources available for applicants and petitioners to find information and communicate with USCIS without having to visit a field office. The working group has facilitated five national webinars to highlight USCIS online tools and new functionalities.







- Deployed officers overseas to conduct in-person interviews.
- Although 97% of funding consists of fees paid by applicants and petitioners, fees were last adjusted in FY 2016, resulting in challenges to fully recover all the agency’s costs.
- Backlog of 4.4 million cases continues to increase due to factors such as COVID closures and capacity limitations, financial constraints, staffing shortages, adjudication policy changes, and technology needs.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Applications for Naturalization that were appropriately decided							
99%	99%	99%	99%	99%	100%	99%	99%

**Brief Description:** This measure assesses the program's ability to process naturalization applications (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:** Through FY 2022, USCIS continued to enhance the security and integrity of processing naturalization cases through the continued implementation of process efficiencies, which included the increased review and processing of electronic case filing and continuous training efforts, among other enabling factors.

**Challenges and Risks**

- As a fee-funded agency, USCIS must commit to the biennial fee review process and adjust fees accordingly.
- Unanticipated events (e.g., Operation Allies Welcome) led to additional workload demands.
- If USCIS is unable to implement a final fee rule in a timely manner, then its ability to process immigration benefit requests and related services timely will be impacted.



USCIS designed a user interface for applicants and legal representatives to submit and upload evidence, and pay for two forms together – Form I 821, Application for Temporary Protected Status (TPS), and Form I 765, Application for Employment Authorization. TPS is one of USCIS’ largest and most visible product lines and provides humanitarian relief to hundreds of thousands of individuals from a dozen countries severely impacted by civil conflict or environmental disasters. The completion of this first ever endeavor is a ground breaking investment towards the agency’s long term e processing objective. Within 60 days of deployment, 89% of applicants for initial TPS registration had chosen to file online.





## Performance Report and Plan

- If new or changed immigration policies and regulations result in increased application volume and/or require additional and more complex adjudication processes, then USCIS' ability to process immigration benefits timely will be impacted.

### **Next Steps**

- Conduct the biennial fee review, which may result in the development of a Notice of Proposed Rule Making and final fee rule.
- Focus on efficiency and innovations to manage the backlog and streamline processing.
- Partner with the General Services Administration and Stanford University to assess the effectiveness of naturalization outreach efforts and to identify and eliminate barriers to naturalization.



## U.S. Coast Guard

### Overview

[U.S. Coast Guard](#) (USCG) is one of the six armed forces of the United States and the only military organization within DHS. The USCG protects the maritime economy and the environment, defends our maritime borders, and saves those in peril.

For each USCG mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of USCG's performance measure results and plan, see the "[Performance Measure Tables – Report and Plan](#)" chapter in this section.

### **Marine Transportation System Management**

#### Program Description

The Marine Transportation System (MTS) Management program ensures a safe, secure, efficient, and environmentally sound waterways system. The USCG 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 USCG 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 (ATON) and Ice Operations statutory missions contribute to this program.

#### Strategic Review Summary of Findings

Progress Rating: *Satisfactory Progress*

##### *Program Execution and Impact*

- Waterborne vessels facilitated safe and secure movement of U.S. commerce representing 40 percent of U.S. international freight value (\$1.5 trillion) and 70 percent by weight (1.5 trillion short tons).
- Modernization of marine safety information (e.g., Notice to Mariners, Marine Safety Information Bulletins) provided vital information improving mariner planning and awareness.
- Aids to Navigation modernization are progressing, to include LED optics and continuous research and development on buoy types.
- Relocation of the International Ice Patrol headquarters improved the ability to acquire better satellite data and provide enhanced coordination with the U.S. Ice Center. The Coast Guard still relies on fixed wings assets for reconnaissance and validation of satellite data.
- Conducted the first Nationwide Waterways Analysis and Management study of U.S. waterway systems to determine consistent levels of service and optimize the mix of emerging technologies and legacy methods.

#### **DID YOU KNOW?**

The Coast Guard is responsible for safeguarding the nation's Marine Transportation System (MTS), which is comprised of nearly 100,000 miles of shorelines, 25,000 miles of navigable channels, over 350 commercial ports, and 45,000 aids to navigation. The MTS generates more than \$5.4 trillion in economic activity and supports 31 million U.S. jobs.



**Key Measure**

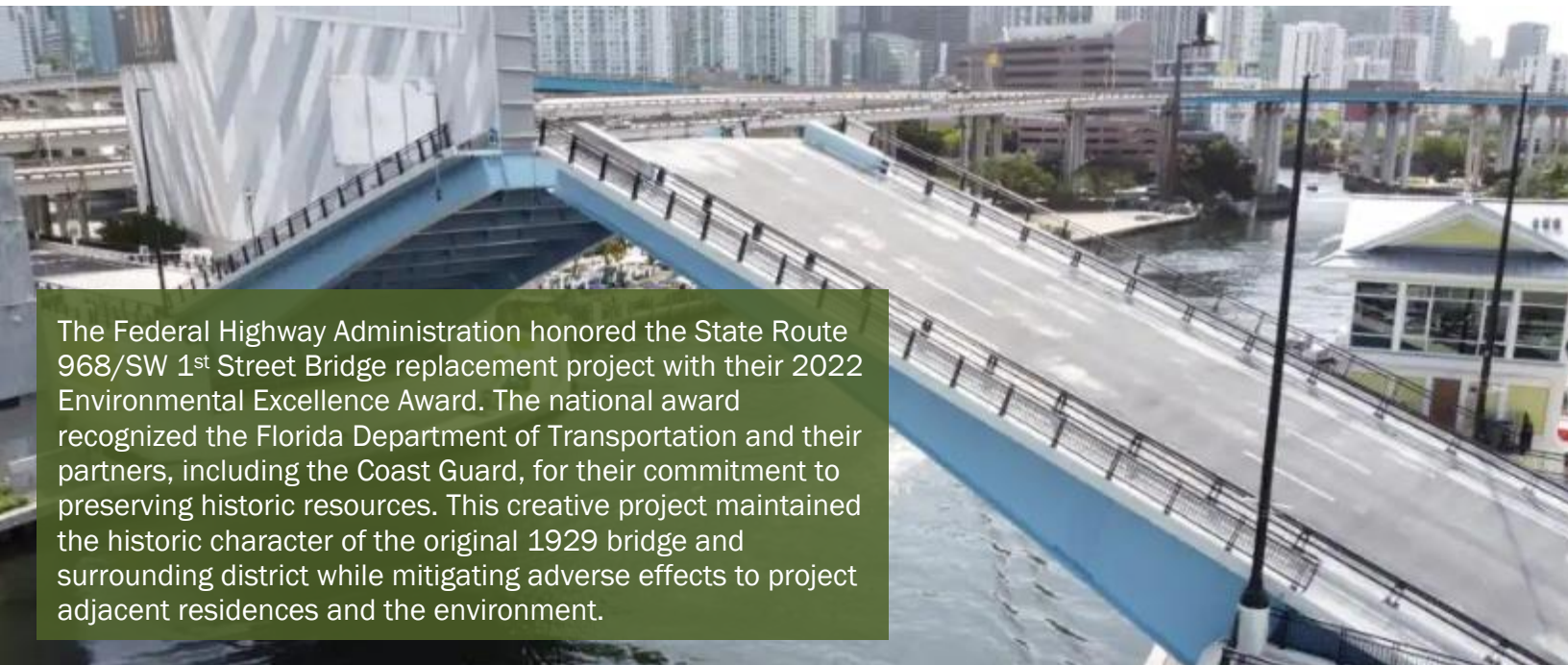
Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Availability of maritime navigation aids							
97.1%	96.8%	96.5%	96.2%	97.5%	96.3%	97.5%	97.5%

**Brief Description:** This measure 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:** The Coast Guard’s declining Aid Availability Rate (AAR) is the result of aging aids to navigation infrastructure, which reflects the Service’s need to prioritize recapitalization of the most critical assets in the shore infrastructure and aids to navigation portfolio. The Coast Guard continues to leverage existing resources to make this program more effective and efficient and to continue delivering risk reduction activities in the marine transportation system.

**Challenges and Risks**

- No backup system exists to meet the nation’s need for positioning, navigation and timing in the event Global Positioning System (GPS) signals are lost.
- Resource constraints have created an ATON maintenance backlog, which must be mitigated to maintain the aid availability rate, and ensure safety of navigation throughout the MTS. Investments in the Coast Guard’s Juniper Class Seagoing Buoy Tender (WLB) Crew Reconstitution and Waterways Commerce Cutter (WCC) will support the ATON system.
- If the Bridge program does not take steps to improve IT integration, workforce resilience, and increases in capacity for infrastructure, then the risk to national infrastructure and operational effectiveness will increase.
- International Ice Patrol is seeking new training opportunities and increased fixed wing support to verify satellite reconnaissance, iceberg analysis, and prediction system results.



The Federal Highway Administration honored the State Route 968/SW 1<sup>st</sup> Street Bridge replacement project with their 2022 Environmental Excellence Award. The national award recognized the Florida Department of Transportation and their partners, including the Coast Guard, for their commitment to preserving historic resources. This creative project maintained the historic character of the original 1929 bridge and surrounding district while mitigating adverse effects to project adjacent residences and the environment.





- If the program cannot support the aids to navigation mission by melding new legacy and new tools to maintain, modernize, and synchronize disparate information systems throughout the MTS, then the Coast Guard will be challenged to provide equitable and transparent communication with stakeholders, as well as make data-informed, risk-based decisions to promote safe waterway use.
- The Coast Guard must ensure regulations and policies keep pace with evolving operations and technological advancements in an increasingly complex MTS to foster continued innovation and avoid increased risk.

### **Next Steps**

- Continue updating multiple IT systems, such as the Iceberg Analysis and Prediction System (Phase 2) for the International Ice Patrol.
- Address key vacancies and continue updating training programs for Marine Transportation System Management personnel.
- Develop a Waterways Management Human Capital Strategy that develops and maintains a cadre of officer, enlisted, and civilian personnel capable of addressing the challenges associated with the execution of all waterway issues.
- The cutters supporting the inland waterways are some of the oldest in the Coast Guard fleet, underscoring the importance of the Service's current recapitalization of surface assets, the largest since World War II. The Coast Guard will continue these recapitalization efforts moving forward.

## **Maritime Prevention**

### **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 Coast Guard's Maritime Prevention program: Ports, Waterways, and Coastal Security; Marine Safety; and Marine Environmental Protection.

### **Strategic Review Summary of Findings**

Progress Rating: *Noteworthy progress*

#### **Program Execution and Impact**

- Prevention activities helped facilitate America's system of ports and waterways, accounting for over \$5.4 trillion of the nation's annual economic activity and supporting over 30 million American jobs.
- A Small Passenger Vessel (SPV) risk-based inspection system is now fully implemented, and preliminary 2021 inspection data reflecting a shift of focus to "riskier" vessels (over 80% of interventions and actions were directed to SPVs with higher risk factors).
- Updating technology to increase capabilities and to continue advancing Command, Control, Communication, Computer, Cyber, and Intelligence capabilities that enable greater mission performance.

### **DID YOU KNOW?**

In 2021, the Coast Guard responded to 11,427 pollution incidents, mitigated the impacts of 990,464 gallons of oil discharged within the Coastal Zone, and prevented the discharge of 8,234,524 gallons of oil into U.S. waters.



## Performance Report and Plan

- Stood up a Third-Party Oversight Office within the Office of Commercial Vessel Compliance, improving communication and partnerships with responsible organizations.
- Conducted nearly 30,000 container vessel safety inspections.
- Inspectors are now equipped with mobile computing capabilities for greater access to international regulations and guidance documents.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Three-year average number of serious marine incidents							
705	748	612	605	≤685	522	≤ 626	≤ 612

**Brief Description:** This measure assesses the impact of the program’s efforts to reduce the number of serious marine incidents through outreach, training, and inspections.

**Explanation:** This result is partly attributable to reduced maritime activity during the height of COVID-19’s impacts during FY 2020 and FY 2021. These data are subject change (typically increase) as data entry lag updates are made. FY 2023 targets for this measure have been adjusted to account for decreased results in recent reporting.

### Challenges and Risks

- Increasing demand for waterway access, the growing size and complexity of vessels, facilities, and port operations, and the pressing need to protect the maritime environment.
- Both impacts of climate change and the changes in policy, law, and technology to reduce carbon emissions will challenge operations and policy development.



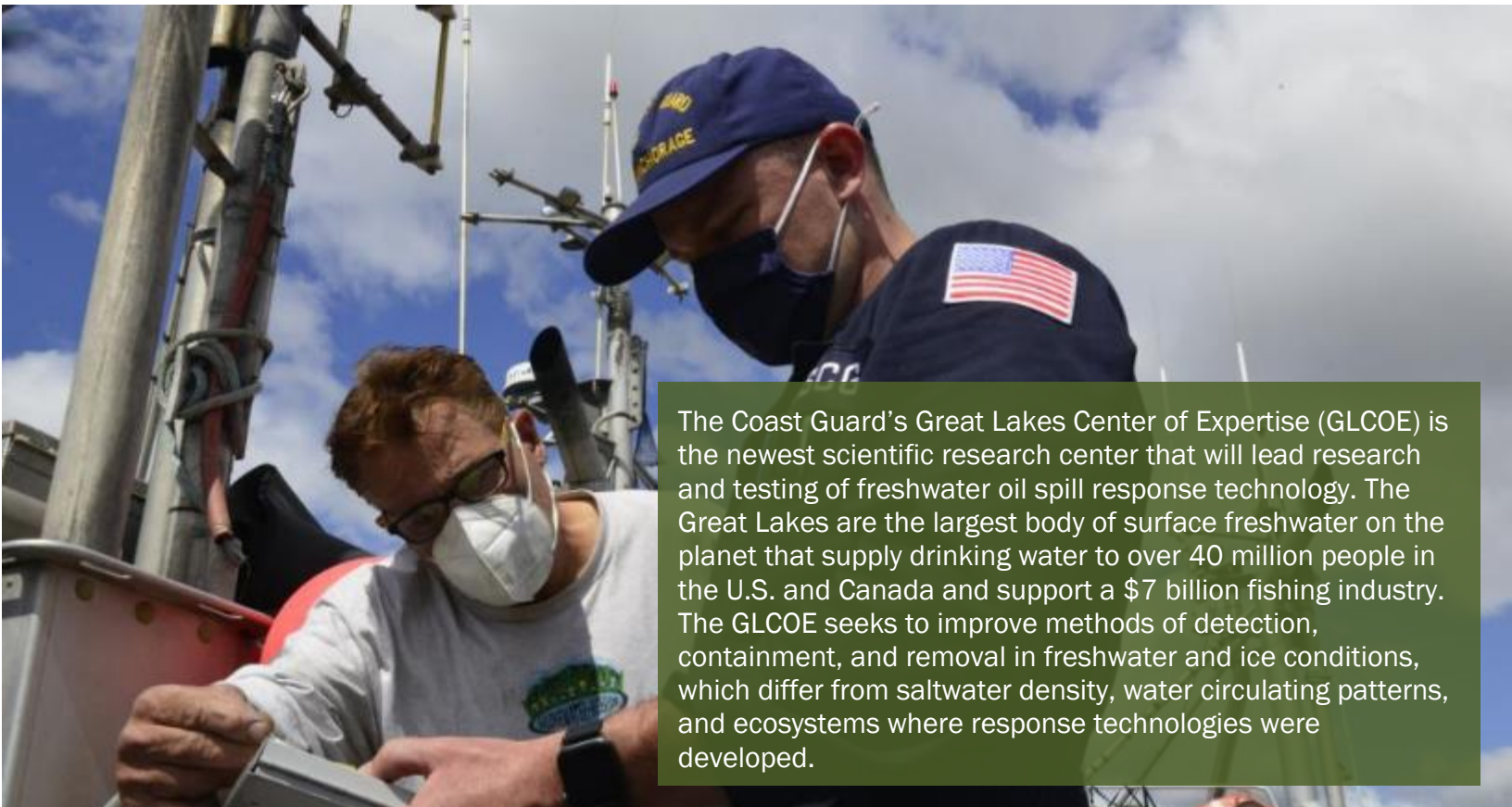
The Coast Guard hosted the first ever Global MTS Cybersecurity Symposium in Long Beach, CA, in May 2022. The event brought together international, technical, and regulatory experts from over 30 countries to discuss the ideal structure for cybersecurity in the public and private maritime sector. The symposium focused on four key areas including governance and regulation, information sharing, risk management, and exercises. Keynote speakers, discussions, panels, and a table top exercise encouraged the exchange of ideas on cyber challenges and best practices among maritime and government experts.



- Decarbonization of shipping is driving innovation of energy and engineering technologies that requires oversight or certification to maintain high levels of safety.
- Growing cybersecurity risk (exploitation, misuse, or failure of maritime-based technologies) to the maritime transportation system significantly impacts the Nation's security and economy.
- The Coast Guard must ensure work force capacity and proficiency match the pace of change in the MTS to remain effective, maintain credibility with partners, and endure as a relevant oversight body for industry.
- In order to minimize safety and security risk, foster continued growth, and facilitate industry adoption of new technologies, the Coast Guard must ensure policies, regulations, and capabilities are responsive to the rapid changes in the maritime industry.

### Next Steps

- The Coast Guard's Prevention Readiness Initiative lays out a plan to advance workforce readiness through four focus areas: Build Capacity, Optimize Quality Fill, Modernize Training, and Retain Talent.
- Investigating a risk-based compliance approach to implement the Vessel Incidental Discharge Act, address updates to the risk assessment matrix for foreign flagged vessel port state control exams, update the risk-based prioritization of commercial fishing vessel exams, and refine the risk-based approach for Small Passenger Vessels.
- Continue technology revolution and select IT system upgrades within the Prevention Mission.



The Coast Guard's Great Lakes Center of Expertise (GLCOE) is the newest scientific research center that will lead research and testing of freshwater oil spill response technology. The Great Lakes are the largest body of surface freshwater on the planet that supply drinking water to over 40 million people in the U.S. and Canada and support a \$7 billion fishing industry. The GLCOE seeks to improve methods of detection, containment, and removal in freshwater and ice conditions, which differ from saltwater density, water circulating patterns, and ecosystems where response technologies were developed.





## Maritime Response

### Program Description

The Maritime Response program mitigates the consequences of maritime incidents and natural disasters. The Coast Guard’s 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 Coast Guard’s Maritime Response program: Search and Rescue (SAR) and Marine Environmental Protection.

### Strategic Review Summary of Findings


Progress Rating: *Satisfactory progress*

#### Program Execution and Impact

- Formation of International Assistance Subcommittee resulted in better interagency collaboration for international assistance, but responding to requests from other countries for preparedness, training activities, or emergencies overseas remains difficult due to external factors.
- Increased participation in Arctic Council workgroups, exercises, and projects enabled effective implementation of Area Contingency Plans and oil spill/hazardous substance response framework.
- Supported interagency COVID response efforts with FEMA.

### DID YOU KNOW?

In FY 2022, the Coast Guard responded to over 15,000 Search and Rescue cases, assisted over 19,000 people, saved the lives of over 4,800 people, and protected over \$90 million in property from loss.



The Coast Guard founded the Automated Mutual Assistance Vessel Rescue (AMVER) System in 1958, which tracks approximately 7,000 ships a day for search and rescue across the globe. The Coast Guard manages the AMVER Program and coordinates commercial ships to save people in distress at sea.



- SAR Satellite Aided Tracking (SARSAT) contributed to 330 U.S. rescues alone.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
People in imminent danger saved in the maritime environment							
78%	78%	86.5%	81.7%	80%	83.3%	80%	80%

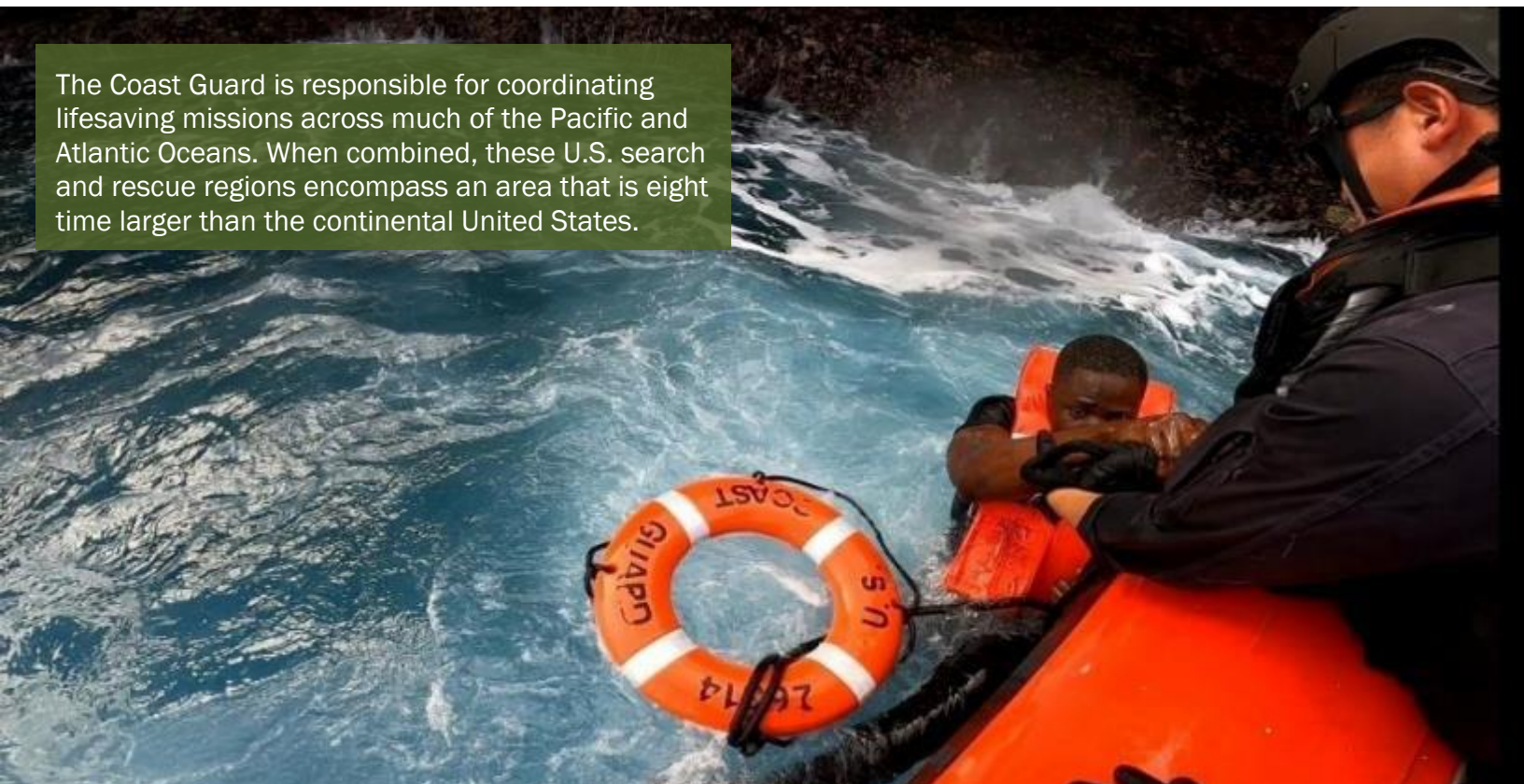
**Brief Description:** This measure reports the percent of people who were in imminent danger on the oceans and other waterways and whose lives were saved by the Coast Guard.

**Explanation:** While the program aspires to save all lives, due to distance, weather, and other challenges, the results reflect the reality of the complexities faced in meeting this goal. In FY 2022, there were over 4,800 lives saved.

**Challenges and Risks**

- More frequent natural disasters and catastrophic incidents will require new approaches and/or staffing to meet the corresponding increase in mission demand.
- Obsolete spill response clean up equipment is increasing reliance on other government agencies and companies.
- Challenges exist to effectively leverage technology within command centers.
- Improved modeling and simulation capability is needed to transition to cloud and web-based operating environments.
- The program must strategically plan and prioritize investment in capabilities that keep pace with the growing demand to respond to increasingly complex maritime incidents and natural disasters.

The Coast Guard is responsible for coordinating lifesaving missions across much of the Pacific and Atlantic Oceans. When combined, these U.S. search and rescue regions encompass an area that is eight time larger than the continental United States.







## Performance Report and Plan

- Due to the increasing prevalence of remote learning, further analysis and data collection is required to understand the impact of remote learning on mission readiness.

### Next Steps

- The Coast Guard’s ongoing review of the SAR system and coastal asset laydown may inform strategic and resource decisions to support multi-year initiatives and future years budget development.
- Update the Contingency Preparedness System database to add new capabilities and improve performance.
- Develop policy, direct training, and inform acquisitions for the next four years based on the results of Mission Analysis Report.

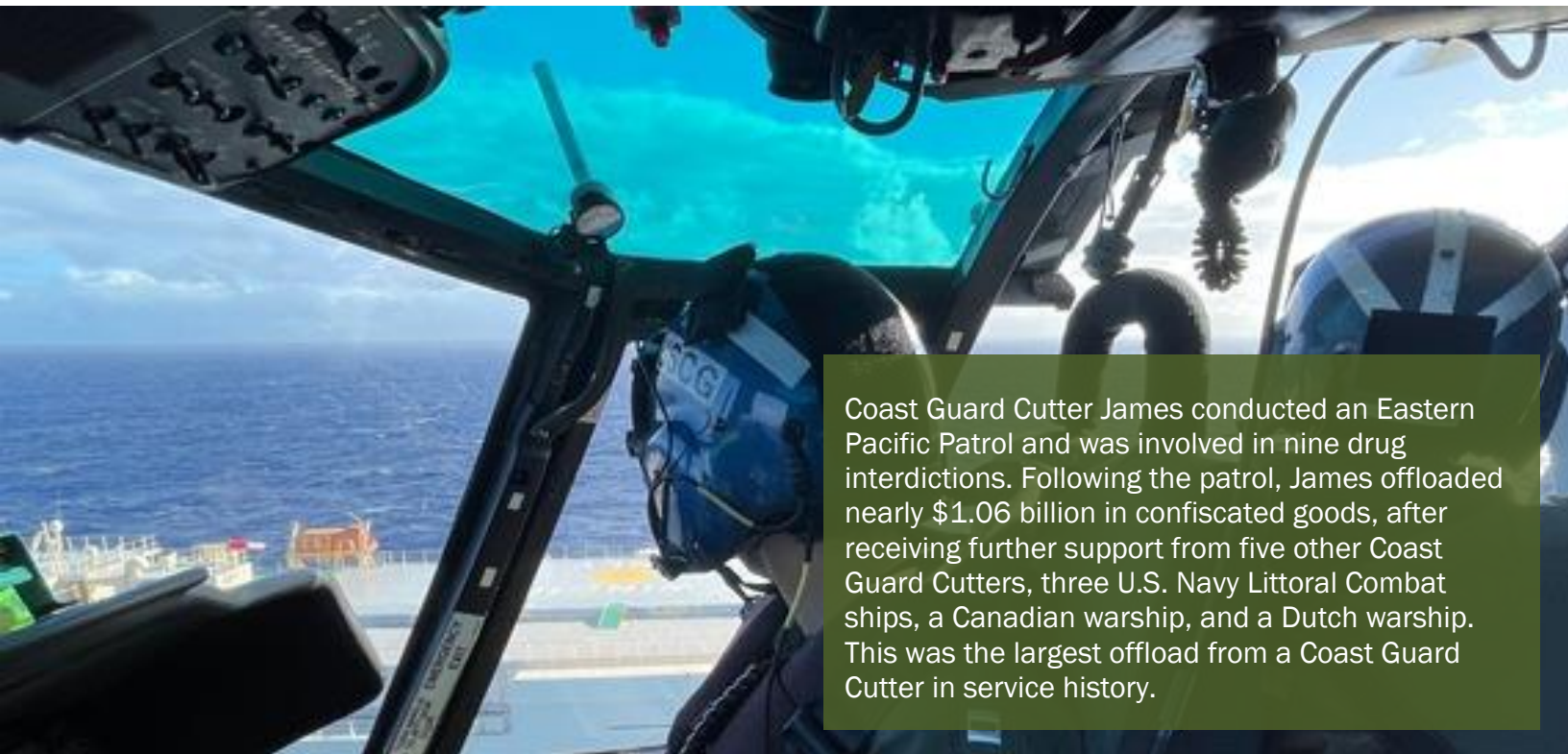
## DID YOU KNOW?

The Coast Guard employs the world’s only Search and Rescue Oceanographer. The Oceanographer regularly collaborates with universities and Nations around the world to study sea surface currents in order to improve Search and Rescue modeling.

## Maritime Law Enforcement

### Program Description

The Maritime Law Enforcement program preserves America’s jurisdictional rights within our maritime borders. The 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 (EEZ) to inland navigable waters, including the Great Lakes. The following statutory missions contribute to the Coast Guard’s Maritime Law Enforcement program: Drug Interdiction; Migrant Interdiction; Living Marine Resources; and Other Law Enforcement.



Coast Guard Cutter James conducted an Eastern Pacific Patrol and was involved in nine drug interdictions. Following the patrol, James offloaded nearly \$1.06 billion in confiscated goods, after receiving further support from five other Coast Guard Cutters, three U.S. Navy Littoral Combat ships, a Canadian warship, and a Dutch warship. This was the largest offload from a Coast Guard Cutter in service history.





## Strategic Review Summary of Findings

Progress Rating: *Satisfactory progress*

### Program Execution and Impact

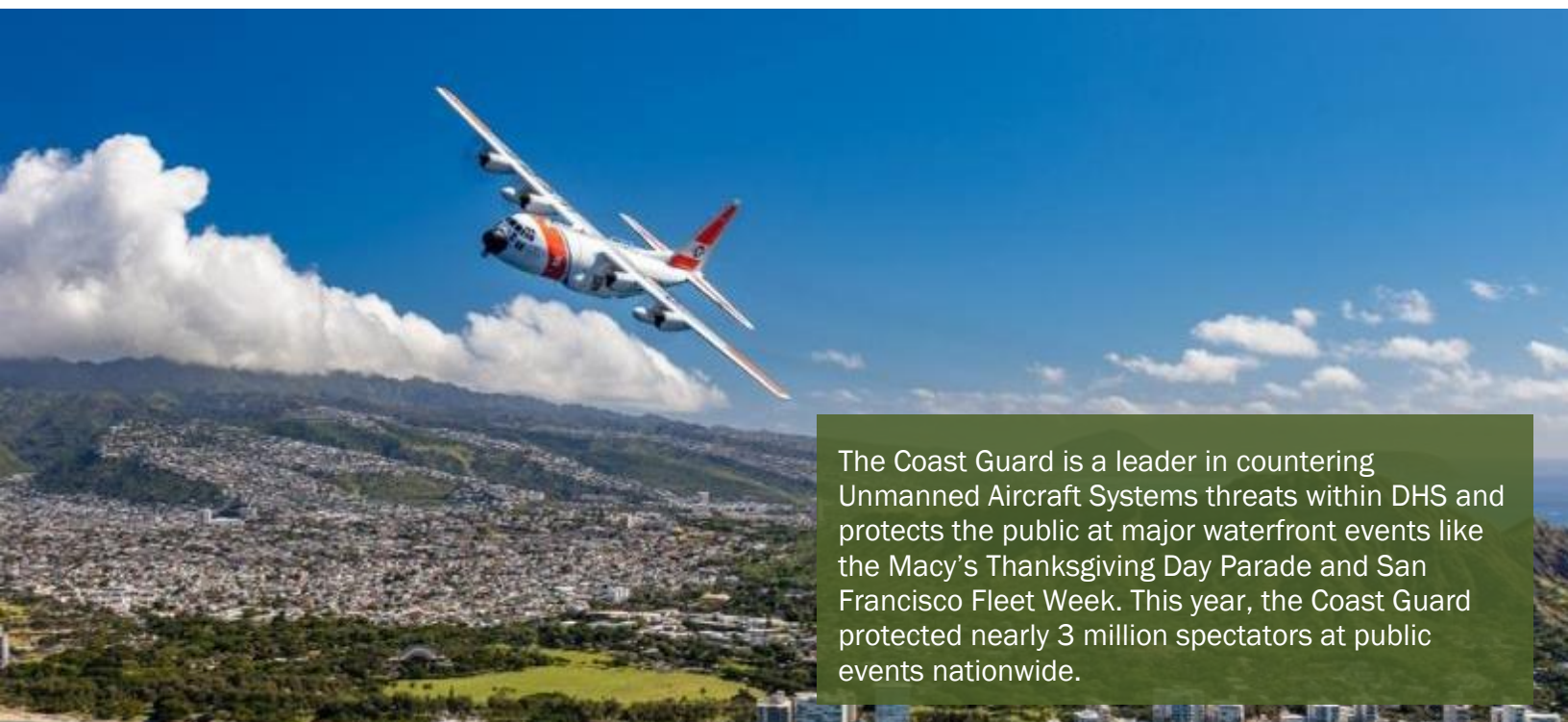
- The Counter Drug (CD) mission relies heavily on cooperation with international partners, with notable progress made in updating and implementing new bilateral and multilateral international CD agreements, resulting in increased drug removals by Partner Nations due to efforts to improve joint operations.
- Seized over 370,000 pounds of cocaine and other drugs and apprehended over 600 suspected smugglers, depriving TCOs of more than \$6.3B in profits.
- Published the Illegal, Unreported, and Unregulated Fishing (IUUF) Strategic Outlook Implementation Plan, outlining actions to combat illegal exploitation of fish stocks, promote maritime governance, and protect national interests.
- Targeting of high priority boardings resulted in nearly 8,000 U.S. fishing vessels boarded and over 200 significant fishery violations.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Migrant interdiction effectiveness in the maritime environment							
72%	86.1%	77.3%	47.2%	75%	56.6%	75%	75%

**Brief Description:** This measure 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:** There is currently an increase in migrant flow in the maritime environment, with a 17% increase in interdictions and 44% increase in known flow compared to FY 2021. It is expected this trend will continue into FY 2023. Assets have been and will continue to be surged to address this increase.



The Coast Guard is a leader in countering Unmanned Aircraft Systems threats within DHS and protects the public at major waterfront events like the Macy’s Thanksgiving Day Parade and San Francisco Fleet Week. This year, the Coast Guard protected nearly 3 million spectators at public events nationwide.



### Challenges and Risks

- Increased influence of intelligence cueing and maritime patrol asset support could strengthen relationship with interagency partners.
- Target detection remains an ongoing challenge to domestic fishery protection due to all fishing vessels not being required to broadcast Automatic Identification System or Vessel Monitoring System signals.
- The Coast Guard faces significant challenges in successfully combatting illegal, unreported, and unregulated fishing activities (IUUF).
- A whole-of-government approach is required in order for the U.S. to avoid the strategic, national security, and economic risks posed by IUUF.
- Interagency and international bilateral agreements are crucial to extending the Coast Guard’s jurisdiction to target, engage, and prosecute TCOs, and promote the safety of life at sea through maritime migrant interdiction operations.

**DID YOU KNOW?**  
The Coast Guard deploys cutters throughout the Caribbean and Eastern Pacific Ocean to combat transnational organized crime and remove narcotics before they enter the United States.

### Next Steps

- Further increase international cooperation through bilateral and multilateral agreements with partner nations and conduct joint operations to combat IUUF.
- Increase information sharing and Maritime Domain Awareness (MDA) to support combatting IUUF and reinvigorate multilateral conferences to build and strengthen partnerships in cooperation against transnational criminal organizations.
- Provide programmatic oversight for trace detection, biometrics, and digital evidence extraction equipment to cement these tools as programs and more properly manage them for our operational units.

## Maritime Security Operations

### 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 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.

### Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

#### Program Execution and Impact

- Sector patrol workload established by using a standardized set of risk factors which resulted in unique tactical plans and improved risk reduction.
- Patrols delivered a visible and unpredictable deterrence presence where personnel are alert to suspicious behavior and threats.



- Unpredictability of small vessel security boardings increases deterrence and ability to detect, disrupt, and potentially defeat threats.
- Targeted, risk-based escorts of cruise ships, ferries, U.S. Navy vessels, Military Outload vessels, and vessels carrying select Certain Dangerous Cargo ensures maximum security for the Maritime Transportation System with limited resources.
- Enforcing security zones is emphasized for Ports, Waterways, and Coastal Security (PWCS) planning over patrols and boardings as they provide a greater risk reduction value.
- Conducted nearly 14,000 waterside patrols that reduced maritime security risk by 3.9 million RIN (Risk Index Number), a proxy measure for risk reduction.

**DID YOU KNOW?**

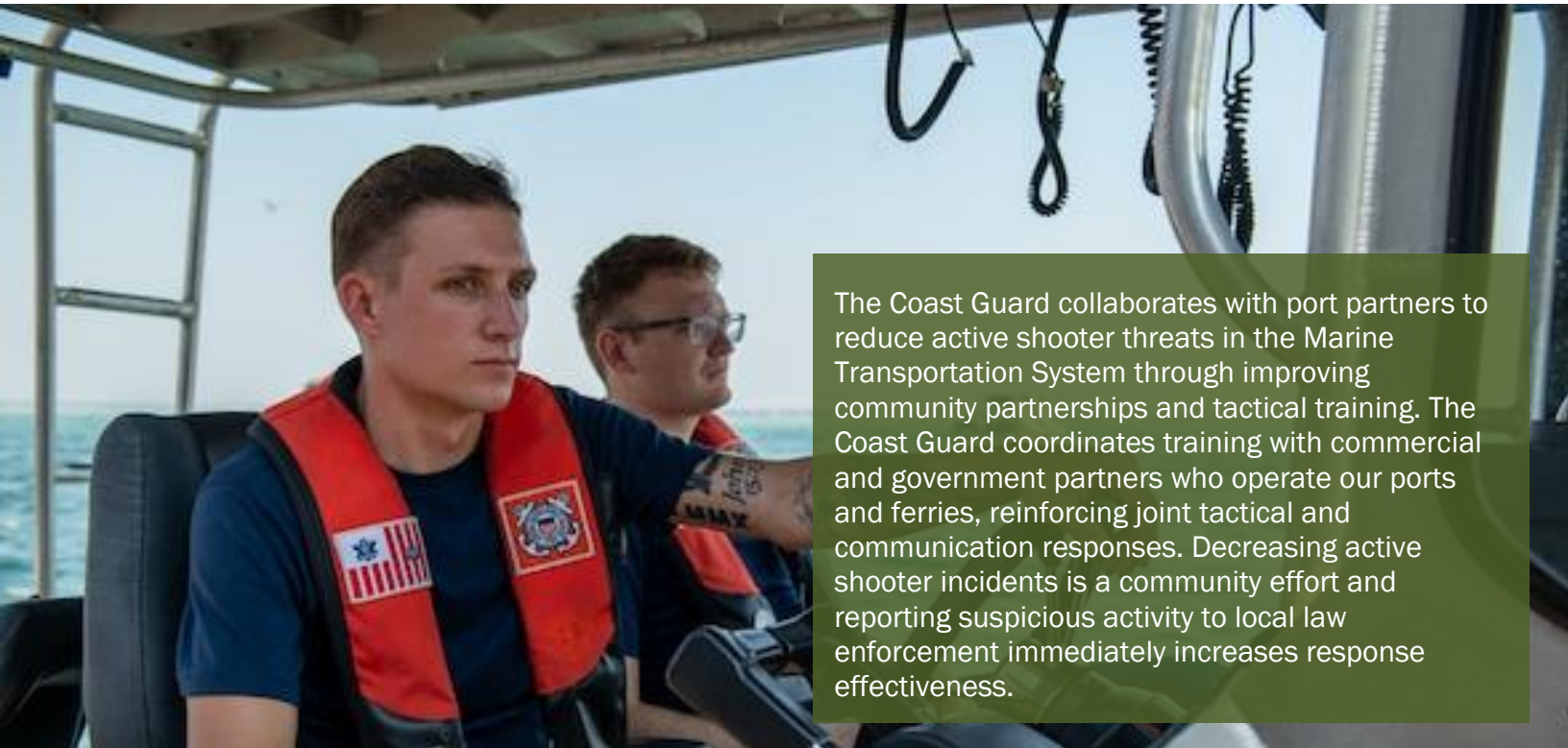
Annually, the Coast Guard escorts over 650 cruise ship and ferry transits, boards 1,200 suspicious cargo ships, escorts over 450 ships carrying dangerous cargoes, conducts over 11,000 waterborne security patrols, 3,200 small vessel security boardings, and 2,800 shore side patrols.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Risk reduction of coordinated anti-terrorism activities throughout the Marine Transportation System							
---	---	27%	32%	40%	31.7%	40%	40%

**Brief Description:** Anti-terrorism risk reduction in the maritime transportation system.

**Explanation and Corrective Action:** This Strategic Measure target was missed by 8.3% primarily due to personnel and resources shifted to competing mission demands such as migrant interdiction operations. Coast Guard efforts



The Coast Guard collaborates with port partners to reduce active shooter threats in the Marine Transportation System through improving community partnerships and tactical training. The Coast Guard coordinates training with commercial and government partners who operate our ports and ferries, reinforcing joint tactical and communication responses. Decreasing active shooter incidents is a community effort and reporting suspicious activity to local law enforcement immediately increases response effectiveness.





exceeded the 80% target for executing Port Tactical Activity Plans by 6% in FY 2022. This indicates available resources were highly efficient when executing quarterly adjusted activity plans as part of the RB-MSRO (Risk-Based Maritime Security and Response Operations) program.

**Challenges and Risks**

- The deterrence effect of the PWCS mission can be difficult to quantify and is easily misunderstood among stakeholders.
- Requests exceed capacity for Coast Guard Sectors tasked with vessel escorts and enforcement of fixed security zones established for National Special Security Event and Special Event Assessment Rating events.
- Advances in unmanned aerial systems (UAS) technology are far outpacing the development of Counter-unmanned aerial systems (C-UAS).
- The Coast Guard must ensure training is sufficient to maintain proficiency in responding to active shooter/active threat (AS/AT) incidents to minimize the risk to the public and MTS.
- Coast Guard C-UAS capabilities must keep pace with the rapid rate of change in UAS technology to maintain this critical mission and safeguard the Service’s personnel and assets, as well as the MTS.

**DID YOU KNOW?**

The Coast Guard oversees the nations’ 14 Port Readiness Committees with interagency, port, and industry partners within 17 Designated Strategic Commercial Seaports to create and maintain readiness to support the safe and secure deployment of cargo through these critical seaports.

**Next Steps**

- Conduct significant rewrite and updates to Maritime Security and Response Operations policy manual, which provides program direction for patrols, boardings, escorts, and fixed security zones to enhance ability of field to respond to AS/AT and C-UAS.
- Analysis of C-UAS capabilities and resources by the Unmanned Cross-Functional Working Group will drive discussions and the way forward regarding a potential C-UAS within a program of record.



## U.S. Secret Service

### Overview

[U.S. Secret Service](#) (USSS) safeguards the Nation’s financial infrastructure and payment systems to preserve the integrity of the economy, and protects national leaders, visiting heads of state and government, designated sites, and National Special Security Events.

For each USSS mission program, a description of the mission program is provided along with its most recent summary of findings. For a full listing of USSS’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### **Field Operations**

#### 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 cyber financial crimes, 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, as well as threats to leadership locations, and events with symbolic and practical significance to U.S. citizens in physical space and cyberspace.

#### Strategic Review Summary of Findings

Progress Rating: Noteworthy

##### *Program Execution and Impact*

- Investigated and arrested persons responsible for over \$770 million in victim losses. Over \$50 million was returned, with over \$30 million involving virtual currency. Recovered over 1 million financial accounts and prevented over \$2 billion in potential fraud loss.
- Prevented over \$500k in unemployment insurance fraud, over \$9 million in Small Business Administration loan fraud, and over \$320 million in overall pandemic-related financial crimes; also seized \$60 million through unemployment insurance fraud and over \$1.1 billion in Small Business Administration loan fraud.
- Released *Averting Targeted School Violence: A U.S. Secret Service Analysis of Plots Against Schools*, and hosted a global rollout that trained over 10,000 participants in 50 U.S. states and 64 countries.
- Trained over 4,000 law enforcement partners in 102 classes; analyzed over 18.9 petabytes of digital forensic evidence; and conducted over 117,500 digital forensic exams.

### **DID YOU KNOW?**

While COVID 19 presented a new opportunity for individuals to commit fraud, USSS continues to prevent losses to the public through pandemic related fraud investigations. For example, *in August 2022*, USSS returned approximately \$286 million in fraudulently obtained Economic Injury Disaster Loans to the Small Business Administration.



**Key Measure**

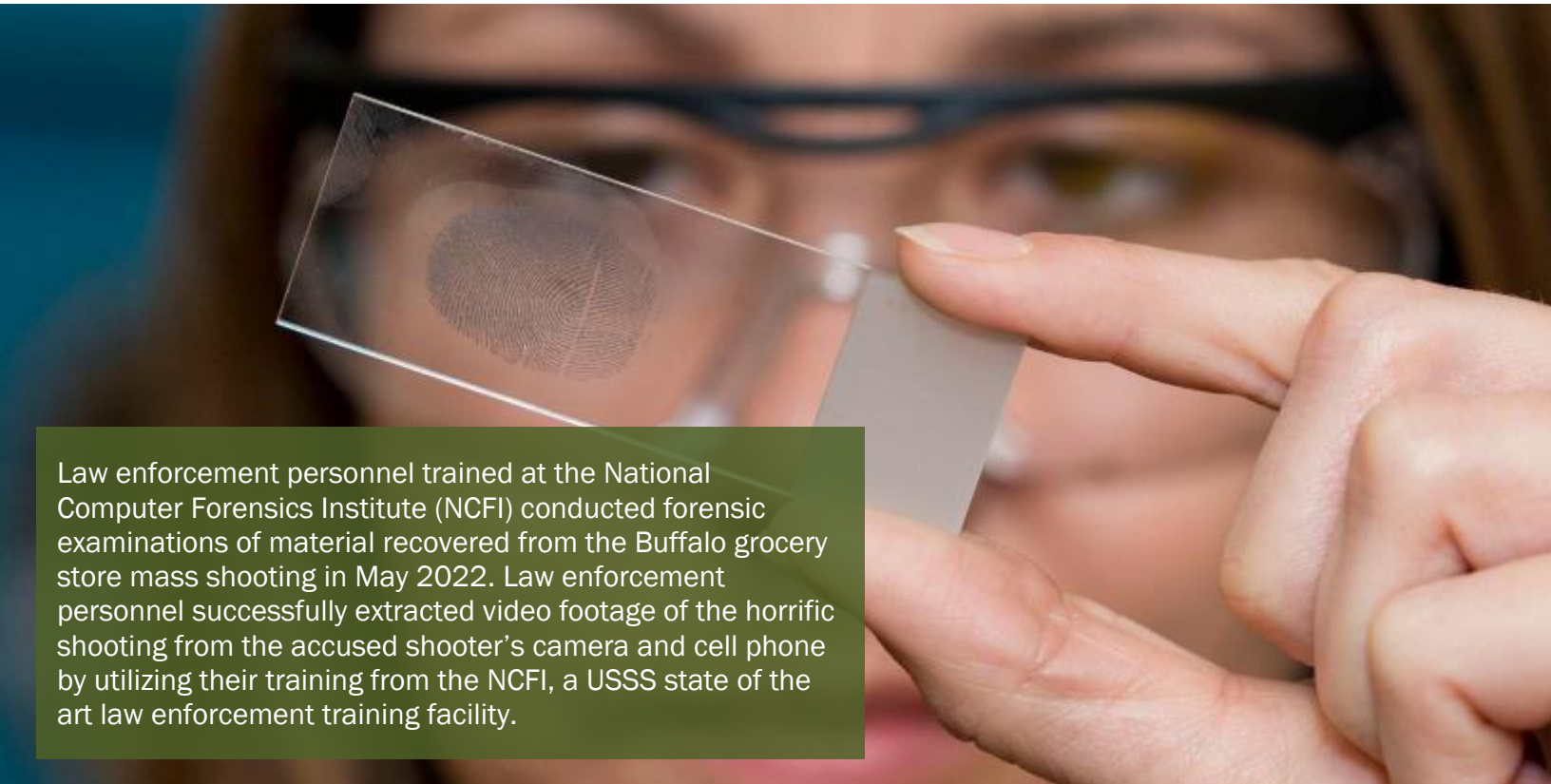
Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Amount of cyber-financial crime loss prevented (in billions)							
--	\$7.10	\$2.57	\$2.28	\$6.00	\$2.57	Retired	

**Brief Description:** This measure reflects the program’s efforts to reduce financial losses to the public attributable to cyber financial crimes.

**Explanation and Corrective Action:** Due to the evolving nature of investigating crime, this measure no longer represents current processes and current success. As such it is being retired and a new measure (see pg. 133) will provide increased accuracy and reliability. The Secret Service continues to adapt to the evolving landscape of cyber-enabled financial crimes and will fine-tune the recording of metrics associated with emerging crimes and fraud schemes. Presently, the Secret Service is conducting a review of the investigative systems and metrics, which will result in technological and policy updates to more accurately capture and report loss amounts.

**Challenges and Risks**

- Impending retirements, retention challenges, increase in personnel demands from expansion of non-traditional protectees, and limited throughput of hiring activities constrains the number of trained personnel to execute the investigative mission.
- Data integration of internal datasets and external-partner information is an issue; there is a need to make data more accessible for investigative and protective operations.
- Transnational criminals continue to innovate new ways to commit fraud, like through their use of digital assets, requiring resourcing for training and tools to keep pace.
- Adapting to evolving adversary capabilities to support the the ability to detect, deter, and investigate evolving financial crimes.



Law enforcement personnel trained at the National Computer Forensics Institute (NCFI) conducted forensic examinations of material recovered from the Buffalo grocery store mass shooting in May 2022. Law enforcement personnel successfully extracted video footage of the horrific shooting from the accused shooter’s camera and cell phone by utilizing their training from the NCFI, a USSS state of the art law enforcement training facility.





### Next Steps

- Re-authorize USSS to train state, local, tribal, and territorial law enforcement officers and add authority to train other Cyber Fraud Task Force partners.
- Evaluate and improve the critical computing infrastructure and software necessary to cohesively conduct fundamental investigative activities, including tools for supporting investigations of illicit activity involving digital assets and ransomware.
- Build a stronger footprint in key foreign countries to liaise with foreign counterparts to acquire illicit cryptocurrency exchange infrastructure or information from foreign cryptocurrency exchanges.

## Protective Operations

### 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.

### Strategic Review Summary of Findings

Progress Rating: *Noteworthy*

#### *Program Execution and Impact*

- High operational tempo persisted through the ongoing pandemic and conclusion of the 2020 presidential campaign, covering a historic number of protectees with residences throughout the continental United States.
- Conducted over 270 Critical Systems Protection advances at venues ensuring failsafe security controls on networks, information systems, and critical infrastructure.
- Ensured safe arrival and departure for over 3,500 domestic, 750 foreign dignitary, and 450 candidate, nominee, and elect visits.
- Completed upgrades to intrusion detection sensors, cameras, and other protective countermeasures.

### DID YOU KNOW?

The Secret Service marked a special milestone: the longest operating protection division of a former President. Former President Carter has traveled the globe a total of 46 years with the Secret Service by his side since 1976. Another historical fact: USSS's original protective mandate did not include the President's family. It wasn't until 1969 that a First Lady's Detail was incorporated into the Secret Service.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of protectees that arrive and depart safely							
100%	100%	100%	100%	100%	100%	100%	100%

**Brief Description:** This measure reflects the effectiveness of efforts to ensure safe travels (arrive and depart safely) for protected individuals, to 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.

**Explanation:** The Secret Service ensured safe arrival and departure for over 4,800 protective visits occurring in FY 2022.

**Challenges and Risks**

- Former Presidents traveling more frequently require resources (e.g., magnetometers and personnel) to support events.
- Acquiring the tools to record and manage classified threat information to facilitate information sharing to support agency threat awareness and increase the program’s ability to store, retrieve, and analyze classified intelligence.
- Last-minute protectee travel shortens the time available to execute protective advances.
- Sustaining a workforce capable of addressing mission complexities and unpredictability.



The Secret Service provided protection for the President and other world leaders at the Summit of the Americas in Los Angeles in FY 2022. The President, Vice President, as well as 22 Heads of State attended the summit. This multi-jurisdictional security event concluded without protective incident, ensuring the safety of all protectees and attendees.



### **Next Steps**

- Uniformed Division will centralize and develop consistent policy for all scheduling while using the Enterprise Personnel Scheduling platform to realize and ensure cross-branch parity, efficiency, and equality.
- Continue plans to update the fleet of armored vehicles.
- Improve the sharing of classified information which requires a new investment in a classified module of the Protective Threat Management System to support agency threat awareness and increased storage, retrieval, and analysis of classified intelligence.





# Support Components

## Countering Weapons of Mass Destruction Office

### Overview

The Countering Weapons of Mass Destruction Office (CWMD) leads DHS efforts and coordinates with domestic and international partners to safeguard the United States against chemical, biological, radiological, nuclear (CBRN).

For a full listing of CWMD’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### Summary of Findings

#### *Program Execution and Impact*

- CWMD leads DHS biodefense efforts to help protect the Nation from bioterrorism and works with the new DHS Office of Health Security to prepare for and respond to public health biothreats like the recent COVID-19 pandemic. Specifically, the CWMD-managed BioWatch Program is locally operated in over 30 U.S. cities and serves as the Nation’s primary biodetection capability that gives warning of an airborne bioterrorist attacks.
- CWMD’s chemical defense program advises state and local partners about chemical threats. Engagements in these jurisdictions develop practical tools and guidance to help communities improve their ability to prevent, detect, and prepare to respond to major chemical incidents. CWMD assists preparedness and response activities for



CWMD research and development (R&D) programs manage efforts to identify, explore, develop, and demonstrate technologies that address capability gaps by improving performance of existing systems and maturing technologies for future systems.



these stakeholders, so they can stabilize chemical incidents, often before specialized resources and federal assets arrive on scene.

- The Securing the Cities program provides 14 high-risk urban areas with technology, expertise, and training to detect and prevent radiological or nuclear terrorist attacks. Through a cooperative agreement grant process, CWMD provides radiological and nuclear detection, training, technical support, and sustainment funding, which provides equipment recapitalization, and continued training and exercise support.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 202	FY 2021	Target	Result	FY 2023	FY 2024
Number of High Risk Urban Areas that have achieved Full Operational Capability to combat radiological/nuclear threats through the Securing the Cities Program							
FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO

**Brief Description:** The results for this measure reflect efforts to partner with state and local agencies to provide the ability to detect and deter nuclear terrorism. Due to the sensitivity of the information, the results are FOUO

**Challenges and Risks**

- To provide support to DHS front line Components and other partners that enhances their capabilities to counter CBRN threats, CWMD recognizes the need to optimize partnerships with stakeholders that operate and sustain programs to collect, develop, refine, and prioritize operational requirements.
- CWMD must continue to mature its foundational assessments across the CBRN spectrum, after resuming this function in FY 2022. Strengthening coordination with partners to manage and improve legacy CBRN programs and develop new capabilities to meet identified and future threats remains an area for improvement.

**DID YOU KNOW?**

CWMD ensures first responders have access to information, tools, and training to help recognize and safely respond to CBRN threats. For example, CWMD partners with FEMA to bring accredited, on demand CBRN training to SLTT stakeholders through the Center for Domestic Preparedness in Alabama.

**Next Steps**

- In FY 2023, CWMD will complete its baseline strategic and capabilities gap assessments, develop or refine remaining CBRN defense systems architectures, and implement assessment results across doctrine, organization, training, materiel, leadership and education, personnel, and facilities solutions spectrum.
- To further reinforce partnerships with its CBRN stakeholders, CWMD will expand federal, state and local training and exercise opportunities to enhance nationwide ability to respond to CBRN threats. As part of this effort, CWMD will capture training and exercise observations and incorporate them into adjustments to requirements, program management, investments, and other operational support decision-making.



## Federal Law Enforcement Training Centers

### Overview

The [Federal Law Enforcement Training Centers \(FLETC\)](#), through strategic partnerships, prepares the federal law enforcement community to safeguard America’s people, property, and institutions.

For a full listing of FLETC’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### Strategic Review Summary of Findings

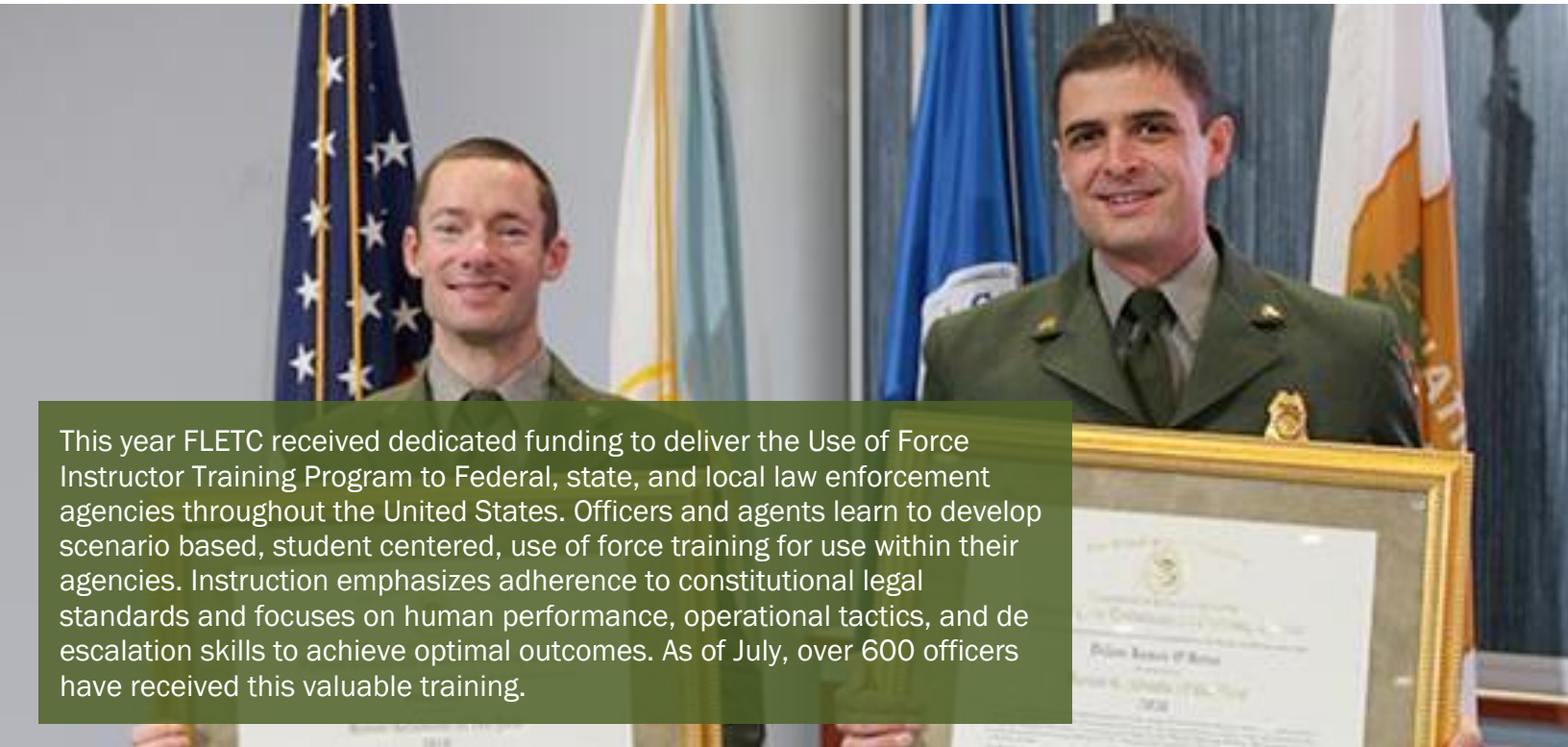
Progress Rating: *Noteworthy*

#### *Program Execution and Impact*

- Managed pandemic-driven constraints on in-person training in congregate settings, training approximately 50,000 federal, state, local, tribal and foreign law-enforcement personnel, including over 11,500 students participating via virtual platform.
- Improved physical spaces at several locations, including tactical-and weapons-training ranges, classrooms, and offices.
- Modernized all virtual firearms ranges to improve training for students and ensure consistency and standardization across the training enterprise.

### **DID YOU KNOW?**

FLETC operates as a consortium, partnering with over 115 federal agencies from all Cabinet level Departments. FLETC delivers training in areas common to all law enforcement, and provides the services, facilities, and infrastructure for agencies to deliver training unique to their missions, averting duplication of effort and cost.



This year FLETC received dedicated funding to deliver the Use of Force Instructor Training Program to Federal, state, and local law enforcement agencies throughout the United States. Officers and agents learn to develop scenario based, student centered, use of force training for use within their agencies. Instruction emphasizes adherence to constitutional legal standards and focuses on human performance, operational tactics, and de escalation skills to achieve optimal outcomes. As of July, over 600 officers have received this valuable training.





- Began implementing a seven-year IT modernization plan to enable training and support capabilities, employing cloud technology to improve network performance, conferencing technology, telecommunications, data storage, disaster recovery, mobile device management, and virtualization.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY18	FY19	FY20	FY21	Target	Result		
Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training							
93%	100%	100%	94%	92%	93%	92%	92%

**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 continually leverages feedback from its PO Satisfaction Survey, capturing ideas for improvements that are incorporated into FLETC training, curricula, processes, and procedures. A 93% satisfaction rate was reported for FY 2022.

**Challenges and Risks**

- COVID health-and-safety measures reduced student throughput in the past couple of years, leading to reduced number of new officers and agents deployed to the field—even as limitations persist, the program will play a key role in restoring this critical pipeline and is focusing its resources and capacity on fulfilling the urgent training needs of agencies that must deliver new officers and agents to the field.
- Based on training projections provided by participating organizations, the program anticipates a significant increase in training workload over the next 12-24 months.
- If FLETC cannot accommodate the student population in on-Center lodging due to insufficient capacity, then students will be housed in off-Center lodging, increasing training costs and negatively impacting student quality of life.
- If FLETC’s ability to meet increased demand for law enforcement training is constrained due to training and support infrastructure limitations, then training needs of participating organizations will be impacted.

DID YOU KNOW?

FLETC is the only national asset with the capability and capacity to provide the basic training necessary for an estimated 20,000 federal law enforcement officers to begin their jobs each year.

**Next Steps**

- Developing the 2022-2026 Strategic Plan that will continue to guide the organization in achieving its vision to be America’s enterprise resource for federal law enforcement training.
- Pursuing national institutional accreditation through the Council on Occupational Education.
- Prior funding being used to enhance FLETC infrastructure, including on-Center housing capacity.



# Office of Intelligence and Analysis

## Overview

The Office of Intelligence and Analysis equips the Homeland Security Enterprise (HSE) with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.

For a full listing of all performance measures with their results and plan, see the [“Performance Measure Tables – Report and Plan”](#) chapter in this section.

## Strategic Review Summary of Findings

Progress Rating: *Satisfactory*

### Program Execution and Impact

- Collaborated with the National Targeting Center on automated targeting rules to identify non-traditional collectors of high value to the Intelligence Community (IC), providing unique DHS-origin lead information to federal partners to enhance operations.
- Established the Homeland Security Information Network Exchange for DHS Terrorist Watchlisting, providing stakeholders with an unclassified yet secure means for transferring information between program and Fusion Centers nationwide.
- Provided timely threat warnings to federal, state, local, tribal, and territorial clients related to COVID vaccinations and cybersecurity.
- Delivered an enhanced repository for finished intelligence products including a modernized user interface and streamlined search features.
- Technological infrastructure undergirding dissemination of finished intelligence products through classified and unclassified channels requires modernization, expansion, and remote access.
- Continual need to institutionalize a common baseline set of tradecraft, training, and counterintelligence standards.

### DID YOU KNOW?

In 2022, I&A released a mobile app that puts intelligence in the hands of its frontline customers. “DHS Intel” features push notifications, threat area filters, and an advanced keyword search capability, providing swift, secure, and simplified access to DHS and partner generated products.

### Key Measure

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of intelligence reports rated satisfactory and useful by customers							
---	---	---	90%	80%	89%	80%	80%

**Brief Description:** This measure gauges the extent to which finished intelligence products are satisfying customers’ needs.

**Explanation:** In FY 2022, I&A received 258 customer feedback forms related to Finished Intelligence production, 230 of which provided Usefulness ratings of "Very Satisfied" or "Somewhat Satisfied." I&A reconstituted the centralization of its planning, review, and dissemination of finished intelligence production under a senior, analytic subject matter expert focused on instituting standard, multi-layered quality reviews. This enhanced the analytic



acumen of the workforce, resulting in greater utility of I&A analysis and positive feedback from homeland security customers.

### **Challenges and Risks**

- As the only Intelligence Community agency statutorily charged with sharing information and intelligence with state, local, tribal, and territorial partners, addressing requirements for a broad set of threat issues – often at the unclassified level – is a challenge.
- Ensuring that intelligence is collected, analyzed, shared, downgraded, and disseminated in a timely manner to SLTT partners within the complex legal landscape that applies to domestic threats.
- If the program fails to instill and reinforce institutional controls, training, norms, and safeguards in its intelligence operations (collection and analysis), then the agency risks not providing timely warning intelligence and/or not complying with oversight standards.

### **Next Steps**

- Invest in analytic and cybersecurity capabilities to enhance information integration, analysis, and sharing and enhance systems' security posture across classifications; remote access to classified systems to ensure rapid and agile responsiveness; and digital content capabilities in the unclassified domain.
- Augment opportunities and mechanisms for career mobility, including diversity, equity, and inclusion; grow the organization through appropriate hiring to enhance capacity and close capability gaps.
- Build and/or refine a framework to manage internal governance and compliance to monitor, manage, and enable mission-driven organizational challenges and implement new performance measures that gauge enabling information sharing.

## **Office of Homeland Security Situational Awareness**

### **Overview**

The Office of Homeland Security Situational Awareness (OSA) provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making; oversees the National Operations Center; and leads the Department's Continuity of Operations and Government Programs to enable continuation of primary mission essential functions in the event of a degraded or crisis operating environment.

For a full listing of all performance measures with their results and plan, see the "[Performance Measure Tables – Report and Plan](#)" chapter in this section.

### **Strategic Review Summary of Findings**

Progress Rating: *Satisfactory*

#### ***Program Execution and Impact***

- Continued to produce timely situational awareness products for senior leaders' situational awareness and to assist their decision-making.
- As required by statute, continued to provide timely notification to Homeland Security stakeholders, senior DHS leadership, and the White House Situation Room.
- Resources will be focused on higher-priority operational risk assessments, geographic dispersion, and operational resilience driven by E.O. 13961 – Governance and Integration of Federal Mission Resilience, to ensure DHS's operational resilience





against threats and vulnerabilities, including those posed by climate change and cyber threats.

**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of NOC incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes							
99%	100%	97.7%	94.6%	94%	94.2%	94%	94%

**Brief Description:** The measure indicates the timeliness of risk assessments that are used by federal agencies as criteria to determine their level of support to state and local events and is the primary federal awareness mechanism for special events occurring across the Nation.

**Explanation:** To augment situational awareness, 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.

**Challenges and Risks**

- Reassessing challenges after reorganizing from the Office of Operations Coordination and the creation of the Office of Homeland Security Situational Awareness, as included in the FY23 President’s Budget.
- If OSA does not update or adequately sustain critical communications systems, then outdated systems may fail, inhibiting the NOC’s ability to conduct warning, alert, and



OSA supported Operation Allies Welcome (OAW) to welcome Afghan allies as they resettled and integrated into communities across America. The OSA NOC maintained a 24/7 Crisis Action Team that collected interagency information to provide situational awareness to the OAW Unified Coordination Group and senior leaders. OSA rapidly surged staff to share vital information and assist coordination while also meeting the NOC core mission to provide information on threats, natural disasters, acts of terrorism, or other man made disasters.



notification in support of its statutory mission, and curbing the Department’s ability to successfully execute its Mission Essential Functions during Continuity of Operations.

- If operational vulnerabilities associated with manmade or natural threats, including climate change and cyber threats, are not properly identified, and mitigated, then DHS may not be able to perform Primary Mission Essential Functions through Continuity of Operations and Continuity of Government programs.

#### **Next Steps**

- Maintain IT systems and communications equipment as the base budget allows.
- Focus effort on cloud-based recapitalization of communications and information systems.
- Reassess performance measures following completion of new strategic plan.

## **Science and Technology Directorate**

### **Overview**

[Science and Technology Directorate \(S&T\)](#) is the primary research and development arm of the Department. S&T provides federal, state, and local officials with the technology and capabilities to protect the homeland.

The programs that deliver performance results for S&T are Acquisition and Operations Analysis; Laboratory Facilities; Research, Development, and Innovation; and University Programs.

For a full listing of S&T’s performance measure results and plan, see the “[Performance Measure Tables – Report and Plan](#)” chapter in this section.

### **Strategic Review Summary of Findings**

Progress Rating: *Satisfactory*

#### **Program Execution and Impact**

- Transitioned more than 100 technology and knowledge products to customers.
- Integrated Product Teams (IPTs) supported Component reps to coordinate their organizations’ research and development (R&D) needs.
- Supported non-profit partner’s development of standards for field detection of fentanyl and fentanyl-related compounds; with Government partner, developed test methods for unmanned aircraft systems adopted by U.S. and foreign partner agencies.
- Increased engagement in review and oversight for acquisition programs; promoted best practices for accountability and risk management to enable regular, systematic engagement with acquisition managers and ensure efforts remain on-track and equipped with appropriate resources.
- Served as advisors in Federal Resilience, COVID Response, Artificial Intelligence, Emerging Technologies, and Biometrics.

### **DID YOU KNOW?**

StreamView, a livestream investigative tool to counter human trafficking, has generated primary and/or supporting information enabling more efficient manual review. It has also contributed to over 35 arrests, provided evidence supporting the rescue of over 55 victims, and led to over 100 new leads.



**Key Measure**

Prior Results				FY 2022		Performance Plan	
FY 2018	FY 2019	FY 2020	FY 2021	Target	Result	FY 2023	FY 2024
Percent of technology or knowledge products transitioned to customers							
---	---	66%	72%	75%	68%	72%	72%

**Brief 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 operation of a technology or knowledge product by a customer within the Homeland Security Enterprise.

**Explanation and Corrective Action:** This measure tracks transitions of research and development (R&D) 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. These transitions indicate the value that S&T provides to improve homeland security operations and assist customers to execute their mission. S&T continues to review internal processes to ensure efficient planning and use of resources for upcoming fiscal years. S&T also plans to continue collaboration with its customers and stakeholders to realize efficiencies required to execute R&D programs and projects.

**Challenges and Risks**

- Requires additional hiring authorities to conduct the necessary hiring to meet new and anticipated needs for the Department.
- Developing a plan to establish and capture performance metrics throughout the Research, Development, Test & Evaluation lifecycle to support evidence-based decision making and continuous process improvement.
- Due to the increase in SAFETY Act application complexity and quantity, S&T faces challenges in addressing the backlog of SAFETY Act applications and meeting the goal of processing all applications within 120 days of receipt.
- If resource limitations and hiring challenges continue, S&T’s ability to attract and retain top-level expertise and talent will be strained, impacting the agility needed to address new and emerging threats, thereby decreasing homeland security preparedness.
- If sufficient laboratory recapitalization is not provided, then S&T cannot make adequate investments in its aging and outdated laboratory infrastructure to keep pace with technological advancements and evolving homeland security missions requirements.

**Next Steps**

- Develop plans to mature and formalize the risk management approach for all S&T programs.
- Engage with stakeholders to optimize configuration of Business Process Flow Tracker Configuration and related dashboards to improve support for evidence-based decision-making.
- Enable the program to support DHS science advisory and research, development, testing, and evaluation needs, producing near-term and longer-term benefits for operational components.





# 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 and are identified, if applicable, in the measure tables presented in this section. A full accounting of the Department’s FY 2022 measures, their FY 2022 results and up to four additional years of historical results to allow for trend analysis is presented. For each FY 2022 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 2023 and FY 2024 targets provided for measures which will be used moving forward. The following tables are provided in alphabetical order by DHS Component.

## U.S. Customs and Border Protection

Border Security Operations								
<b>Mission Program Goal:</b> Secure the U.S. Border between the ports of entry.								
<b>Mission Program Description:</b> The Border Security Operations program is charged with securing 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.								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of people apprehended or encountered multiple times along the Southwest Border between ports of entry	Target	≤ 17%	≤ 15%	≤ 15%	≤ 20%	≤ 20%	≤ 20%	≤ 20%
	Result	10.8%	6.7%	25.9%	26.6%	16.6%		
<b>Brief Description:</b> This measure 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.								
<b>Explanation:</b> The rate of multiple encounters among migrants entering illegally on the Southwest Border decreased to 16.6% in FY 2022 after finishing 2021 at 26.6%. Of 1,480,416 unique subjects encountered, 246,045 made at least a second attempt. Title 8 apprehensions in FY 2022 outnumbered those encountered under Title 42 authority (1,124,955 to 1,054,084). The volume of repeated illegal entry attempts also remains influenced by DHS’s enforcement of the CDC’s Title 42 public health order. Those subject to that order are expelled from the United States as expeditiously as possible. It is DHS’s estimation that with expulsion presenting no legal immigration consequences, it leads to increased recidivism and repetitive processing workload for Title 42 subjects.								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	96%	95%	95%	95%	95%	95%	95%
	Result	92.2%	95.6%	95.3%	96.9%	83.2%		



**Brief Description:** This measure gauges 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 at a rate of 83.2% after notification from CBP’s Office of Intelligence (OI) in FY 2022. Indications of cross-border activity requiring a response in those northern- and southern-border locations declined (107 notifications for FY 2022 vs. 191 in FY 2021). That coincides with improvements in OI’s ability to determine that some are non-illicit prior to alerting stations to investigate. OI will coordinate with Northern Border sectors to produce a plan to address responses to positive notifications in extremely remote areas. In some cases, the OI National Border Geospatial Intelligence Strategy (NBGIS) team will send notifications for remote areas as situational awareness only and send content on the Homeland Secure Data Network (HSDN). OI will coordinate with Southern Border sectors and identify areas within operational areas where access is extremely limited, and will consider leveraging local Air and Marine units, additional all-terrain vehicles, and so on. The OI NBGIS team is working on introducing additional methods of collection that may increase the likelihood of getting positive notifications more quickly. This would enhance sectors’ abilities to classify, track, and interdict threats.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Rate of interdiction effectiveness along the Southwest Border between ports of entry	Target	81%	81%	81%	81%	81%	81%	81%
	Result	79.7%	86.3%	79.4%	82.6%	75.9%		

**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 2,320,442 of 3,057,686 detected illegal entries (75.9%) on the Southwest Border in FY 2022. Illicit cross-border activity persisted at historic volumes, necessitating operational adjustments to facilitate humanitarian efforts as many facilities continued to operate well beyond capacity. While about 35.8% of those processed were members of family units or unaccompanied children, a growing number remain evasive and often are from countries other than Mexico (66%) and exploited by criminal organizations. For the first time since 2020, Title 8 apprehensions eclipsed Title 42 actions (1,124,955 to 1,054,084). The U.S. Border Patrol remains committed to refining and improving its efforts to detect, identify, classify, track, and interdict those crossing the border illegally. In FY 2023, leadership will continue to advocate for the resources required to efficiently process those apprehended or encountered. With a strategic goal of gaining and maintaining operational advantage, the U.S. Border Patrol will continue to support enhancements to enforcement capabilities and supplemental infrastructure, like access roads and improved lighting that support deterrence to illegal border crossings.

### Air and Marine Operations

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

**Mission 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	100%	99.1%	100%	100%	100%		



**Brief Description:** The measure 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 2022, AMO resolved over 200 border incursions, resulting in a 100% success rate and surpassing the 98.5% GPRA goal.

**Trade Operations**

**Mission 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.

**Mission Program Description:** Trade Operations 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of cargo by value imported to the United States by participants in CBP trade partnership programs	Target	53%	53%	53%	53%	53%	53%	53%
	Result	53.3%	53%	52%	52.1%	50.9%		

**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:** COVID-19 pandemic related lockdowns across the supply chain continued to cause the figures to fluctuate. CBP’s Office of Field Operations (OFO) will prepare ports for increases in shipping as conditions and demand resumes.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of import revenue successfully collected	Target	100%	99%	99%	99%	99%	99%	99%
	Result	99.44%	99.11%	99.62%	98.51%	99.64%		

**Brief Description:** This measure 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:** CBP is in the process of finalizing the transition of the functionality used to document entry summary findings (ESF) to a new platform. The reported statistic is preliminary as CBP continues to implement this new platform. A final report will be produced at the end of April 2023 with updated results, if any.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of imports compliant with U.S. trade laws	Target	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%
	Result	98.72%	98.37%	98.37%	99.96%	99.69%		

**Brief Description:** This measure 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:** CBP is in the process of finalizing the transition of the functionality used to document entry summary findings (ESF) to a new platform. The reported statistic is preliminary as CBP continues to implement this new platform. A final report will be produced at the end of April 2023 with updated results, if any.





Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of inbound cargo identified as potentially high-risk that is assessed or scanned prior to departure or at arrival at a U.S. port of entry	Target	100%	100%	100%	100%	100%	100%	100%
	Result	97.88%	98.2%	100%	99.70%	100%		
<p><b>Brief Description:</b> 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.</p> <p><b>Explanation:</b> This measure is a combination of air, vessel, and truck data. During FY 2022, OFO assessed and scanned 100% of all potentially high-risk cargo in all transportation modes prior to departure or arrival at a U.S. port of entry.</p>								

Travel Operations								
<p><b>Mission Program Goal:</b> Enhance the security of international travel through a variety of processes and technologies to intercept potential threats while also expediting legal travel.</p> <p><b>Mission Program Description:</b> The Travel Operations program welcomes international travelers into the U.S. through screening both foreign visitors and returning U.S. citizens. The program uses a variety of techniques to assure that global tourism remains safe and strong. It works to intercept potential threats in foreign ports before boarding transportation bound for the U.S. before they can cause harm. Its Trusted Traveler Programs provide expedited travel for pre-approved, low-risk travelers through dedicated lanes and kiosks. It also coordinates with the travel industry regarding specific procedures and regulations that must be followed when processing crew and passengers arriving or departing from the U.S. It is constantly seeking new ways to innovate such as the use of biometrics and facial recognition to expedite the travelers' experience.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	99.8%	99.9%	99.7%	99.9%	99.8%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> Global Entry (GE) members are following the guidelines to avoid being cut from the program. Through FY 2022, about 12,000 members were revoked out of the GE population of 7,404,648.</p>								

**Countering Weapons of Mass Destruction Office**

Capability and Operations Support								
<p><b>Component Description:</b> The Countering Weapons of Mass Destruction Office (CWMD) leads DHS efforts and coordinates with domestic and international partners to safeguard the United States against Chemical, Biological, Radiological, Nuclear (CBRN), and health security threats.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Acquisition programs to counter CBRN threats that meet their Acquisition Program Baseline (APB) schedule, cost, and performance thresholds	Target	---	---	---	---	---	100%	100%
	Result	---	---	---	---	---	New Measure*	



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

\* Recommended by Component. Last year, CWMD had one measure that addressed APB cost and schedule, and a separate measure that addressed APB performance. This new measure combines cost, schedule, and performance into a single measure.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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*
	Result	---	---	---	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.

\* Editorial change from quarterly to annual results.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise	Target	---	---	---	---	---	40%	50%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure reflects the percent at which CWMD meets its planned fiscal year transitions of technology or knowledge products for research and development (R&D) funded programs/projects. The transition of technology or knowledge products reflects the value that CWMD 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.

\* Recommended by Component. Technology transition is the key measure of success for R&D programs. This measure is based off a similar measure used by S&T.

## Cybersecurity and Infrastructure Security Agency

### Cybersecurity

**Mission Program Goal:** Defend and secure the federal enterprise network.

**Mission Program Description:** The Cybersecurity program advances computer security preparedness and the response to cyber-attacks 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 for the federal workforce.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of agencies for which a CDM dataset, measured to be at the established acceptable quality target and supporting the agency risk score, can be provided for assets reporting to the federal dashboard	Target	---	---	---	---	80%	90%	90%
	Result	---	---	---	---	78%	New Measure*	



**Brief Description:** This new measure is an indicator of a federal agency’s ability to provide reliable asset management data that can subsequently be used to determine cyber risk. More specifically, this measure reports the percent of participating FCEB agencies that have completed a series of required engineering reviews conducted with CDM engineers, demonstrating that the agency’s CDM Asset Management solution set is ready for a data quality assessment, and has been assessed as having an acceptably high level of data quality to support the Agency-Wide Adaptive Risk Enumeration (AWARE) score.

\* Recommended by DHS. This measure is also used to report on DHS’s APG for Cybersecurity. As a priority for DHS, CISA will continue to leverage this measure to assess program performance moving forward.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of agencies that have developed internal vulnerability management and patching procedures by the specified timeline	Target	---	---	---	---	---	100%	100%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measures will track 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.

\* Recommended by Component. Strong vulnerability management and patching processes are a key pillar of maintaining a strong cybersecurity posture.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Federal Civilian Executive Branch agency Domain Name System egress traffic bypassing CISA’s Domain Name System filtering capabilities	Target	---	---	---	---	---	≤ 25%	≤ 15%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure 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.

\* Recommended by Component. CISA is adding this measure to determine the degree to which FCEB entities are compliant with CISA DNS filtering requirements. CISA and FCEB partners cannot achieve intended program outcomes if DNS traffic bypasses CISA capabilities.

### Emergency Communications

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

**Mission 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of all state and territory emergency communications interoperability components operating at the highest levels	Target	---	---	50%	55%	58%	61%	63%
	Result	---	---	64%	68%	70%		





**Brief Description:** Interoperable emergency communications capabilities enable first responders and government officials to continue to communicate in the event of disasters. This 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. As defined by NCSWIC, there are 24 Markers that cover a range of interoperability factors including governance, standard operating procedures, technology, training and exercises, usage, and others, allowing users to benchmark their progress and enhance their capabilities for interoperable communications.

**Explanation:** In Q4, there was a 5.04% increase to a total of 73.44% of all state and territory interoperability components operating at the highest levels. 497 Markers were self-assessed as “Optimized” and 490 Markers were self-assessed as “Defined” for a total of 987 Markers that are operating at the highest levels.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network	Target	---	98.5%	99%	99%	99%	99%	99%
	Result	---	99.5%	99.7%	99.5%	99.5%		

**Brief 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 (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:** While this measure is required by the Office of the President, CISA believes it is not necessarily the most representative measure of the entire emergency communications program and continues to explore new performance measure possibilities.

### Infrastructure Security

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

**Mission 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 SLTT 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 crowded places tools and training to help build capacity to manage risks.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%
	Result	---	88%	86%	85%	91%		

**Brief Description:** This measure 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:** Due to COVID-19 restrictions, the number of Infrastructure Security Tools (IST) conducted is lower than the previous years. CISA’s mission is varied, and it is difficult to select one key measure to represent the entire Infrastructure Security program. However, noting this limitation, CISA believes this measure is the best representation for the time being.



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Organizational Interagency Security Committee Benchmarks reported at fully compliant	Target	---	---	---	---	---	46%	48%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure 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.

\* Recommended by Component. To further showcase ISC’s benefit and impact, CISA’s Infrastructure Security Division (ISD) proposed this additional outcome-driven measure that shows progress and increases in compliance at the Organizational level against ISC-tracked benchmarks. Overall, the measure demonstrates progress agencies are making towards achieving the ISC’s identified benchmarks related to its policies and standards.

**National Risk Management Center**

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

**Mission Program Description:** The National Risk Management Center’s (NRMCC’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 NRMCC creates an environment where government and industry can collaborate and share expertise to enhance critical infrastructure resiliency within and across sectors.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total number of election stakeholders reached through strategic engagements	Target	---	---	---	---	---	5,500	5,500
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure demonstrates the capacity of the CISA/NRMCC Election Security and Resilience (ESR) Sub-Division to engage state and local jurisdictions to ensure awareness and promote the use of election information services and cybersecurity assessment services, which are key elements of CISA’s election efforts.

\* Recommended by Component.

**Federal Emergency Management Agency**

**Education, Training, and Exercises**

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

**Mission Program Description:** The Education, Training, and Exercises program comprises the National Exercises Program, the Emergency Management Institute, the Center for Domestic Preparedness, and the U.S. Fire Administration. These programs offer training and exercises that provide Federal, State, local, tribal, territorial, volunteer, public, and private sector officials with tools and knowledge necessary to strengthen preparedness capabilities, including mitigation, within our communities and our governments.



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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	90.9%	89.4%	92.2%	92.5%	93.3%		
<p><b>Brief Description:</b> Assesses the increase in the level of students trained as reported by individual first-line supervisors. These supervisors observe and report through an online 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 NFA training they received.</p> <p><b>Explanation:</b> The NFA continued in-person training and virtual training through FY 2022. During FY 2022, 93.3% of supervisors stated that their employees are better prepared in their jobs as a result of the NFA training.</p>								

**Grants**

**Mission 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.

**Mission Program Description:** FEMA's Grants program provides assistance, support, and leadership to help State, Local, Tribal, Territorial governments and the private sector build the operational capabilities needed to implement preparedness strategies successfully and reduce or eliminate long-term risks to people and property from hazards and their effects.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Benefit to cost ratio of the hazard mitigation grants	Target	1.5	1.6	1.6	1.6	1.6	1.6*	1.6*
	Result	1.6	1.7	1.9	1.8	1.7		

**Brief Description:** The FEMA HMA programs works with SLTT stakeholders to identify natural hazards and develop mitigation plans to reduce losses. These plans are the basis for grant requests that are subsequently evaluated to determine the benefit-to-cost ratio to ensure that taxpayer dollars are spent effectively.

**Explanation:** The FEMA Hazard Mitigation Assistance (HMA) programs obligated funds for 400 projects for which a BCA required. The total estimated cost (federal and non-federal shared) of the projects totaled \$1.00 B with estimated benefits (avoided future damages) of \$1.73 billion, which equates to a 1.73 BCR for the fiscal year. FEMA will continue to fund mitigation measures in the next fiscal year that exceed project costs and reduce the impacts of future events.

\* Editorial change from quarterly to annual results.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of capabilities where community capability is far less than national goal	Target	--	--	--	--	--	≤ 47%	≤ 47%
	Result	--	--	--	--	--	New Measure*	

**Brief Description:** This measure assesses the effectiveness of the Homeland Security Grant program.

\* Recommended by Component. This measure was developed to implement a data-driven approach to closing capability gaps.

**Mitigation**

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

**Mission Program Description:** The Mitigation Program Supports activities that reduce or eliminate long-term risks to people and property from hazards and their efforts. FEMA mitigation efforts help create a culture of preparedness through safer communities enabling people to recover more rapidly from disasters while relieving financial impacts.



Performance Report and Plan



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of communities in high earthquake, flood, and wind-prone areas adopting current or next most recent hazard-resistant building codes*	Target	64%	65%	34%	38%	40%	43%	46%
	Result	67%	56%	38%	36%	26%		

**Brief Description:** This measure reflects actions to adopt building codes that are intended to decrease future costs and reduce the Nation’s vulnerability from natural disasters. This measure reports the percentage of high-risk communities in 50 states, the District of Columbia, and 5 territories adopting building codes containing provisions that adequately address earthquake, flood, and wind hazards. Adopting disaster-resistant building codes helps strengthen mitigation nationwide to reduce the Nation’s vulnerability to disasters.

**Explanation and Corrective Action:** In FY 22, 5,889 out of 22,853 (26.0%) communities assessed adopted hazard-resistant building and residential codes. Disaster-resistant building codes are defined as the current or next most recent editions of International Building Code (IBC) or International Residential code (IRC). The decline in results is due to a change from the 2015 and 2018 editions of the codes to the 2018 and 2021 editions, resulting in numerous operational challenges. In FY 2023, FEMA will continue to implement this program by providing education and resources to federal and SLTT partners and customers.

\* Measure title and description change to more accurately reflect the scope that includes the current or most recent edition of building codes.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of U.S. population (excluding territories) covered by planned mitigation strategies	Target	85%	85%	85%	85%	85%	85%	85%
	Result	87.3%	87%	84.4%	83.2%	85.5%		

**Brief Description:** This measure reports the percent of U.S. population (excluding territories) covered by approved or approvable Hazard Mitigation Plans. 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, floodplain management practices, and financial assistance.

**Explanation:** Based on U.S. Census data, over 275 million of the approximately 322 million people in the nation (85.5%) are covered by a planned mitigation strategy. To ensure plan coverage did not lapse in some jurisdictions, FEMA prioritized resources toward Hazard Mitigation Plan review and approvals, continued investment in mitigation through FEMA’s HMA grants, and provided training and technical assistance to SLTT stakeholders.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total national investment in mitigation (in billions)	Target	---	\$1.66	\$2.00	\$2.40	\$3.96	\$4.20	\$4.60
	Result	---	\$1.23	\$2.04	\$1.55	\$2.71		

**Brief Description:** This measure provides a gauge of the amount of money being obligated across eleven mitigation programs to increase pre-disaster mitigation investments to reduce future disaster costs on a national level. Well-planned and prioritized expenditures of mitigation resources help avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a disaster.

**Explanation and Corrective Action:** These numbers are reported on an annual basis with a one-year lag; therefore, these results represent the total nation investment in mitigation for FY 2021. Overall, allocations for funding increased over a majority of the 11 identified mitigation programs. FEMA continues to experience multiple roadblocks in effectively capturing SLTT and non-government organization (NGO) investment in mitigation. Non-federal data is limited due to Paperwork Reduction Act (PRA) requirements and inconsistency recording practices between different agencies and organizations. The passing of IJA and the Inflation Reduction Act (IRA) will increase future obligations. FEMA will also increase Public Assistance mitigation investments by continuing to streamline processes and leverage partnerships between Federal Insurance and Mitigation Administration and the Office of Response and Recovery.



**National Flood Insurance Fund**

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

**Mission Program Description:** The National Flood Insurance Program (NFIP) is a Federal program that enables property owners and renters in participating communities to purchase flood insurance in exchange for the communities adopting and enforcing floodplain management requirements that reduce the future economic impacts of floods on private and public structures. Within FEMA, the Federal Insurance and Mitigation Administration (FIMA) oversees the work of the NFIP, which is the primary source of flood insurance in the United States for property owners and tenants. The NFIP provides the Nation with protection from flood damages by: (1) Providing flood insurance and claim payments to policyholders; (2) improving floodplain management, developing maps of flood hazard zones, and educating property owners about the risk of floods; (3) offering grants for Flood Mitigation Assistance (FMA) to communities to avoid future flood losses and accelerate recovery from flood damage; and (4) managing the finances of the NFIP, which includes the National Flood Insurance Fund (NFIF) and the Reserve Fund.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of properties covered with flood insurance (in millions)	Target	---	4.5	5.0	5.5	8.0	5.0	5.2
	Result	---	4.3	4.1	4.0	3.8		

**Brief Description:** The NFIP fosters public understanding of flood risks while proactively encouraging homeowners to purchase private, write-your-own, insurance to reduce losses from all hazards. History has shown that insured survivors recover faster and more fully from a flood.

**Explanation and Corrective Action:** The number of properties covered by flood insurance often decreases when there hasn't been a major flood event in recent years. While FEMA did not meet the target for FY 2022, over 3.8 million properties are covered by flood insurance. FEMA will continue to work alongside the Write Your Own companies and National NFIP Direct to ensure policy growth, market the product through policyholder acquisition and retention campaigns, leverage technology to transform business processes and enhance customer experience, and ensure current policyholders are treated with care during their claims handling experience.

**Preparedness and Protection**

**Mission 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.

**Mission Program Description:** The Preparedness program is responsible for the coordination of preparedness and protection-related activities throughout FEMA, including grants, planning, training, exercises, individual and community preparedness, assessments, lessons learned, and continuity.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of adults that have set aside money for emergencies	Target	---	71%	75%	71%	72%	Retired*	
	Result	---	69%	68%	44%	---		



**Brief Description:** This measure gauges through a national survey whether American’s have set aside money for use in case of emergencies to be better prepared for emergencies. Research indicates that access to financial resources has proven a strong predictor of how well someone can cope in the aftermath of a disaster.

**Explanation and Corrective Action:** There are no results to report for this measure for FY 2022, because the results are derived from a survey that did not pose the necessary questions to respondents in FY 2022. FEMA is working to ensure that future surveys are designed to support and generate data for FEMA’s performance reporting initiatives.

\* Recommended by Component. This measure no longer aligns with the goals in the 2022-2026 FEMA Strategic Plan. Financial security in and of itself is not an accurate indicator of overall individual and household preparedness. FEMA is expanding what financial resilience means, how it is attainable, and the various actions you can take beyond saving money to make it more achievable for everyone.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%
	Result	—	62%	68%	59%	55%		

**Brief 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.

**Explanation:** In FY 2022, over 3,800 of the approximately 6,900 households (55%) that provided a response to the National Households Survey reported that they performed three or more preparedness actions in the past year. FEMA’s preparedness programs and initiatives are a critical component to ensuring the public has a variety of tools and resources to promote and sustain a ready and prepared nation.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of time the Integrated Public Alert and Warning System (IPAWS) infrastructure is operating and available for use by federal, state, and local officials for the dissemination of emergency alerts	Target	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
	Result	99.8%	99.5%	99.4%	99.9%	99.8%		

**Brief Description:** This measure reflects the extent to which the IPAWS infrastructure provides alert and warning message collection and dissemination for federal, state, local, tribal, and territorial authorities to send Wireless Emergency Alerts (WEA) to mobile phones of people in areas endangered by local hazards.

**Explanation and Corrective Action:** Following the successful IPAWS-OPEN system modernization and migration to the AWS cloud on April 13, 2021, the IPAWS Program observed significant system availability improvements due to the resilient AWS cloud infrastructure and AWS Service Level Agreements (SLA). However, network connectivity issues outside of the IPAWS Program’s control continue to be a concern. All outages experienced in FY 2022 were the results of network issues or maintenance at the DHS Trusted Internet Connection (TIC) and IPAWS-OPEN’s digital certificate vendor disabling user certificates without notification. In conjunction DHS OCIO, FEMA will develop courses of action that lead to increased connectivity stability and a TIC 3.0 roadmap.





Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of U.S. population covered by FEMA-connected radio stations with electromagnetic-pulse resilience	Target	---	50%	62%	70.10%	74%	78.7%	80%
	Result	---	39.45%	47.21%	51%	71.4%		

**Brief Description:** This measure indicates the coverage achieved through supplementary equipment in voluntary partnership with private radio station owners to ensure that the President and state- and local-level authorities maintain a resilient capability to communicate with the public in all hazard conditions.

**Explanation and Corrective Action:** Since 2019, FEMA has completed modernization of 15 of the original group of 36 legacy PEP stations. Modernization of two stations was completed in FY 2022. Planned PEP station modernization timelines and costs have been significantly impacted by the COVID-19 pandemic and the residual effects to supply chain, labor availability and cost, and material costs. Local construction, permitting processes, and approval timelines have increased. The program will continue to modernize legacy PEP stations constructed during the 1990s to add electromagnetic-pulse (EMP) resilience and replace aging equipment. FEMA will complete a detailed review on COVID-19 impacts and update the planned modernization schedule, as appropriate.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%	79%
	Result	---	76.9%	78.1%	81.3%	82.86%		

**Brief Description:** This measure tracks the share of the U.S. population under the jurisdiction of local authorities to which state governments have granted authorized access to the Integrated Public Alert & Warning System (IPAWS) to send alerts and warnings to the public during emergencies.

**Explanation:** In FY 2022, 77 new local-level authorities registered to send alerts to the public using IPAWS. The IPAWS Program continues to engage with SLTT authorities to inform public safety agencies about IPAWS and the benefits of using it to effectively alert local populations. In addition to its current initiatives, activities and engagements, FEMA implemented virtual engagement webinars and conferences to continue outreach and training to local-level authorities.

### Regional Operations

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

**Mission Program Description:** The Regional Operations program supports the programmatic and doctrinal guidance developed by Headquarters and serves as the Agency’s point of contact with community stakeholders and provides incident management and support during disasters. Regional Operations include the leadership, management, and mission support functions of the 10 FEMA Regions, as well as the FEMA Integration Teams.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs	Target	≤ 18.4%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%
	Result	26.3%	29.2%	25.9%	26.4%	17.7%		

**Brief Description:** This measure gauges programs’ efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminate as grants to survivors as assistance.



**Explanation:** FEMA met the target for the first time since FY 2018. FEMA has made significant adjustments to the Public Assistance project application that promoted efficiencies by consolidating and simplifying information and documentation requirements into a streamlined project application.

**Response and Recovery**

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

**Mission Program Description:** The Response and Recovery program executes response and recovery operations through established incident management and incident support entities, operating at the National Headquarters level, in the affected Regional offices, and in temporary field locations established near the scene of a disaster or emergency. The Response mission conducts emergency operations to save lives and property. The Recovery mission supports the rebuilding of communities, so that individuals, civic institutions, business and governmental organizations can return to a live of normalcy and protect against future hazards.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Applicants' confidence rate for FEMA's Individuals and Households Program application process	Target	---	---	---	---	---	70%	72%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure assesses the program's ability to assist people before, during, and after disasters by measuring applicants' satisfaction with the service they received.

\* Recommended by Component. FEMA is implementing this new measure as requested by OMB to represent customer experience (CX) outcomes delivered as part of FEMA's capacity as a HISP.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average number of the incident staff to support small federally declared disasters	Target	---	≤ 93	≤ 93	≤ 93	≤ 93	Retired*	
	Result	---	84	39	62	---		

**Brief Description:** This measure reports a five-year average number of incident staff deployed to support small federally declared disasters. The program uses this data to develop new approaches to address and support these types of disasters.

**Explanation and Corrective Action:** There are no results to report for this measure. FEMA is working to ensure that future processes are designed to support and generate data for FEMA's performance reporting initiatives, including this measure.

\* Recommended by Component. Since COVID-19, FEMA has changed its overall deployment approach and can support a number of response and recovery operations through a remote environment. This measure no longer reflects how FEMA manages disasters.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average timeliness of the individual assistance awards of the Individuals and Households program (in days)	Target	---	≤ 11.0	≤ 9.0	≤ 8	≤ 7	≤ 7	≤ 6
	Result	---	78.5	32.2	29	167.9		



**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 disaster response efforts to customers.

**Explanation and Corrective Action:** FEMA provided first assistance to 514,117 Individual and Households Program applicants within on average 167.9 days. Meeting the target this year was hindered due to the documentation verification for funeral assistance for the COVID-19 disasters. COVID-19 related disasters (declared in FY 2020 Q3) for funeral assistance accounts for 50.6% (260,301 of 514,117) of applicants that received first assistance in FY 2022. The average number of days to receive first assistance is 97.7 days. Assisting applicants from older FY 2017 – FY 2021 disasters, specifically assistance that requires additional documentation, also significantly impacted the results. FEMA will fully implement Enhanced Application Services (EAS), which establishes a dedicated team of staff in the field, to assist applications with navigating the assistance process, to provide referrals to meet immediate and unmet needs, and to help transition them to disaster case management service providers, if necessary.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent achieved of Incident Management Workforce readiness targets	Target	---	---	67%	78%	69%	79%*	84%*
	Result	---	---	60%	62%	62%		

**Brief Description:** This measure 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 had an incident management force strength of 11,325 with an average qualification rate of 73.0%. FEMA continues to see movement in qualification but has not grown beyond regular attrition and turnover in force strength. FEMA will establish hiring and qualification strike teams to support cadres to meet FY 2023 net growth goals. In addition, the Regional Force Structure Review will further help to align and balance more accurate force structure by integrating Regional Full Time Employees (FTE) over the course of the next three years. Finally, the Civilian Reservist Emergency Workforce (CREW) Act will enable FEMA to recruit and retain Reservists from a broader and more experienced talent pool of individuals seeking public service opportunities, including some of the most in-demand FEMA missions, such as IT, logistics, supply chain management, and other critical mass care roles.

\* Minor target adjustments for FY 2023 and FY 2024 to reflect historical results.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of applicant’s confidence in FEMA	Target	---	---	---	---	---	68%	70%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure is based on survey results to assess FEMA’s ability to help people before, during, and after disasters. Respondents to the survey rate how strongly they agree with the statement “this interaction increased my confidence in FEMA.”

\* Recommended by Component. FEMA is implementing this new measure as requested by OMB to represent CX outcomes delivered as part of FEMA’s capacity as a HISP.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of applicants satisfied with the simplicity of the Individuals and Households Program	Target	—	81%	83%	85%	87%	90%	91%
	Result	—	78.1%	82%	80%	76.6%		





**Brief Description:** This measure uses surveys to assess the satisfaction of individuals who applied for and received assistance

**Explanation and Corrective Action:** In FY 2022, there were 17,934 responses from 22 disasters for the five questions that comprise this measure. The customer experience with inspections continues to hit its target for the last four years. FEMA providing easy to understand disaster assistance information is the area where improvement is needed the most (decreased 6.9% from FY 2021). FEMA is committed to improving customer experience through Executive Order 14058: *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, by designing and delivering a streamlined application process. Individual Assistance will release a simpler, more intuitive application process that will allow applicants to select their specific Individuals and Households needs, easily see their progress within the application process, navigate instructions that highlight section where required information is missing, and review and edit all the information submitted in their entire application from a single screen before submission.

Performance Measure								FY 2024
Percent of applicants satisfied with the simplicity of the Public Assistance process	Target	--	82%	84%	81%	81.5%		Retired*
	Result	--	77.6%	73.8%	80.2%	80.5%		

**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 disaster response efforts to customers.

**Explanation and Corrective Action:** This measure utilizes surveys across five topics to assess applicant’s satisfaction with the Public Assistance program process. The results comprise of 1,668 responses from Public Assistance applicants over 40 disaster declarations. Customer satisfaction with employee helpfulness remained Public Assistance’s to performing area. Common challenges cited by applicants include difficulties in using the Grants Portal and level of documentation required for Grants Processing. In FY 2022, Public Assistance updated policies to simplify and improve program delivery. The new program delivery guide introduces streamlines process and procedures that will improve customer experience.

Performance Measure								FY 2024
Percent of applicants satisfied with the Public Assistance process and customer service	Target	--	--	--	--	--	77%	78%
	Result	--	--	--	--	--		New Measure*

**Brief Description:** This measure assesses the program’s ability to evaluate Public Assistance (PA) applicants’ satisfaction with

\* Recommended by Component. The current CX measures used by FEMA are a composite from five other measures. This new measure is designed to reduce the complexity of FEMA’s CX measures and complement other FEMA measures (e.g., public

Performance Measure								FY 2024
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%	100%
	Result	--	75%	75%	100%	97%		

**Brief Description:** On-scene availability of a mobile platform for voice, video, and data connectivity is a critical capability for



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Public Assistance project obligations completed within targeted timeframes	Target	---	68%	72%	60%	62%	Retired*	
	Result	---	28%	35%	11%	7%		

**Brief Description:** This measure indicates the timeliness of the delivery of initial awards under FEMA's Public Assistance program, which provides federal disaster relief to government organizations and certain private non-profit organizations following a Presidential disaster declaration.

**Explanation and Corrective Action:** In FY 2022, Public Assistance obligated 7% of projects within the targeted timeframes. FEMA continues to accept requests for COVID-19 assistance, which accounted for 40.4% all FY 2022 obligations and significantly impacts the results. In addition, applicant-driven processes during the early phases of the program delivery continues to be a bottleneck. The Public Assistance Delivery Guide establishes national level performance metrics that evaluates performance against standards, performance goals and indicators. Public Assistance will modify their operational performance measures to better identify delays in timeliness for awards, project completion, and closeout.

\* Recommended by Component.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%	95%	99.4%	97%	98.8%		

**Brief Description:** This measure indicates whether life-sustaining commodities were delivered in a timely fashion to impacted communities prior to and during a disaster with the goal to save lives.

**Explanation:** In FY 2022, FEMA delivered 7,128 out of 7,216 (98.8%) shipments by the agreed upon time. FEMA's institution of an internal Standard Tender of Service (STOS) system continues to improve performance. FEMA continues to meet the target despite the fact the transportation enterprise experienced capacity challenges due to truck driver shortages and limited equipment availability.

## Federal Law Enforcement Training Centers

Law Enforcement Training								
<b>Component Description:</b> The Federal Law Enforcement Training Centers (FLETC) provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently.								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training	Target	90%	90%	90%	92%	92%	92%	92%
	Result	93%	100%	100%	94%	93%		
<b>Brief Description:</b> 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.								
<b>Explanation:</b> FLETC continually leverages feedback from its PO Satisfaction Survey, capturing ideas for improvements that are incorporated into FLETC training, curricula, processes, and procedures. A 93% satisfaction rate was reported for FY 2022.								



## U.S Immigration and Customs Enforcement

### Enforcement and Removal Operations

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

**Mission Program Description:** ERO enforces the Nation’s immigration laws by identifying and apprehending undocumented noncitizens, detaining those individuals pending final determination of removability, and removing them from the United States. ERO prioritizes the apprehension, arrest, and removal of threats to national security, border security, and 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 removes noncitizens from the United States to more than 170 countries around the world.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of convicted criminal noncitizens who were returned or were removed from the United States	Target	126,000	151,000	151,000	97,440	91,500	TBD	TBD
	Result	145,262	150,141	103,762	39,149	38,447		

**Brief Description:** This measure reflects the program’s efforts to ensure convicted criminal noncitizens do not remain in the United States, contributing to public safety and national security. This measure includes removals from the U.S. under any types of removal order as well as voluntary returns of immigration violators to their country of origin.

**Explanation and Corrective Action:** ICE is taking steps to reduce factors that detract from performance in this area, including increasing the frequency of transport for detainees where possible and improving coordination efforts with key stakeholders. The recent performance of this measure is also determined by external factors, such as high levels of cross-border traffic and the continued impact of COVID-19 mitigation efforts on ICE operations. ICE has seen progress in the performance of this measure during FY 2022, with criminal removals trending upward, increasing each quarter of FY 2022 from 7,984 in Q1 to 11,458 in Q4.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of detention facilities found in compliance with the national detention standards by receiving a final acceptable inspection rating	Target	100%	100%	100%	100%	100%	Retired*	
	Result	100%	95%	100%	99%	99%		

**Brief Description:** Through a robust inspections program, the program ensures facilities utilized to detain those who entered the country illegally in immigration proceedings or awaiting removal to their countries do so in accordance with the Performance Based National Detention Standards.

**Explanation and Corrective Action:** The compliance rate of ICE FY 2022 detention inspections was 99%. There was a total of 103 reviews issued in FY 2022. Of the 103 reviews, 75 received a final rating of Meets Standard, 25 received a final rating of Acceptable, and two received a final rating of Superior. One facility received a final rating of Does Not Meet Standards. For the facility that failed their annual inspection, detainees have since been removed from the facility and the date of last use was May 28, 2022. This measure is being retired and will be replaced with the below measure.

\* Recommended by Component (replacement listed on next page).

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of detention facilities that meet the subsequent 180-day reinspection	Target	--	---	---	---	---	100%	100%
	Result	---	---	---	---	---	New Measure*	





**Brief Description:** Through a robust inspections program, ERO ensures facilities utilized to detain noncitizens are managed in accordance with Performance Based National Detention Standards (PBNDS). 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, as measured against PBNDS.

**Explanation:** This new measure reflects ERO’s continued commitment to maintain a safe and secure detention environment for staff and detainees, while also maximizing the effectiveness and efficiency of ERO detention management.

\* Recommended by Component.

### Homeland Security Investigations

**Mission 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.

**Mission Program Description:** HSI 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of human trafficking and child exploitation victims rescued or assisted	Target	---	---	---	366	1,414	1,428	1,442
	Result	---	---	---	698	1,904		

**Brief Description:** This measure 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 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:** In FY 2022, this measure surpassed its target of 1,414, achieving an end of year result of 1,904 victims assisted.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of significant Homeland Security Investigation cases that resulted in a disruption or dismantlement	Target	---	---	---	366	540	545	550
	Result	---	---	---	698	1,083		

**Brief Description:** This measure 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:** In FY 2022, HSI initiated over 1,000 Type 1-Initial significant Homeland Security Investigation cases, a 55 percent Year-Over-Year increase from FY 2021. In FY 2022, HSI Domestic Operations conducted 24 SCR trainings (virtual and in-person) for HSI field offices and headquarter divisions for better understanding of the SCR program and process. The training provided an overview of the SCR program, a discussion on HSI's performance measures, the types of SCR submissions (i.e., initial, disruption, and dismantlement SCRs), and the steps required to draft and submit a SCR submission. In addition, Domestic Operations identified and engaged with HSI field offices on SCR cases. Based on the volume of SCR submissions per month, Domestic Operations, in coordination with the SCR Panel, reviewed more SCR submissions than in the past, ensuring SCR submissions were adjudicated in a timely manner.



**Office of the Principal Legal Advisor**

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

**Mission Program Description:** 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of stakeholder engagements related to the DHS civil immigration enforcement and removal priorities	Target	---	---	---	---	---	Retired*	
	Result	---	---	---	---	---		

**Brief Description:** This measure captures OPLA’s stakeholder engagements regarding implementation of the Interim Guidance to OPLA Attorneys Regarding Civil Immigration Enforcement and Removal Policies and Priorities, and any superseding guidance that may be issued related to civil immigration enforcement priorities by measuring the number of stakeholder engagements.

**Explanation and Corrective Action:** Due to recent court rulings, this measure will not report FY 2022 results.

\* Recommended by Component.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of stakeholder engagements conducted	Target	---	---	---	---	---	50	62
	Result	---	---	---	---	---	New Measure*	

**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.

\* Component recommends implementing this measure to reflect its efforts to effectively and efficiently leverage resources to achieve just and fair outcomes in individual immigration cases, and reduce the backlog of cases pending before EOIR.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of removal orders secured that support current enforcement priorities	Target	---	---	---	---	---	Retired*	
	Result	---	---	---	---	---		

**Brief Description:** This measure captures OPLA’s success in implementing the Interim Guidance to OPLA Attorneys Regarding Civil Immigration Enforcement and Removal Policies and Priorities, and any superseding guidance that may be issued related to civil immigration enforcement priorities.

**Explanation and Corrective Action:** Due to recent court rulings, this measure will not report FY 2022 results.

\* Recommended by Component.

**Office of Intelligence and Analysis**

**Office of Intelligence and Analysis**

**Component Description:** The Office of Intelligence and Analysis equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of finished intelligence products aligned to key intelligence questions	Target	---	---	---	80%	80%	80%	80%
	Result	---	---	---	92%	100%		



**Brief Description:** This measure 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 2022, I&A produced Finished Intelligence aligned to each of the 25 key intelligence questions identified in the Program of Analysis. I&A reconstituted the centralization of its planning, review, and dissemination of finished intelligence production under a senior, analytic subject matter expert focused on instituting standard, multi-layered quality reviews. This enhanced the analytic acumen of the workforce by improving training tailored to analytic expertise and establishing effective processes and procedures for producing analysis

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of finished intelligence products shared with state, local, tribal, territorial, and private sector partners	Target	---	---	---	50%	50%	50%	50%
	Result	---	---	---	41%	56%		

**Brief Description:** This measure reflects the percent of I&A's finished intelligence production that is considered compliant with Intelligence Community Directive (ICD) 203, and which is shared with its State, Local, Tribal, Territorial, and Private Sector partners.

**Explanation:** In FY 2022, I&A shared 134 of 241 Finished Intelligence products with state, local, tribal, territorial, and private sector partners. I&A worked to modernize its methods for delivering intelligence to its full range of customers, and—in partnership with DHS Office of the Chief Information Officer—improved the user and customer experience within the Homeland Security Information Network Intelligence Community of Interest by implementing a robust user interface and delivering a first-of-its-kind mobile app.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of finished intelligence products shared with the Intelligence Community	Target	---	---	---	95%	95%	95%	95%
	Result	---	---	---	80%	96%		

**Brief Description:** This measure 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 2022, I&A shared 232 of 241 Finished Intelligence products with the Intelligence Community (IC). I&A classified production, including the publication of the President's Daily Briefs, helped inform the IC and policymakers of unique threats faced at and within the nation's borders on topics for which the IC relies on I&A to provide insight

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of intelligence reports rated satisfactory and useful by customers	Target	---	---	---	80%	80%	80%	80%
	Result	---	---	---	90%	89%		

**Brief Description:** This measure gauges the extent to which finished intelligence products are satisfying customers' needs.

**Explanation:** In FY 2022, I&A received 258 customer feedback forms related to Finished Intelligence production, 230 of which provided Usefulness ratings of "Very Satisfied" or "Somewhat Satisfied." I&A reconstituted the centralization of its planning, review, and dissemination of finished intelligence production under a senior, analytic subject matter expert focused on instituting standard, multi-layered quality reviews. This enhanced the analytic acumen of the workforce, resulting in greater utility of I&A analysis and positive feedback from homeland security customers.





## Office of Homeland Security Situational Awareness<sup>5</sup>

Office of Homeland Security Situational Awareness								
<p><b>Component Description:</b> The Office of Homeland Security Situational Awareness provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making; oversees the National Operations Center; and leads the Department’s Continuity of Operations and Government Programs to enable continuation of primary mission essential functions in the event of a degraded or crisis operating environment.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%	90%	94%	94%	94%	94%
	Result	99%	100%	97.7%	94.6%	94.2%		
<p><b>Brief Description:</b> The measure indicates the timeliness of risk assessments that are used by federal agencies as criteria to determine their level of support to state and local events and is the primary federal awareness mechanism for special events occurring across the Nation.</p> <p><b>Explanation:</b> To augment situational awareness, 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>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of risk assessments for federal security support of large public/community special events completed within the targeted time frame	Target	98%	98%	99%	99%	90%	Retired*	
	Result	100%	99.5%	94.4%	93.45%	99.99%		
<p><b>Brief Description:</b> The measure indicates the timeliness of risk assessments that are used by federal agencies as criteria to determine their level of support to state and local events and is the primary federal awareness mechanism for special events occurring across the Nation.</p> <p><b>Explanation:</b> Due to influx of event submissions and contributor emails for the 2023 National Special Events Data Call, a couple 2022 short-notice events were slightly delayed in their adjudication.</p> <p>* Program function is being transitioned to I&amp;A (per the FY 2023 budget).</p>								

## Science and Technology Directorate

Research, Development, and Innovation	
<p><b>Component Description:</b> Science and Technology Directorate (S&amp;T) is the primary research and development arm of the Department. S&amp;T provides federal, state, and local officials with the technology and capabilities to protect the homeland.</p>	

<sup>5</sup> Office of Operations Coordination (OPS) changed to the Office of Homeland Security Situational Awareness (OSA), per the FY 2023 Congressional Budget Justification.



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise	Target	---	---	75%	75%	75%	72%*	72%*
	Result	---	---	66%	72%	68%		
<p><b>Brief Description:</b> This measure reflects the percent at which S&amp;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.</p> <p><b>Explanation and Corrective Action:</b> This measure tracks transitions of research and development (R&amp;D) 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. These transitions indicate the value that S&amp;T provides to improve homeland security operations and assist customers to execute their mission. S&amp;T continues to review internal processes to ensure efficient planning and use of resources for upcoming fiscal years. S&amp;T also plans to continue collaboration with its customers and stakeholders to realize efficiencies required to execute R&amp;D programs and projects.</p> <p>* Minor target adjustments for FY 2023 and FY 2024 based on historical results.</p>								

## Transportation Security Administration

Aviation Screening Operations								
<p><b>Mission Program Goal:</b> 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.</p> <p><b>Mission Program Description:</b> 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.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average number of days for DHS Traveler Redress Inquiry Program redress requests to be closed	Target	< 55	< 55	< 55	< 55	< 50	< 50	< 50
	Result	37	42	45	22	140		
<p><b>Brief Description:</b> 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><b>Explanation and Corrective Action:</b> In February 2022, TSA identified a technical issue with the DHS TRIP portal that impacted the exchange of redress case information files. Due to resource challenges, contractual issues, and technical difficulties, troubleshooting efforts took several months. Once a solution was in place, approximately 8,000 backlogged cases entered TSA's closeout queue, plus approximately 4,000 triage cases. This backlog resulted in the failing to meet this measure's target of 50-days-or-less for case processing time. TSA instituted an action plan to aggressively process all cases in its closeout queue to eliminate the backlog and bring its average case processing times back down to 50 days or less. The closeout backlog was eliminated in 17 business days. TSA has turned its focus to the triage queue, which is down to under 3,000 cases, and has taken steps to prevent future technical issues.</p>								

Performance Report and Plan



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of canine teams that pass operational training assessments within 90 days of completing basic course at the Canine Training Center	Target	---	---	80%	80%	85%	85%	85%
	Result	---	---	81%	91%	95%		
<p><b>Brief Description:</b> The measure is an indicator of the Canine Training Center training program success.</p> <p><b>Explanation:</b> For FY 2022, a total of 123 Training Missions were conducted. 117 passed for 95% cumulative pass rate, exceeding the target requirement.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of daily passengers receiving expedited physical screening based on assessed low risk	Target	50%	50%	50%	50%	50%	50%	50%
	Result	54%	46%	44%	38%	46%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation and Corrective Action:</b> TSA fell short of the 50% goal for FY 2022 due to impacts from COVID, which drove reduced passenger travel prior to the spring break travel season, and an initial decrease in Pre-Check enrollment. TSA did not see increases in PreCheck enrollment until after the spring break season and through the end of the fiscal year when passenger travel rivaled 2019 throughput. TSA believes that with the current rate of Pre-Check enrollment it will meet the FY 2023 target.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%		
<p><b>Brief Description:</b> This measure ensures the traveling public that all domestic air passengers have undergone checking against watch lists as one means of vetting.</p> <p><b>Explanation:</b> Secure Flight receives an average of two million passenger submissions per day from commercial airline operators. All received submissions are vetted.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of passengers whose overall satisfaction with TSA screening was positive	Target	---	---	---	---	---	82%	84%
	Result	---	---	---	---	---	New Measure*	
<p><b>Brief Description:</b> This measure indicates 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.</p> <p>* Component is implementing this new CX measure as requested by OMB.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Transportation Security Officers that achieve a first-time pass rate on the Image Interpretation Test	Target	---	---	90%	90%	92%	92%	92%
	Result	---	---	95%	94%	94%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> For FY22, a total of 9,141 tests were given, and 8,591 passed for 94% cumulative first-time pass rate, exceeding the target requirement.</p>								





**Other Operations and Enforcement**

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

**Mission Program Description:** The Other Operations and Enforcement program encompasses security reviews, assessment, 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 Marshals, 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of air carriers operating from domestic airports in compliance with standard security programs	Target	100%	100%	90%	90%	90%	90%	90%
	Result	87%	89%	86%	92%	90%		

**Brief Description:** This measure 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 2022, there were over 33,000 inspections conducted against domestic aircraft operators. These inspections range from supplemental to targeted and full inspections. There were over 2,700 findings assessed nationwide.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of attended interchanges of rail cars containing rail security sensitive materials transiting into or through high-threat urban areas	Target	95%	95%	95%	95%	95%	95%	95%
	Result	99%	97%	100%	100%	99%		

**Brief Description:** This measure 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 attended interchanges, occur in high-threat urban areas where the impact of malicious use of these materials could be devastating.

**Explanation:** There were 1,266 Chain of Custody (COC) inspections in FY 2022 with 7 recorded inspections of non-compliance occurring.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of domestic cargo audits that meet screening standards	Target	97%	98%	98%	92%	98%	98%	98%
	Result	95%	95%	93%	97%	92%		

**Brief Description:** This measure 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 and Corrective Action:** For FY 2022, Compliance Field Inspectors conducted 16,897 inspections with 3,388 findings. While the program provides an opportunity for eligible parties and TSA to discuss and reach an agreement on corrective actions to address the root cause of any security vulnerability or noncompliance with TSA’s security requirements which qualifies for this program, and resolve that vulnerability or noncompliance with administrative action (Letter of Correction) instead of a civil enforcement action, TSA field engagement with regulated entities is greatly affected.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of identified vulnerabilities at last point of departure airports addressed through stakeholder engagement and partnerships	Target	--	--	70%	85%	85%	85%	85%
	Result	--	--	74%	100%	100%		



<p><b>Brief Description:</b> This measure will indicate 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.</p> <p><b>Explanation:</b> During FY 2022, TSA conducted continuous global coordination and assistance through active engagements with international counterparts. Engagements and mentoring ensured consistent implementation of international civil aviation security measures and TSA's strategic aviation security policies and initiatives.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of international cargo audits that meet screening standards	Target	97%	98%	98%	98%	98%	98%	98%
	Result	88%	91%	86%	99%	99%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> In FY 2022, a total of 433 cargo related air carrier inspections were conducted, and of that number 2 had findings related to screening of cargo. Both findings have since been closed. As countries continue to lift COVID restrictions, TSA will continue to be able to increase the number conduct cargo inspections it conducts.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of overall compliance of domestic airports with established aviation security indicators	Target	100%	100%	100%	100%	100%	100%	100%
	Result	91%	92%	89%	90%	87%		
<p><b>Brief Description:</b> This measure reports the extent to which domestic airports are complying with security indicators designed to assesses airport vulnerabilities and provide an overall security posture of our domestic aviation system.</p> <p><b>Explanation and Corrective Action:</b> Based on the myriad of airport risks, such as human factors, insider threats, and the airport security posture, aviation security indicators are an ever-evolving challenge to the aviation industry. All regulated airports receive a comprehensive inspection yearly, and TSA engages regularly to vet aviation employees at U.S. commercial airports and air carriers for links to terrorism, lawful presence, and disqualifying criminal offenses.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies	Target	77%	79%	70%	70%	70%	70%	70%
	Result	67%	67%	67%	70%	77%		
<p><b>Brief Description:</b> This measure 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 operations fully own the decision to implement these best practices, but the program works to affect forward movement to address gaps.</p> <p><b>Explanation:</b> While fiscal constraints have limited the ability of the transit system to maintain or improve its security posture, TSA achieved this target for FY 2022. Throughout the fiscal year, TSA field personnel worked with transit systems by providing them best practices and other guidance material to help them improve their respective security postures.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of surface operations cybersecurity workforce personnel completing required cybersecurity training	Target	---	---	---	---	---	55%	85%
	Result	---	---	---	---	---	New Measure*	



**Brief Description:** This measure 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.

\* Component implementing new measure as requested by OMB.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of TSA-regulated entities inspected per fiscal year by transportation security inspectors	Target	90%	90%	90%	90%	90%	90%	90%
	Result	98%	99%	72%	97%	98%		

**Brief Description:** This measure reflects that level of oversight provided the program to inspect regulated entities to identify vulnerabilities and facilitate their closure and provides assurance of the program's ongoing efforts to ensure the overall security posture of air carrier, indirect air carrier, airports, and certified cargo screening facilities.

**Explanation:** On a quarterly basis, Transportation Security Inspectors engage with regulated parties to assess their compliance posture through a variety of inspections, tests, and assessments. These inspections, tests, and assessments assist with the identification of transportation security vulnerabilities focusing on those with higher risk, and the development of security solutions and reduction of instances of non-compliance by collaborating on and implementing effective security measures.

## U.S. Citizenship and Immigration Services

### Employment Status Verification

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

**Mission 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of workers determined to be Employment Authorized after an initial mismatch	Target	≤ 0.60%	≤ 0.50%	≤ 0.40%	≤ 0.40%	≤ 0.40%	≤ 0.30%*	≤ 0.30%*
	Result	0.16%	0.21%	0.23%	0.13%	0.11%		

**Brief Description:** This measure 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 rare cases where the electronic check does not find a match, it is 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 Further Action letter notices to employees and Self Check, a free online service that allows an individual to check their employment eligibility.

\* Minor target revisions based on historical results.





**Fraud Prevention and Detection**

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

**Mission 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of System Generated Notifications related to national security, public safety, or fraud triaged on pending cases within 60 calendar days*	Target	---	---	85%	80%	80%	80%	80%
	Result	---	---	85%	75%	82%		

**Brief Description:** This measure gauges the percent of pre-adjudicative and automated System Generated Notifications related to national security, public safety, or fraud indicators that are triaged resolved 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 significantly improved its performance in triaging system generated notices (SGN) during FY 2022 by realizing the benefits of multiple long-term initiatives, such as the transition to a cloud based environment for FEMA systems. The combination of technological improvements, focused development, and ongoing training to promote adoption of best practices enabled USCIS to improve overall performance and meet this measure.

\* Measure name change from: *Percent of system generated notifications related to national security, public safety, or fraud triaged on pending cases within 60 calendar days*

**Immigration Services**

**Mission Program Goal:** Ensure immigration benefit and services are processed in a timely and accurate manner.

**Mission 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 integration services for lawful immigrants.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time for adjustment of status to Permanent Resident Applications (I-485) (in months)	Target	---	---	---	---	---	< 10	< 10
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure 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.

\* Recommended by Component leadership to re-implement cycle-time measure using plain language.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time for detainees claiming Credible Fear (in days)	Target	---	---	---	---	---	< 14	< 14
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure assesses the average aggregate processing time (in days) of all fully adjudicated detainee claiming credible fear, which are adjudicated by the Refugee, Asylum, and International Operations Directorate.

\* Recommended by Component leadership.



Performance Report and Plan

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time for Naturalization Applications (N-400) (in months)	Target	---	---	---	---	---	< 8	< 8
	Result	---	---	---	---	---	New Measure*	
<p><b>Brief Description:</b> This measure assesses the average aggregate processing time (in months) of all fully adjudicated Naturalization Applications (N-400), which are adjudicated by the Field Operations Directorate.</p> <p>* Recommended by Component leadership to re-implement cycle-time measure using plain language.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time to adjudicate form I-129 (Petition for Nonimmigrant Worker) (In months)	Target	---	---	---	---	---	< 2	< 2
	Result	---	---	---	---	---	New Measure*	
<p><b>Brief Description:</b> This measure assesses the average aggregate processing time (in months) of all fully adjudicated Petition for Nonimmigrant Worker (I-129), which are adjudicated by the Field Operations Directorate.</p> <p>* Recommended by Component to reflect processing of high-volume forms.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time to adjudicate form I-140 (Immigrant Petition for Alien Worker) (in months)	Target	---	---	---	---	---	< 4	< 4
	Result	---	---	---	---	---	New Measure*	
<p><b>Brief Description:</b> This measure assesses the average aggregate processing time (in months) of all fully adjudicated Immigrant Petition for Alien Worker (I-140), which are adjudicated by the Field Operations Directorate.</p> <p>* Recommended by Component to reflect processing of high-volume forms.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of asylum determinations	Target	---	---	---	---	50,000	65,000*	65,000*
	Result	---	---	---	---	41,453		
<p><b>Brief Description:</b> This measure gauges the total number of asylum determinations to approve, deny, refer to an Immigration Judge, or administratively close cases related to asylum.</p> <p><b>Explanation and Corrective Action:</b> Throughout FY 2022, USCIS has shifted its adjudicative strength across various programs and functional areas both internal and external. Affirmative Asylum determination completions are negatively impacted by growing credible and reasonable fear, refugee, and parole caseloads, and by providing substantial assistance to other priority humanitarian programs. Appropriation funding was allocated and increases in the workforce will be directly applied to backlog reduction and operational resource shortages. USCIS' ability to meet the target will improve when staffing vacancies are reduced, the proficiency of new hires increases, and USCIS international footprint is expanded to meet overseas interviewing demands that are heavily augmented. All corrections will continue to advance at a positive rate as we are able to refocus the asylum workforce specifically on the Affirmative Asylum application process.</p> <p>* Target changes for FY 2023 and FY 2024 to reflect administration commitments.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of approved applications for naturalization that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	99%	N/A	100%		



<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> During FY22, USCIS Field Operations Directorate (FOD) continued to enhance the security and integrity of processing naturalization cases through the implementation of process efficiencies, which included the increased review and processing of electronic case filing and scanning, continuous training efforts, rapid hiring, and the use of overtime hours funded largely through recent Congressional appropriations. In addition, automated electronic security checks enhanced the integrity of the immigration system at the critical naturalization stage of the process. FOD also expanded the use of video interviews of applicants that added additional flexibilities to the adjudication process.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of approved applications for permanent residence that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	99%	N/A	100%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> In FY 2022, FOD expanded its comprehensive interview strategy for Adjustment of Status cases to better utilize resources by waiving interviews when the record establishes eligibility for the immigration benefit. This allowed for better triaging and routing of cases to officers, based on officer experience and case complexity. Additionally, more family based I-485s were ingested and processed electronically, allowing for more efficient security checks and improved overall integrity of the immigration system.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Immigration Officers who are trained to perform their duties within six months of entry on duty	Target	---	---	---	90%	60%	Retired*	
	Result	---	---	---	.9%	93.1%		
<p><b>Additional Information:</b> This measure provides feedback to ensure that Immigration Officers are receiving timely training so they can have the tools to effectively accomplish their job responsibilities.</p> <p><b>Explanation:</b> USCIS met its target throughout FY 2022, which is a marked improvement over FY 2021 when the measure was not met due to a backlog in training caused by the COVID-19 pandemic. USCIS adapted to virtual training options to aide in efforts to ensure timely, healthy, and safe delivery of services. USCIS cleared the backlog at the end of FY 2021 and has been able to keep the measure on target with increased hiring in FY 2022.</p> <p>* Component is retiring measure from its Strategic set and will retain as an internal operational measure.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of naturalization cases where derogatory information was identified and resolved prior to taking the oath of allegiance	Target	---	---	100%	100%	100%	100%	100%
	Result	---	---	100%	100%	100%		
<p><b>Brief Description:</b> This measure 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.</p>								





**Explanation:** USCIS employs continual vetting of applicants and a final check for derogatory information close to the oath-taking 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of pending cases that are considered backlog	Target	---	---	---	---	---	≤ 42.2%	≤ 36.5%
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** This measure assesses the ability for USCIS to reduce the backlog of applications.

\* Recommended by Component to inform the public on USCIS' ability to meet established processing times for all forms.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of refugee and asylum adjudications that were legally sufficient	Target	---	---	---	---	90%	90%	90%
	Result	---	---	---	---	90%		

**Brief Description:** This new measure assesses the ability of officers to adjudicate asylum and refugee status determinations for Forms I-589 and Form I-590 in a legally sufficient manner.

**Explanation:** This FY 2022 annual measure will be additionally reported on pending final analysis in Q2 of FY 2023.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of respondents satisfied with the citizenship and immigration-related support received from the USCIS Contact Center	Target	---	---	---	---	80%	80%	80%
	Result	---	---	---	---	84.5%		

**Brief Description:** This measure 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:** The survey data covers the USCIS Contact Center, a multi-tiered operation providing immigration assistance to over 14 million callers a year. This year's increase in satisfaction was attributed to USCIS' continuous refinement of the Interactive Voice Response (IVR) system's capabilities, which give more callers the ability to resolve their inquiry using self-service. USCIS plans in the future to provide more robust online account services to increase the capability for self-service for needs such as address changes, expediting requests, and other requests commonly handled by the Contact Center.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of students with increased test scores after attending courses funded through USCIS Grant Programs	Target	---	---	---	---	80%	80%	80%
	Result	---	---	---	---	82.3%		

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

**Explanation:** During FY 2022, USCIS' Office of Citizenship (OoC) initiated hybrid grantee monitoring and was able to resume in-person site visits to provide technical support. Grantee performance has stabilized at or above the targeted performance level after falling off in recent years due to COVID interruptions of service delivery. Grantees have seen success in implementing hybrid approaches to course delivery and have added digital literacy to their educational programs.

\* Measure name change from: *Percent of students enrolled in civics-based English as a Second Language classes under the Citizenship and Integration Grant Program that show educational gains*



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total number of attendees at USCIS public engagements	Target	---	---	---	---	---	85,000	90,000
	Result	---	---	---	---	---	New Measure*	
<p><b>Brief Description:</b> This measure assesses the effectiveness of USCIS’s consolidation of effort toward public engagement. These events/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.</p> <p>* Recommended by Component to reflect current USCIS priorities to improve partnership and engagement.</p>								

**U.S. Coast Guard**

Marine Transportation System Management								
<p><b>Mission Program Goal:</b> Safeguard and expedite lawful trade and travel and mitigate hazards and vulnerabilities.</p> <p><b>Mission Program Description:</b> The Maritime Transportation System Management program ensures a safe, secure, efficient, and environmentally sound waterways system. The USCG 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 USCG 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.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Availability of maritime navigation aids	Target	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%
	Result	97.1%	96.8%	96.5%	96.2%	96.3%		
<p><b>Brief Description:</b> This measure 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. Lorem</p> <p><b>Explanation and Corrective Action:</b> The Coast Guard’s declining Aid Availability Rate (AAR) is the result of failing aids to navigation infrastructure, largely attributed to ongoing resource and funding constraints. While Coast Guard continues to explore how best to leverage and utilize existing resources to make this program more effective and efficient, and to continue delivering risk reduction activities in the marine transportation system.</p>								

Maritime Law Enforcement								
<p><b>Mission Program Goal:</b> Ensure effective maritime law enforcement and border control.</p> <p><b>Mission Program Description:</b> The Maritime Law Enforcement program preserves America’s jurisdictional rights within our maritime borders. The USCG 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 USCG’s Maritime Law Enforcement program: Drug Interdiction; Migrant Interdiction; Living Marine Resources; and Other Law Enforcement.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fishing regulation compliance rate	Target	97%	97%	97%	97%	97%	97%	97%
	Result	97.8%	98%	97.4%	97.2%	98.9%		



**Brief Description:** This measure 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:** The observed compliance rate for Coast Guard-wide fisheries was found to be 98.9%, surpassing the 97% goal, showing higher levels of compliance with fisheries regulations.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interdiction rate of foreign fishing vessels violating U.S. waters	Target	18%	18%	35%	30%	40%	40%	40%
	Result	31.3%	46%	39.6%	49.1%	45.5%		

**Brief Description:** This measure 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:** Coast Guard efforts in interdicting foreign fishing vessels have been largely successful in reaching the 40% interdiction goal.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Migrant interdiction effectiveness in the maritime environment	Target	75%	75%	75%	75%	75%	75%	75%
	Result	72%	86.1%	77.3%	47.2%	56.6%		

**Brief Description:** This measure 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:** There is currently an increase in migrant flow in the maritime environment, with a 17% increase in interdictions and 44% increase in known flow compared to FY 2021. It is expected this trend will continue into FY 2023. Assets have been and will continue to be surged to address this increase.

### Maritime Prevention

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

**Mission 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 USCG’s Maritime Prevention program: Ports, Waterways, and Coastal Security; Marine Safety; and Marine Environmental Protection.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of breaches at high-risk maritime facilities	Target	≤ 235	≤ 307	≤ 307	≤ 306	≤ 310	≤ 422*	≤ 421*
	Result	320	331	320	373	499		

**Brief Description:** This measure 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:** This measure exceeded the annual target for FY 2022. The Coast Guard is aware of the trend of increasing breaches of security and continues working to understand causal factors and mitigating actions. The Coast Guard has also re-calculated out-year targets to account for the recent increases. The Coast Guard largely attributes the recent bump in breaches to more attention to reporting requirements vice actual malicious breaches. Coast Guard involvement with facility security officers shows higher level awareness for facility security and plan compliance. Thus, the measure trend also likely indicates an increase in reported plan violations vice an increase in malicious breaches. The Coast Guard continues analysis to determine which reports resulted from malicious acts versus non-malicious violation reports. We are also reviewing current guidance and data policy to ensure data entry and reporting from field units are accurate and meet reporting intent.





Finally, the Coast Guard will continue to review FSPs, respond to reported incidents, and investigate malicious breaches to reduce the number of breaches.

\* Targets for FY 2023 and FY 2024 adjusted based on historical results.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Three-year average number of serious marine incidents (SMI)	Target	≤ 698	≤ 689	≤ 644	≤ 686	≤ 685	≤ 626*	≤ 612*
	Result	705	748	612	605	522		

**Brief Description:** This measure assesses the impact of the program’s efforts to reduce the number of serious marine incidents through outreach, training, and inspections.

**Explanation:** This result is partly attributable to reduced maritime activity during the height of COVID-19’s impacts during FY 2020 and FY 2021. These data are subject change (typically increase) as data entry lag updates are made. FY 2023 targets for this measure have been adjusted to account for decreased results in recent reporting.

\* Targets for FY 2023 and FY 2024 adjusted based on historical results.

### Maritime Response

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

**Mission Program Description:** The Maritime Response program mitigates the consequences of marine casualties and disastrous events. The USCG 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 USCG’s Maritime Response program: Search and Rescue and Marine Environmental Protection.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of people in imminent danger saved in the maritime environment	Target	80%	80%	80%	80%	80%	80%	80%
	Result	78%	78%	86.5%	81.7%	83.3%		

**Brief Description:** This measure 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:** While the program aspires to save all lives, due to distance, weather, and other challenges, the results reflect the reality of the complexities faced in meeting this goal. In FY 2022, the Coast Guard saved the lives of over 1,600 people.

### Maritime Security Operations

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

**Mission 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 USCG’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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system	Target	---	---	42%	43%	40%	40%	40%
	Result	---	---	27%	32%	31.7%		

**Brief Description:** Anti-terrorism risk reduction in the maritime transportation system

**Explanation and Corrective Action:** This strategic measure target was missed by 8.3% primarily due to personnel and resources shifted to competing mission demands such as increased migrant interdiction operations. Coast Guard efforts exceeded the



80% target for executing Port Tactical Activity Plans by 6% in FY 2022. This indicates available resources were highly efficient when executing quarterly adjusted activity plans as part of the RB-MSRO (Risk-Based Maritime Security and Response Operations) program.

## U.S. Secret Service

### Field Operations

**Mission Program Goal:** Safeguard the nation’s financial infrastructure and payment systems to preserve the integrity of the economy.

**Mission 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 cyber financial crimes, 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, as well as threats to leadership locations, and events with symbolic and practical significance to U.S. citizens in physical space and cyberspace.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Amount of cyber-financial crime loss prevented (in billions)	Target	---	\$4.50	\$5.00	\$6.00	\$6.00	Retired*	
	Result	---	\$7.10	\$2.57	\$2.28	\$2.57		

**Brief Description:** This measure reflects the program’s efforts to reduce financial losses to the public attributable to cyber financial crimes.

**Explanation and Corrective Action:** The Secret Service continues to adapt to the evolving landscape of cyber-enabled financial crimes and will fine-tune the recording of metrics associated with emerging crimes and fraud schemes. Presently, the Secret Service is conducting a review of the investigative systems and metrics, which will result in technological and policy updates to more accurately capture and report loss amounts.

\* Recommended by Component. Due to the evolving nature of investigating crime, this measure no longer represents current processes and current success. As such it is being retired and the new measure below will provide increased accuracy and reliability

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Financial Crime Loss Recovered (in billions)	Target	---	---	---	---	---	\$1.00	\$1.00
	Result	---	---	---	---	---	New Measure*	

**Brief Description:** The measure reports recovered financial loss attributed to the investigation of the crime.

\* Recommended by Component. USSS is adding this new measure to replace the “cyber-financial crime loss” measure for increased accuracy and reliability.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of cyber mitigation responses	Target	390	225	240	420	600	800*	720*
	Result	271	416	539	727	902		

**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:** Additional program staffing and funding has allowed this program to continue to exceed annual targets. Targets were increased for future years based on this new trend.

\* Targets for FY 2023 and FY 2024 were adjusted, with FY 2024 targets reflecting agent availability during a campaign year.

Performance Report and Plan



Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of financial accounts recovered (in millions)	Target	0.50	0.50	0.50	1.00	1.25	Retired*	
	Result	5.70	1.39	3.30	1.10	.17		
<p><b>Brief Description:</b> This measure represents the number of financial accounts recovered during cyber investigations including bank accounts, credit card accounts, PayPal, and other online money transfer accounts.</p> <p><b>Explanation and Corrective Action:</b> With the changing landscape in cyber financial crime, criminals have gone from a focus of stealing credit card and bank account numbers to cryptocurrency and money recovered through COVID and other fraud (such as wire fraud). This has resulted in fewer cyber financial accounts recovered in FY 2022. The Secret Service continues to adapt to the evolving landscape of cyber-enabled financial crimes and will fine-tune the recording of metrics associated with emerging crimes and fraud schemes. Presently, the Secret Service is conducting a review of the investigative systems and metrics, which will result in technological and policy updates to more accurately capture the results of these investigations.</p> <p>* Recommended by Component.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of law enforcement individuals trained in cybercrime and cyber forensics both domestically and overseas	Target	2,000	2,500	2,800	4,000	5,400	5,800	6,000
	Result	2,773	3,375	4,921	5,400	4,786		
<p><b>Brief Description:</b> This measure communicates the number of law enforcement individuals trained by the program to facilitate investigations and resolution of financial cybercrimes.</p> <p><b>Explanation and Corrective Action:</b> Between in-person training at their facility and the virtual training platform developed during the pandemic, the National Computer Forensic Institute trained 4,318 individuals in FY 2022. An additional 468 individuals were trained at international law enforcement trainings or at the internal Secret Service training facility. Analysts will review training courses and hours and determine if future targets should be adjusted based on trends in training course lengths.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of currency identified as counterfeit	Target	< .0088%	< .0088%	< .0090%	< .0088%	< .0088%	< .0088%	< .0090%
	Result	0.0064%	0.0060%	0.0051%	0.0036%	0.0038%		
<p><b>Brief Description:</b> 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.</p> <p><b>Explanation:</b> The amount of counterfeit currency located in circulation compared to the genuine currency reported by the Treasury has continued to stay low with only \$86 million out of approximately \$2.2 trillion.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of National Center for Missing and Exploited Children examinations requested that are conducted	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		
<p><b>Brief Description:</b> This measure 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.</p> <p><b>Explanation:</b> The Secret Service conducted 52 forensic exams at the request of the National Center for Missing and Exploited Children in FY 2022.</p>								
Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Terabytes of data forensically analyzed for criminal investigations	Target	5,000	5,100	8,000	13,000	18,000	20,000	20,500
	Result	8,862	11,632	15,798	20,627	27,415		





**Brief Description:** This measure 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 its forensically trained partners analyzed over 27 thousand terabytes in FY 2022, a roughly 33% increase from FY 2021.

**Protective Operations**

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

**Mission 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.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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:** This measure 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 in the performance measure definition form.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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:** This measure 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.

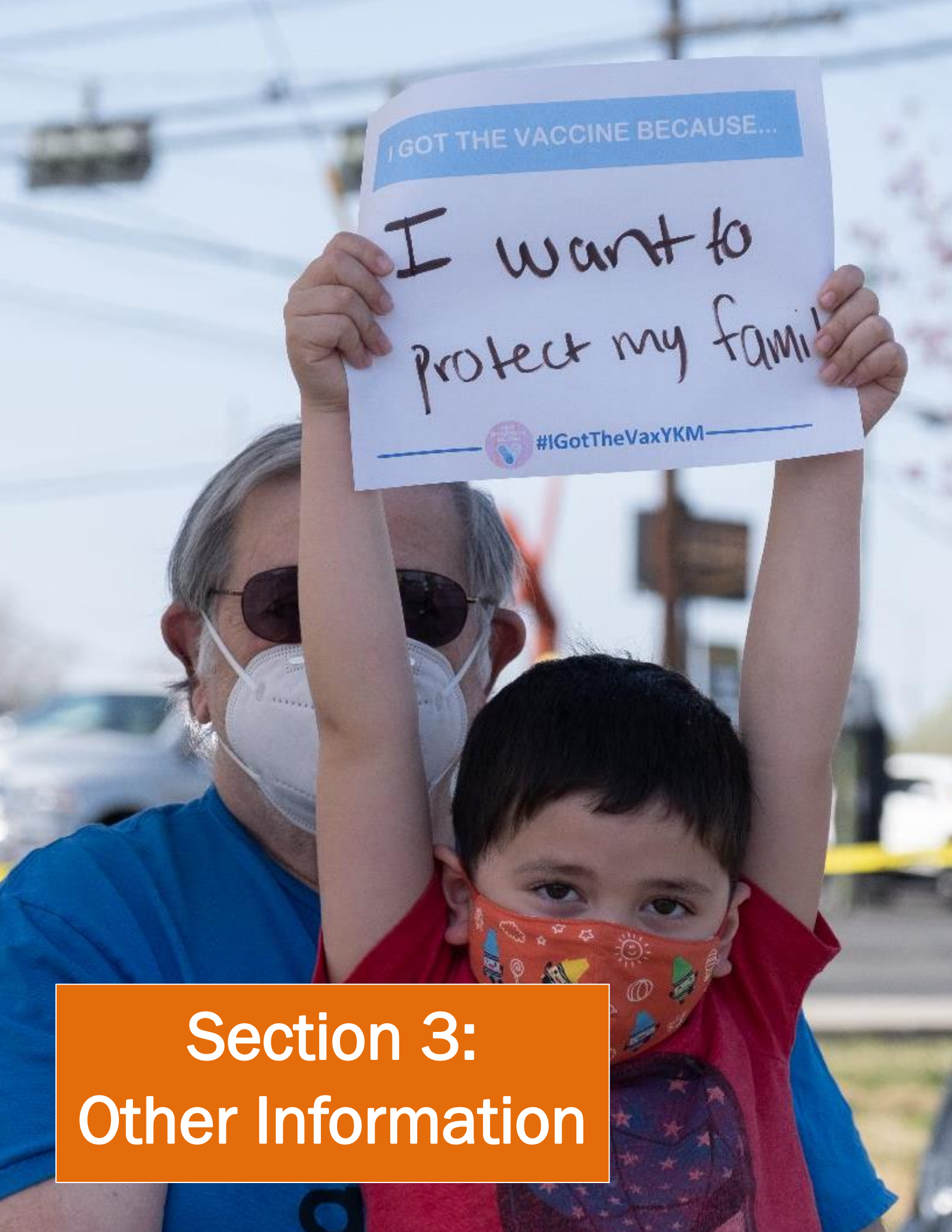
**Explanation:** In FY 2022 there were 2 National Special Security Events (NSSEs), The State of the Union Address and the UN General Assembly (UNGA), which were successfully completed and secured.

Performance Measure		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of protectees that arrive and depart safely	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		



**Brief 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. The performance target is always 100%.

**Explanation:** The Secret Service ensured safe arrival and departure for over 4,500 protective visits occurring in FY 2022. This measure is a combination of the 3 management measures broken out by protectee-type.



I GOT THE VACCINE BECAUSE...

I want to protect my family



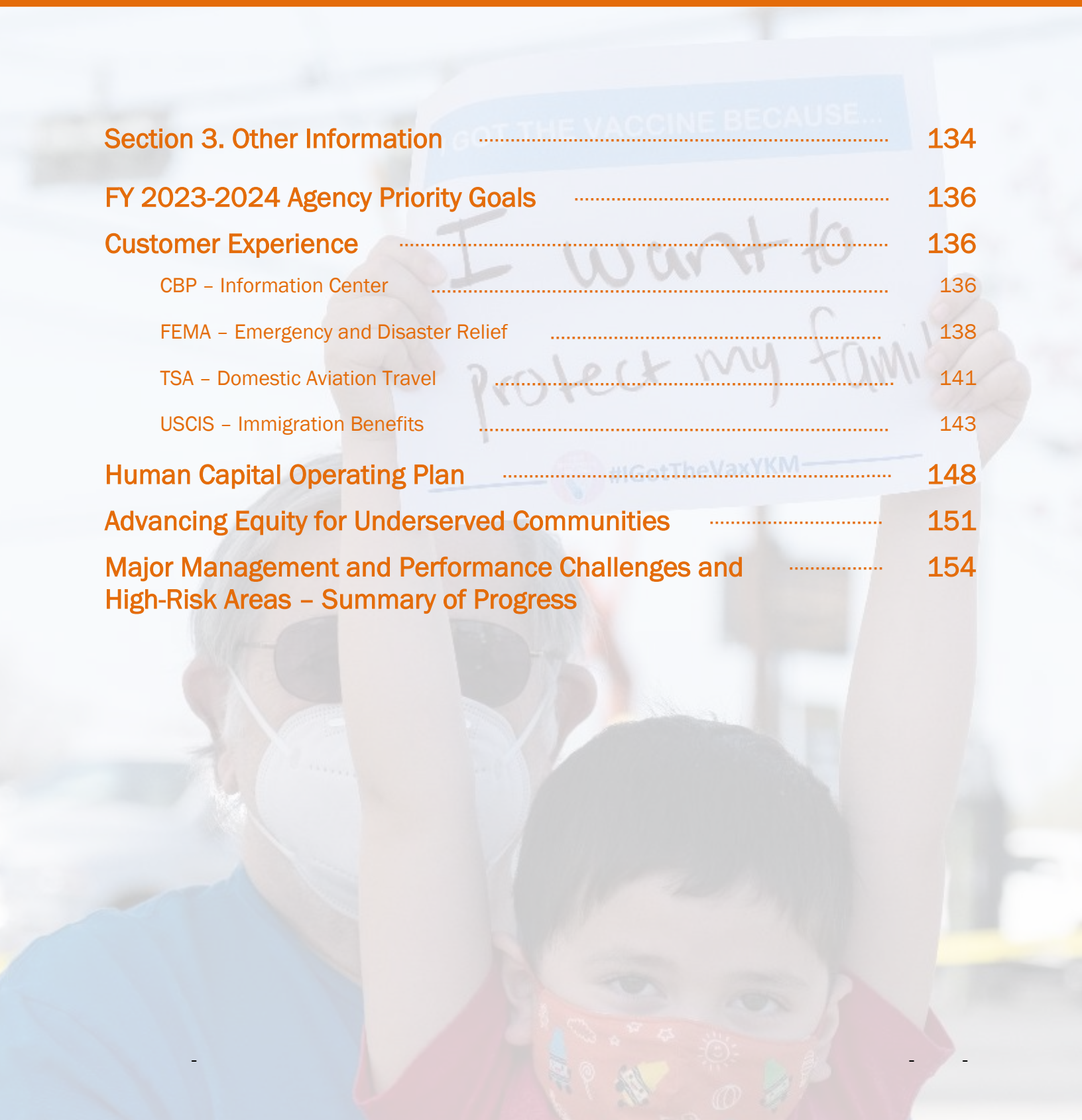
#IGotTheVaxYKM

**Section 3:  
Other Information**



The **Other Information** section contains a presentation of our Agency Priority Goals; key management initiatives, including our initiatives 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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## Other Information

### *FY 2023-2024 Agency Priority Goals (APG)*

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#### **Agency Priority Goal: Strengthen Federal Cyber Security**

**Goal 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. By September 30, 2023, 90% of the agencies that have reached data preparation quality readiness will achieve an acceptable data quality level to support reliable risk scoring reported on the Federal Dashboard to gauge the strength of the federal enterprise cybersecurity posture.

Please see <https://www.performance.gov>.

### *Customer Experience*

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#### **Overview**

The President's Management Agenda includes a focus on improving the customer experience with federal services using Cross Agency Priority (CAP) Goals. CAP Goals are a tool to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration among multiple agencies. CAP Goals are updated or revised every four years with each Presidential Administration's term.

Below are DHS's major high impact service provider organizations efforts and successes in FY 2022 on improving the customer experience, and next steps and challenges moving forward.

The Customer Experience (CX) efforts are bucketed around five major focus areas: Governance; Organization and Culture; Customer Research; Service Design; and Measurement.

#### **CBP – Information Center**

##### **Progress**

Beginning in June 2020, it was decided that the CBP Information Center (CIC) would be the lead agency for CBP in reporting on the customer experiences with the agency. Prior to then, the Travelers Communications Center (TCC) under the Office of Field Operations reported on customer experience activities. The CBP Information Center (CIC) is the agency's primary liaison with the worldwide public that enables the CBP mission of legitimate trade and travel by providing accurate and timely information about CBP regulations, procedures, policies, programs, and interactions in a professional and expedient manner. The CIC is a one-stop shop for the public to contact CBP with general inquiries that pertain to international travel, immigration, and trade issues.

The CIC has the following goals:

- Provide a positive and professional experience for our customers;
- Promote a valued customer experience culture that is focused on accurate and prompt action to address all customer questions and concerns; and
- Protect sensitive and personal identifiable information.

In addition to the above mission, the CIC Compliments and Complaints Branch (CCB) receives and processes compliments, complaints, and comments throughout CBP. They receive these communications from travelers, import/export businesses, members of the international trade



## Other Information

communities, and other persons affected by CBP operations, through phone calls, emails, written correspondence, and the DHS/TRIP redress system. The CIC works primarily with the Office of Field Operations and Border Patrol for the resolution, tracking, and analysis of complaints. The CCB identifies emerging areas of concern, trends, and patterns of complaints specifically, to assist CBP personnel in effectively communicating with the public.

Throughout FY 2022, the CIC continued working with OMB to implement its action plan to improve the customer experience (CX) by providing the public with answers and information pertaining to international travel, immigration, and trade issues.

With this action plan submitted in June 2020 and updated in FY 2021 and 2022, the CIC aims to reflect CX best practices across five focus areas. The action plan developed by the CIC is for customer data collection using the General Services Administration's (GSA) Touchpoints Tool to measure progress towards its CX milestones. Please note that in FY2022, CBP began reporting two new initiatives due to the Executive Order and the CIC was instructed that OMB would only be focusing on those two new identified programs for quarterly reporting. Therefore, the CIC only uses the survey data for internal review and improvement decisions to customer service.

### **Governance**

The CIC is developing a long-term implementation strategy and impact assessment that aligns the CIC with its goals, focus areas, capabilities, governance, and operational impact.

### **Organization & Culture**

The CIC continues to integrate CX skills into Public Information Officers and Customer Service Representatives (CSRs) roles and responsibilities. These responsibilities include analyzing CX data to synthesize customer insights for CX improvement. In addition, customer service training has been provided to all staff throughout year and will continue to do so in each FY as a refresher for current staff. Additionally, this type of training is now included in the new employee training for Public Information Officers and CSRs.

### **Customer Research**

The CIC services a wide range of the public, including international customers. It is difficult to define a "typical" CIC customer. The CIC, through analysis of website traffic, will determine the most frequently asked questions and will tailor the information to current policies affecting the travel and trade communities. Based on customer interaction and call log analysis it was determined that the CIC is missing a large number of customers from the West Coast and International areas due to our current operating hours of 8am to 5pm EST. Therefore, in FY2023, the CIC will begin to extend hours until 8pm EST to better serve as many customers as possible.

### **Service Design**

The CIC redesigned the help.cbp.gov website in October 2019 and implemented a new Customer Relationship Management system. The website improvements and new software platform allows for seamless integration between the public facing website, the phone system and the software used to track and resolve every inquiry from the public. The goal of the website is to provide the public with a self-service interaction to answer their questions without waiting in the queue to talk to a Public Information Officer and/or await an email response. The objective is to provide the public speedy and correct answers to their questions. The CIC continues to add new self-service topics and FAQ documents to the website in both English and Spanish.





## Measurement

In September 2021, the CIC began collecting customer data using GSA's Touchpoints Tool via a website survey to measure progress towards its CX milestones. The CIC had planned to implement the same survey in FY2022 to the telephone system the CIC uses for customer interaction. However, due to limited contractual resources, this was not possible. The survey is available via the website and/or email when an issue is closed out. The CIC will continue to look at ways to add the survey to the phone system in FY2023. Additionally, the CIC continues to analyze which knowledge articles and topics on the website are being requested the most to make sure we are providing the correct topics and updated information to the public. Once fully implemented, the survey will provide us with actual customer feedback on their interaction with the website and/or a Public Information Officer/CSR so that customer satisfaction data can be reviewed, and adjustments made where needed.

### *Challenges and Next Steps*

The CIC faces continuing challenges in the following areas:

- **Customer Research:** Absence of some customer data until the Touchpoints survey is integrated with the telephone system.
- **Measurement:** The same difficulties noted above have slowed the progress for complete measurement of customer service for the CIC since the phone survey experience isn't being collected.

While the CIC will be continuing efforts across all five CX functions and it plans to focus on Governance and Measurement and accomplish the following by September 30, 2023:

- **Measurement:** Fully implement the survey instrument based on the GSA's Touchpoints Tool to gauge the customer experience with the self-service website and also with Public Information Officer/CSR interaction via phone and emails.
  - The website and email portion of the survey went live in September 2021. The telephone portion of the survey will be available in late FY 2023.

Phone call and email volume continues to increase leading the CIC to believe that self-service materials on the website can be improved to increase the number of users that can resolve their issues without having to contact a Public Information Officer.

## *FEMA – Emergency and Disaster Relief*

### *Progress*

FEMA's mission is to help people before, during, and after disasters, and we maintain focus on our customers in everything we do. Our work to support the needs of disaster survivors and impacted communities resonates throughout our core values – Compassion, Fairness, Integrity, and Respect.

In December 2021, the [2022-2026 FEMA Strategic Plan](#) was released to build the FEMA our nation needs and deserves. The Strategic Plan sets out three bold and cross-cutting 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 is integrating equity as a foundation of our culture through transformational change within our workforce, across our programs, and throughout the emergency management community. FEMA's initiatives to advance equity and improve customer experience (CX) include:



## Other Information

- Designating “Filing a claim under the National Flood Insurance Program” as FEMA’s second High Impact Service Provider (HISP) service. FEMA’s other HISP designated service is “Applying for disaster assistance” established in FY 2019.
- Amending the Individual Assistance (IA) Program and Policy Guide to create additional flexibilities to ensure that access to assistance is equitably provided to all survivors.
- Collecting demographic information from Individuals and Households Program (IHP) applicants on a voluntary basis to analyze the equitable outcomes of FEMA’s IA programs and improve how resources are directed to survivors.
- Releasing an Equity Action Plan in February 2022 which details actions to improve equity outcomes in the areas of Procurement, Public Assistance, the Survivor Experience, and Building Resilience.
- Modernizing the disaster registration process and reducing barriers for survivors in support of Executive Order 14058: Transforming the Federal Customer Experience and Service Delivery to Rebuild Trust in Government.
- Simplifying both public-facing and internal processes to reduce the amount of information requested from survivors by over 3 million hours.
- Launching a completely redesigned FEMA mobile app that is more accessible for people with disabilities and uses human-centered design principles to better support the disaster survivor experience.
- Increasing translated content on FEMA.gov and Ready.gov to support over nine additional languages for key information concerning individual assistance and disaster preparedness.

## Governance and Strategy

To improve CX governance activities across FEMA and with the DHS Chief Information Office, FEMA designated a CX Representative within the Office of Policy and Program Analysis. Furthermore, FEMA acquired a Presidential Appointee in the role of Senior Counselor to the Administrator for Technology, Strategy, & Delivery. The Presidential Appointee will ensure that the most critical FEMA software systems and services are built using technical best practices, with the user/cx as the highest priority.

## Culture and Organization

FEMA’s Grassroots CX Community continues to build awareness and improve collaboration of cx-interested staff from across the agency. The staff-led Grassroots CX Community helps identify and share cx opportunities across the agency through monthly discussions with cx experts from fellow DHS components and quarterly newsletters.

Additionally, FEMA’s Office of Policy and Program Analysis, IA Division, and National Flood Insurance Program (NFIP) are working closely with DHS’s Customer Experience Team and HISP leads at U.S. Citizenship and Immigration Services and Transportation Security Administration to identify collaboration opportunities and to compare best practices across DHS components.

## Customer Research

On December 13<sup>th</sup>, 2021, President Biden signed [Executive Order 14058](#): Transforming the Federal Customer Experience and Service Delivery to Rebuild Trust in Government, which charged members of the President’s Management Council to form interagency teams, coordinated by the Office of Management and Budget. These teams are tasked to designate and assess cross-agency customer life experiences, work to develop measurable improvements for such customer life experiences that involve multiple agencies, develop



prospective plans to rigorously identify best practices, and share lessons learned across the Federal Government. FEMA actively supports this work by providing detailees and access to staff subject matter experts for the Recovering from a Disaster Life Experience.

In mid-October, FEMA staff from the Office of the Administrator and the Recovery Technology Programs Division traveled to Fort Myers, Florida to observe the recovery effort underway for Hurricane Ian. The observations and research will be used as the basis to improve and simplify [disasterassistance.gov](https://disasterassistance.gov).

## Service Design and Improvement

Human-centered design is a problem-solving technique that puts real people at the center of the development processes, enabling designers to create products and services that meet the audience's needs. The goal is to keep user's pain points and preferences front of mind during every phase of the process.

The Office of External Affairs (OEA) has integrated human-centered design into the continuous improvement of [FEMA.gov](https://www.fema.gov), [Ready.gov](https://www.getready.gov), and the FEMA App. The digital delivery teams supporting these platforms leverage this technique along with equity-driven priorities to identify areas for improvement on the digital platforms. The OEA web team used human-centered design principles and conducted usability studies with a variety of end users to redesign the disaster declaration pages on [FEMA.gov](https://www.fema.gov) in mid-2021. This was followed by another redesign for the state and location pages on the website in early 2022.

The OEA FEMA App team initiated a complete redesign of the FEMA app in late 2021 to modernize the user experience, centered on user stories for disaster survivors. The team engaged real disaster survivors and FEMA stakeholders to gather requirements and establish the vision for the redesign and also collaborated with the FEMA disability employee resource group throughout the entire process to ensure the app was accessible. The new FEMA App officially launched in June 2022.

## Measurement

FEMA's IA program continues to survey survivors. The results for satisfaction, confidence/trust, quality, ease/simplicity, efficiency/speed, equity/transparency, and employee helpfulness are reported publicly on [Performance.gov/cx](https://www.performance.gov/cx).

NFIP is expanding its NFIP Direct claims customer service surveys to capture the entire customer experience. These expanded surveys will help understand the customer experience and design interventions to improve the experience throughout program delivery, capturing customer satisfaction during each stage of the customer journey. These results will provide insight on the policyholder sign-on experience, reasons why policyholders choose to renew or cancel their policy, and why they would or would not promote the NFIP to others.

## *Challenges and Next Steps*

FEMA accomplishes its mission to serve people before, during, and after disasters through its core values of Compassion, Fairness, Integrity, and Respect. The agency will continue to put the needs of our survivors and communities first through the implementation of the 2022-2026 FEMA Strategic Plan goals of equity, climate resilience, and readiness.





## TSA – 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

TSA has created a high-level TSA CX Strategic Plan with priority strategic initiatives. TSA has made progress in the implementation of these initiatives including: “Develop unified TSA-wide CX vision, strategy, metrics, and roles;” “Design and pilot employee CX training and recognition program;” and “Design and pilot improved passenger awareness of TSA communication channels” (as further detailed in the additional focus areas following). TSA designed and is actively implementing metrics to measure progress across these initiatives and incorporate lessons learned into our future CX strategic plans.

In response to Executive Order 14058 Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, TSA stood up the Customer Experience Advisory Group (CXAG) in January 2022. The CXAG is composed of volunteer Federal Security Directors, Domestic Aviation Operations representatives from Security Operations, and Customer Service Branch representatives from the Office of Civil Rights & Liberties, Ombudsman, and Traveler Engagement. The intent is to build on previous TSA CX efforts, align with DHS and OMB-driven efforts, and further enhance CX during the passenger screening process. This will be accomplished via three clearly scoped work streams. In February 2022, the CXAG identified the following three work streams:

- **Subgroup #1:** Formal Employee Behavior, Professional Standards, and Expectations
- **Subgroup #2:** Internal Customer Service – taking care of our people (facilities, breakrooms, training, communications, workplace courtesies, etc.)
- **Subgroup #3:** Leadership Accountability and Training

Each Subgroup provides monthly progress updates regarding deliverables and timelines to the CXAG, which then provides quarterly progress reports to the Assistant Administrator for Domestic Aviation Operations. The CXAG stays aligned with the DHS CX Steering Committee by discussing each month whether or not changes to the Subgroup plans are required to better account for emerging DHS priorities. The CXAG chair is also a member of the DHS CX Steering Committee.

### Organization & Culture

Throughout TSA, there are 180 Customer Support Managers (CSMs), who are the “face” of customer experience at airports across the country and are responsible for resolving customer complaints at the airport-level. TSA designed a corresponding SharePoint site to house and share critical customer experience templates, tools, and best practices with CSMs nationwide. This 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, recognizes officers and airports for excellence in customer service, and provides guidance on new or existing policies.



Furthermore, TSA designed and launched a CX briefing for the entire TSA screening workforce to emphasize how customer service supports TSA's security mission and which departments are available to support staff in customer service needs. Thus far, this briefing has been deployed to more than 1,500 participants at airports nationwide. The briefing is offered on a monthly basis to the entire screening workforce and TSA continues to offer 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. In May 2022, the CX briefing was added to the TSO new hire basic training program at the TSA Academy in Glynco, GA. As of October 2022, the briefing has been delivered to 3,100 new TSOs.

In an effort to create a cultural shift at TSA, CX principles, such as professionalism and communication, are woven into both phases of new hire training, and reinforced with the option for a monthly refresher training, shift briefings, and CX posters.

## Customer Research

TSA has entered into a contract for CX support staff to facilitate the development and implementation of CX pilots and initiatives for improving the customer experience at TSA.

The first major initiative is a new passenger experience survey to gather in-person customer feedback at airport checkpoints nationwide. Last conducted in April 2019, the passenger experience survey helps us identify customer pain points with completing TSA passenger screening to include interactions with the TSA workforce.

The feedback from the passenger experience survey along with other feedback channels, such as the TSA Contact Center and AskTSA social media, will allow TSA to design and implement targeted CX pilots to improve the customer experience at TSA. The first iteration of the new passenger experience survey is targeted for spring 2023.

## Service Design

TSA engaged with multiple disability and multicultural coalition groups to discuss screening equipment advances and procedural changes, meet 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 45,000 requests for assistance in FY22 (up nearly 62% from FY19). 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:

1. Test the use of innovative technologies at airport security checkpoints to reduce passenger wait times.
2. 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 has launched 3 digital IDs with 3 different issuing authorities and enabled digital ID capabilities at 9 airports, expanded its TSA PreCheck®: Touchless Identity Solution to the checkpoint at Hartsfield-Jackson Atlanta International Airport (ATL) in May 2022., and expects delivery of 2<sup>nd</sup> generation Credential Authentication Technology (CAT-2) units in early 2023.



## Other Information

For commitment #2, TSA has developed an online chat feature for TSA.gov. In addition, TSA is working to conduct passenger experience surveys at airports nationwide and anticipates launching the survey in the Spring of 2023.

## Measurement

TSA conducted robust TSA-wide surveys including: TSA Contact Center (TCC) (phone, email); Universal Enrollment Services (UES) Help Desk (phone, email); UES TSA PreCheck® Enrollment Centers (in-person); TSA.gov (web-based); and @AskTSA Social Media (app-based). TSA leadership receives ongoing reports to 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.

TSA collaborated with OMB and OPM to investigate the relationship between customer experience data (gathered from the TSA Contact Center) and employee engagement-satisfaction data [gathered from Transportation Security Officer (TSO) Federal Employee Viewpoint Survey (FEVS)]. The OMB CX Cross Agency Priority Goal team has asked the federal CX community to follow TSA's lead and similarly investigate the relationship between their customer experience data and employee engagement-satisfaction data.

## Next Steps

Incorporate pilot learnings and finalize plan for FY 2023 rollout of 3 strategic initiatives TSA-wide (3<sup>rd</sup> Quarter, FY 2023):

1. Conduct Ongoing Implementation of Employee CX Training and Recognition Program
2. Implement TSA-wide CX Vision, Strategy, Metrics, and Roles
3. Implement Passenger Communication Channel Process Improvements and finalize design and plan for Passenger Experience Survey (Version 2) conducted Q2 of FY23

## USCIS – Immigration Benefits

### Progress

USCIS continues to build on progress to center the needs of its customers in all efforts across the agency and to improve access to immigration benefits. Key areas of progress have been advanced within USCIS' External Affairs Directorate (EXA). EXA ensures that USCIS is communicating externally with a consistent, unified message and leverages resources across the agency to achieve its communication and engagement goals while facilitating the expansion and adoption of customer-centric online tools to manage the application and benefit request process through a secure, multifunctional online account. As a component office of EXA, the Office of Access and Applicant Information Services (OAIS) continues to improve CX for immigration benefits by creating and refining its resources and tools through its two divisions:

- **Public Services Division** responds to inquiries by phone, email, live chat, and written correspondence through the USCIS Contact Center. It also provides language services to USCIS and other DHS components.
- **Digital Services Division** manages the USCIS websites and online self-help tools. It also develops and maintains digital forms and online account services.
- **EXA and the Senior Advisor for CX also lead the agency's High Impact Service Provider (HISP) reporting.** USCIS is one of 35 federal HISPs, each chosen due to the scale and impact of their public-facing services with the goal of elevating and improving CX across government. USCIS and the other service providers are subject to Office of Management and Budget (OMB) Circular A-11, Section 280 activities including an





annual enterprise-wide CX capacity assessment and action plan, customer feedback via a quarterly survey and public reporting.

## Governance

The USCIS Director has prioritized customer experience, creating a whole of agency response to drive this priority. In furtherance of these efforts, the USCIS Director implemented a senior advisor for customer experience role that works across the agency to embed and advance the customer experience strategic priorities, which include the following:

- Centralize the agency's online services and tools to create value for applicants and create capacity within the adjudicative process;
- Unify our web presence and create a digital gateway to services that allows applicants to better self-serve and create efficiency and accuracy in our adjudicative processes; and
- Foster an engaged workforce who is highly trained, informed, and connected to the mission.

To ensure cross-collaboration across the agency, EXA serves as a member of several governance bodies to include the USCIS Contact Center Working Group, Information Technology Steering Committee, Online Filing Promotion Working Group, the Data Standards Working Group, and the Language Access Working Group. EXA-OAIS also participates in several external groups consisting of federal and industry partners that have the joint focus of improving public services, including the Immigrant Military Members and Veterans Initiative and an interagency working group to promote naturalization under Executive Order 14012. Additionally, the Director's Office recently appointed a Senior Advisor for Customer Experience to accelerate CX initiatives and support cross-agency collaboration.

## Organization & Culture

Customer Service is a core competency in all DHS employee performance plans, including USCIS. Employees must understand and anticipate the needs of those whom USCIS supports and use feedback to improve services. To enhance our capabilities, the USCIS Performance and Learning Management System has an extensive training library focused on CX. USCIS also intends on instituting a framework to formalize and imbed CX principles into its service delivery operations. In doing so, USCIS will measure success through newly established performance metrics to ensure service delivery and design truly meet the needs of the public we serve.

## Customer Research

EXA engages applicants and employees through customer-centric research methods when developing new technologies and processes, including ethnographic research, usability testing, and focus groups. USCIS intends to expand its human centered design capacity to enhance service delivery across the agency. EXA-OAIS currently has a team of CX experts dedicated to research and human-centered design who meet with end users to gather insights to inform development projects. Examples of research conducted in FY 2022 include:

- Usability testing on general and personalized processing times;
- Usability testing with applicants on case processing notifications and inactivity alerts;
- Dedicated working group with CIS Ombudsman to collect, discuss and strategize on customer feedback;
- Public listening session with attorneys, representatives and software companies on application programming interfaces (APIs). The APIs would potentially enable attorneys



and representatives to submit benefit applications electronically to USCIS via their existing case management systems;

- Research conducted on the representative account to help improve the overall representative online experience. This research was conducted to learn more about the representative user flow and how the account can be enhanced for those seeking to file large quantities of forms online. This effort focused on gathering insights as well as, recommendations and testing new designs that may be implemented to accommodate representatives with numerous clients; and
- Research on organizational accounts centered on understanding employer needs to file employment benefits, understanding employer needs for account types and a corporate account structure, and documenting the model of corporate users as a basis for updates to the account structure.

## Service Design

EXA in coordination with enterprise services including the Office of Information Technology, shapes new IT and digital investments using the human-centered design principles and best practices in service design, including delivering unified and efficient systems. OASIS builds front-end user interfaces for online filing that include integration of the underlying case management systems and leveraging of centralized IT services. In FY 2022, OASIS, in partnership with the Office of Information Technology and several other USCIS offices, expanded the agency's online filing presence through the deployment of several new forms, tools, and enhancements to existing capabilities, including:

- Form I-134, Declaration of Financial Support, USCIS' commitment in efforts to fulfill President Biden's welcome to Ukrainians fleeing Russia's invasion;
- Form I-821, Application for Temporary Protected Status, for countries eligible for both initial and re-registration;
- Form I-765, Application for Employment Authorization, specifically for categories (c)(3)(A), (c)(3)(B), (c)(3)(C), (a)(12) (c)(11) and (c)(19) and concurrent filing with form I-821, Application for Temporary Protected Status;
- Form I-589, Application for Asylum and for Withholding of Removal, which soft launched in Q1 of FY 2022, followed by a full launch in Q1 of FY 2023;
- Form I-821D, Consideration of Deferred Action for Childhood Arrivals (DACA) package (I-765 (c)33, I-765WS);
- Form I-765, Application for Employment Authorization (c)08 (Photo Validation), with a soft launch planned for Quarter 1 of FY 2023; and
- Form I-131, Application for Travel Document, with a soft launch planned for Quarter 1 of FY 2023.

## Measurement

Prior to FY 2021, OASIS successfully integrated Qualtrics with the USCIS Contact Center (phone, email, chat and written correspondence), online account, online filing and the virtual assistant Emma. In FY 2022, OASIS built on the FY 2021 progress by completing the integration of the Qualtrics survey platform across multiple external-facing channels. In FY 2022, OASIS expanded on that success by integrating Qualtrics with uscis.gov, adding additional survey capabilities to the online filing experience, and leveraging Qualtrics to assist with recruiting participants for human-centered design initiatives. This expansion of our customer satisfaction survey tool allows us to capture a broader base of information.



### Challenges and Next Steps

- **Challenge:** Increase adoption of online filing and online account services, particularly among attorneys, accredited representatives, and corporations.
  - **Next Steps:** Implement account-based enhancements that address the unmet needs of our customers. Targeted enhancements include expanding the full suite of account services to all customers, adding more robust case management functionality for attorneys and accredited representatives, supporting collaboration among account holders (e.g., attorney/paralegal relationship or attorney/corporate client relationship), and deploying new self-service functionality such as the ability to update an address USCIS is also aggressively deploying strategies to expand our digital intake channels and the forms eligible for online filing. USCIS has dedicated resources to support this effort and the work is underway. This new functionality will be delivered iteratively in FY 2023 and FY 2024.
- **Challenge:** Interactive Voice Response (IVR) System requires refinement to optimize routing between self-service and live service options.
  - **Next Steps:** Content changes to the IVR that resolve inquiries without transfer to live service; promotion of IVR self-help capabilities and other online resources; enhance the online account so that more applicants have personalized information about their case.
  - **Target Completion Date:** Ongoing FY 2023.
- **Challenge:** Increase use of live chat opportunities for customers.
  - **Next Step:** Build routing algorithm to allow direct chat access to different tiers within the USCIS Contact Center.
  - **Target Completion Date:** Ongoing FY 2023.
- **Challenge:** Provide more personalized case status information.
  - **Next Steps:** Provide individualized processing times for USCIS Online Account holders that include the next steps in the journey (e.g., biometrics appointment, interview, etc.). Individualized processing times provide a more accurate prediction of when a decision will be made on an individual's case than the general processing times because it takes into consideration the unique circumstances of each case. USCIS will also provide proactive case updates along the journey to reduce inquiries.
  - **Target Completion Date:** Ongoing FY 2023.
- **Challenge:** Filling vacancies and retaining both federal and contract staff at the Contact Centers to better serve the public in a timely manner.
  - **Next Step:** Tier 1 contract vendor has increased staffing to reduce wait times for phone and chat. Use of hiring incentives and new job categories will increase retention. Promote online tools and resources and increase public transparency about wait times for live assistance. Expand access to the USCIS Online Account to allow customers greater ability to self-manage pending cases. Increase promotional opportunities at Federal Contact Center by adding additional higher graded Immigration Services Officer (ISO) positions.
  - **Target Completion Date:** Ongoing FY 2023.
- **Challenge:** Lack of a consolidated knowledge management system.
  - **Next Step:** Implement a more unified knowledge management system to ensure consistency in publicly facing information and improve effectiveness of content across channels.





- **Target Completion Date:** TBD.
- **Challenge:** Provide a unified website experience across uscis.gov (including the Citizenship Resource Center) and my.uscis.gov.
  - **Next Step:** Continue to build upon the July 2020 launch of the refreshed Drupal 8 website for uscis.gov and uscis.gov/es, which in addition to providing improved design and content, unifies design styles with my.uscis.gov.
  - **Target Completion Date:** Ongoing FY 2023.
- **Challenge:** Implement an online appointment request form.
  - **Next Step:** Deploy an appointment request form that will enable the Contact Center to respond more quickly to customers requesting a field office appointment by capturing needed information and reducing the need for a live phone call.
  - **Target Completion Date:** FY 2023, Quarter 4
- **Challenge:** Provide real time notice of when to expect an outbound call from the Contact Center.
  - **Next Step:** Introduce a real-time text ahead feature that provides customers an opportunity to accept or decline an outbound call within a defined period of time.
  - **Target Completion Date:** FY 2023, Quarter 1
- **Challenge:** Improve the secure mailbox functionality within the USCIS online account to increase efficiency and response times.
  - **Next Step:** Revise the intake of secure messages to redirect users to self-help options and to better define issues allowing the Contact Center to more easily triage and respond.
  - **Target Completion Date:** Phase 1 FY 2023, Quarter 2; future phases FY 2023, Quarter 4.



## Human Capital Operating Plan (HCOP)

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### Primary Goals of the HCOP

The Office of the Chief Human Capital Officer (OCHCO) provides thought leadership and guidance to the DHS human capital community to support the mission 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: Diversity, Equity, Inclusion, and Accessibility (DEIA); 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.

**Diversity, Equity, Inclusion, and Accessibility (DEIA)** – The Department's Inclusive Diversity (ID) programs align with E.O. 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. To ensure the DHS workforce reflects the diversity of America, employees at all levels have an equal opportunity to succeed, lead, and leverage inward-facing employment policies and practices. DEIA focuses on improving the employee 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 as well as improving employee engagement, using demographic data analytics, pulse surveys, focus groups and other mechanisms to get at the ground truth of employee experiences. It further emphasizes the importance of building inclusive workplaces, which are comprised of a set of behaviors that 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 to increase awareness and access to 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 coordinate and unify programs that bolster a stronger, mission-ready workforce by promoting personal, family, and financial wellness among the Department's employees. Issues identified by the workforce and being addressed by the



EFRC include: Mental Health and Stress, Dependent Care (childcare), Social Connectedness, Total Wellness, and Financial Well-Being. 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’ professional growth with career mapping services and leadership advice. 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, incremental, 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 (STRIDE) manages a variety of enterprise-wide programs related to inclusive diversity, specifically in Recruitment and Outreach. DHS aims to achieve year-over-year growth in the recruitment and retention of diverse and underserved populations, ensuring the DHS workforce reflects America’s diversity. Future planning involves streamlining data collection; focusing recruitment campaigns; expanding successful programs; assessing candidates against relevant knowledge, skills, competencies, and abilities; and hiring more women into law enforcement positions at DHS. To enhance retention, the Department is working to improve the employee experience and employee engagement.

## **Progress Update**

DHS has made significant progress in each Priority amid the ever-evolving work environment and constant demand for essential human capital services. Despite the resource constraints experienced in several Priority areas, DHS was able to accomplish and produce the outcomes described below.

**DEIA** – DHS released the DEIA Strategic Implementation Plan to set the pathway for maturing DEIA at DHS, and to ensure the DHS workforce at all levels reflects the diversity of America, leverages the inward-facing employment policies and practices, is engaged, and has an equal opportunity to succeed and lead. Additionally, DHS conducted a department-wide assessment of existing DEIA programs and initiatives, Feedback





Assessment Roundtables on Component DEIA Actions Plans, and redesigned the Department's strategy for addressing employee morale.

**EFR** – Employee and Family Readiness implemented several new initiatives to the DHS workforce to include June 2022 issuance of the Peer Support Directive and Instruction, installing the DHS-Columbia Protocol app on over 135,000 mobile devices, releasing a Lactation Website for headquarters (HQS) nursing mothers that received over 450 site visits, and offering a five-part Leading Well Supervisor webinar series with nearly 500 HQS supervisors attending. Additionally, DHS held the second annual Virtual Financial Literacy Fair with an increased attendance of nearly 330%, and increased weekly Employee Resources newsletter subscriptions by over 130%.

**HR Academy** – HR Academy delivered 53 classroom-style training courses serving 15% more DHS employees than FY21, including five urgently-needed OPM Delegated Examining courses. HR Academy continued to grow the department-wide DHS Career Mapping System, increasing registrations by 82% while adding five new job series maps (Financial Specialists, Intelligence Specialists, Security Specialists, Clerks/Assistants and Enforcement/Compliance series). HR Academy successfully conducted the second annual Human Capital Symposium and Awards Ceremony building HR competence and skills across DHS. Finally, HR Academy hosted 16 live webcast events, including HR trainings, professional skills seminars, and leadership panels, for nearly 3,000 participants.

**HRIT** – The HRIT initiative delivered capabilities on the HR Platform via the HR Service Center (HRSC) such as Workforce Administration (Remote Work & Telework processing) and Employee Performance Management (EPM). These efforts benefited from significant department-wide coordination, extensive code sharing, increased efficiency, reliability and accuracy of capabilities and information, regular processing, and technical and data synchronization with the Office of the Chief Information Officer (OCIO).

**Recruitment, Hiring and Retention** – DHS placed significant emphasis on recruitment, hiring and retention in FY 2022 with the launch of the Cyber Talent Management System (CTMS), Secretary's Honors Program, Intelligence and Cybersecurity Diversity Fellowship, Women in Law Enforcement/30x23 Initiative, and department-wide Recruiting and Outreach. To date, the CTMS has extended 106 tentative job offers, onboarded ten applicants, and has 68 applicants in the hiring pipeline. The Secretary's Honors Program had 21 participants in the FY22 inaugural Cybersecurity class, over 60 summer interns and nine participants in the two-year Climate cohort development program. The Women in Law Enforcement/30x23 Initiative hiring rate increased 2% above the targeted goal to 32%. DHS continued outreach by coordinating 11 DHS Hiring webinars, 15 department-wide activities to increase awareness of the DHS mission and share current job opportunities, the Military Spouse Hiring Campaign, and the second annual Virtual Military Spouse Hiring Event.



## **Advancing Equity for Underserved Communities**

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### **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, *Gender Policy Council*; and EO 14031, *Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders*.

#### **EO 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government***

The DHS Equity Task Force, in consultation with the Office of Management and Budget, selected seven program areas, from across DHS's diverse homeland security mission set, for an equity assessment, consistent with the requirements of the EO: applying for naturalization, accessing humanitarian protection during immigration processing, bidding on DHS contracts, countering all forms of terrorism and targeted violence, filing complaints and seeking redress in DHS programs and activities, airport screening, and accessing Trusted Traveler Programs. The assessments, which included opportunities for stakeholder groups representing affected communities to provide direct input, identified potential barriers to equity that members of underserved communities face in these program areas.

On April 14, 2022, the Department publicly released the DHS Equity Action Plan, setting forth strategies and concrete actions to advance equity in the seven program areas assessed. The DHS Equity Task Force continues to monitor progress in each of these areas, conducting quarterly check-ins with each of the relevant program offices.

In August 2022, DHS hosted a listening session to receive feedback on the plan from stakeholders representing members of underserved communities, including any possible gaps. The DHS Equity Task Force continues to analyze the feedback received and will consider the feedback when pursuing efforts to advance equity going forward.

#### **EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation***

Consistent with EO 13988, the Department issued a 100-day plan to the Department of Justice, for inclusion in a governmentwide report, which set forth DHS's efforts to revise, rescind, or introduce agency actions that are necessary to fully implement the Administration's policy and comply with the law. DHS continues to advance equity by seeking ways to improve the traveler experience of LGBTQ+ persons and working toward modifying gender markers used to be more inclusive.



### ***EO 14019, Promoting Access to Voting***

With respect to implementing EO 14019, the Department published an interim report and a strategic plan to promote access to voting that was submitted to the White House Domestic Policy Council. Additionally, U.S. Citizenship and Immigration Services (USCIS) created a new webpage dedicated to resources for newly naturalized citizens and began examining the feasibility of advancing automatic voter registration of newly naturalized citizens in partnership with state Secretaries of State. The Federal Emergency Management Agency (FEMA) integrated information about voter registration into its preparedness materials, including within Community Emergency Response Team trainings for community-based organizations in advance of natural disasters.

### ***EO 14020, Gender Policy Council***

Regarding EO 14020, the Department generated the DHS Agency Action Plan for the US National Strategy on Gender Equity and Equality. The six DHS goals contribute to two of the strategic priorities from the National Strategy on Gender Equity and Equality: Eliminate Gender-based Violence; and (2) Promote Gender Equity and Fairness in Justice and Immigration Systems. The DHS goals are: strengthen efforts to coordinate the Department's initiatives to prevent and eliminate gender-based violence; expand programs to protect women and girls from Gender-Based Violence; increase access to T and U visas, Special Immigration Visas, and Violence Against Women Act (VAWA) relief; expand access to gender-based humanitarian protections (and other forms of humanitarian relief); review treatment of immigrant women in detention; improve language monitoring and compliance efforts to ensure high quality and timely language services.

### ***EO 14031, Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders***

Pursuant to Executive Order 14031, DHS submitted its 2022 Agency Action Plan to the White House Initiative on AANHPI (WHIAANHPI). Over the next two years, the Department will implement actions related to the following five strategic priority areas identified by WHIAANHPI: (1) promoting belonging, inclusion, and addressing anti-Asian hate/discrimination; (2) language access; (3) COVID-19 response and recovery; (4) capacity-building; and (5) outreach and engagement. The DHS WHIAANHPI Internal Working Group will continue the work related to the AA and NHPI communities that was started by the DVE Equity Task Force.

### ***Leading the Countering Domestic Violent Extremism Equity Task Force***

In response to violent incidents targeting the AANHPI community and members of other underserved communities, DHS established the Domestic Violent Extremism (DVE) Equity Task Force, coordinating ongoing engagements with relevant DHS officials and affected communities, proactively and in response to specific incidents, such that communities are aware of DHS's commitment to combating DVE, and communities have an opportunity to express their concerns. For example, in February 2022, the Task Force convened a listening session with Secretary Mayorkas and members of the African American community, providing the community with information about DVE-related grants and other resources available, and receiving the community's concerns surrounding DVE, particularly the recent threats against HBCUs. Later in the year, the Task Force partnered with the





## Other Information

National American Pacific Islander American Chamber of Commerce and Entrepreneurship (NationalACE) to host a convening 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 Issue Areas – Summary of Progress

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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 due to their greater vulnerabilities to fraud, waste, abuse, and mismanagement. GAO also includes areas which GAO believes need broad-based transformations to address major economic, efficiency, or effectiveness challenges.

OIG's 2022 MMPC report<sup>6</sup> identified eight challenges:

- Countering Terrorism and Homeland Security Threats;
- Coordinating Border Security Efforts and Managing Migrant Surges and Resettlements;
- Managing Detention Conditions;
- Securing Cyberspace and Critical Infrastructure;
- Ensuring Proper Financial Management and Oversight;
- Ensuring Technology Supports Essential Mission Operations;
- Improving the Federal Emergency Management Agency's (FEMA) Disaster Assistance and Fraud Prevention; and
- Strengthening Oversight and Management of Major Systems Acquisition and Procurement.

The IG's 2022 MMPC report also stated that these challenges reflect overarching issues affecting multiple DHS programs and responsibilities, but that they are not the only challenges confronting DHS. Of note, these challenges mirror:

- Three major priorities Secretary of Homeland Security Alejandro Mayorkas identified as he assumed leadership of DHS: (1) immigration; (2) cybersecurity; and (3) targeted violence/terrorism;
- The Department's operations under its six strategic goals in the "Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024;"<sup>7</sup> and
- 12 strategic priorities in the "DHS' 2022 Priorities."<sup>8</sup>

The Department's management response to the OIG's draft 2022 MMPC report noted senior DHS leadership's appreciation for the independent research, assessment, and judgment in identifying what the OIG considers the most serious management and performance challenges facing the Department, as well as DHS's progress in addressing these challenges. Specifically, the response stated "DHS leadership, program officials, and subject matter experts throughout the Department will give appropriate consideration to the OIG perspectives offered in the 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."

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<sup>6</sup> OIG-23-01, "Major Management and Performance Challenges Facing the Department of Homeland Security," dated October 27, 2022, <https://www.oig.dhs.gov/sites/default/files/assets/2022-11/OIG-23-01-Oct22.pdf>

<sup>7</sup> [https://www.dhs.gov/sites/default/files/publications/19\\_0702\\_plcy\\_dhs-strategic-plan-fy20-24.pdf](https://www.dhs.gov/sites/default/files/publications/19_0702_plcy_dhs-strategic-plan-fy20-24.pdf) (Appendix A)

<sup>8</sup> <https://www.dhs.gov/2022-priorities> (Appendix B)



## Other Information

In addition, the response said leadership, however, is concerned that OIG’s MMPC report could be misleading to some readers about Departmental efforts to successfully carry out its mission. This is because of inaccurate, contextually incomplete, and confusing statements in the draft report resulting in misinformation, which calls into question the quality control processes OIG has in place to ensure its reporting can be relied upon by others. A full copy of the Department’s response, which provides selected examples of the aforementioned concerns was included in “Appendix C” of the OIG’s final report.

The most recent biennial report, GAO’s “HIGH RISK SERIES: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas,”<sup>9</sup> included two areas in which DHS is the lead federal agency, and eight government-wide areas in which DHS has equities, as noted in the following table:

Issue Area	Year Issue First Added to GAO’s High Risk List
Strengthening DHS 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
Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests	2007
Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks	2013
Improving the Management of IT Acquisitions and Operations	2015
Government-wide Personnel Security Clearance Process	2018
National Efforts to Prevent, Respond to, and Recover from Drug Misuse	2021

\* Denotes issue area for which DHS is the lead Federal agency.

On October 25, 2021, Secretary Alejandro Mayorkas formally tasked Deputy Secretary John K. Tien with leading a set of 19 “initiatives” to “improve, and in many instances, transform our Department’s operations.” Known as the “Secretary’s Infrastructure Transformation” (SIT) initiatives, this group of priorities included Initiative #9, “GAO High-Risk,” which charged that DHS Headquarters and Components “achieve substantial progress such that the only items that will remain on the list are those that are high risk by their very nature.” Achieving the SIT outcomes required “an aggressive timetable for execution of each initiative and metrics of success” which DHS established, including holding quarterly DHS-GAO leadership meetings during 2022 to help ensure sufficient actions were being taken to achieve desired outcomes.

<sup>9</sup> GAO-21-119SP, dated March 2, 2021, <https://www.gao.gov/assets/gao-21-119sp.pdf>





Accordingly, throughout FY 2022 for SIT #9, DHS prioritized: (1) revising the statutorily-required “Integrated Strategy for High-Risk Management” (*Integrated Strategy*) to more clearly demonstrate that the below “Strengthening DHS Management Functions” issue area is no longer High-Risk; (2) completing updated corrective action plans for all 10 high-risk areas having DHS equities; and (3) 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.

DHS is *on track* to achieve its desired transformational outcome of having only those issue areas with DHS equities that are high risk by their very nature remaining on the High-Risk List with the publication of GAO’s next biennial report in February 2023. However, DHS-wide, Components report *being on pace* (as of November 8, 2022) to close only 64 of 75 (85 percent) of open recommendations related to the High-Risk issue areas having DHS equities, and 25 of 30 (83 percent) of open Priority recommendations by December 31, 2022, versus the goals established in December 2021.

**GAO High-Risk – Status Update**

<b>GAO High Risk Area: Strengthening DHS Management Functions (DHS specific)</b>
<p><b>Overview:</b> 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, information technology (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 recognizes the considerable progress DHS made in transforming original Component agencies into a single cohesive Department.</p> <p>As part of efforts to address this high-risk designation, DHS developed the <i>Integrated Strategy</i> in 2011, and has since provided updates to GAO every six months. The <i>Integrated Strategy</i> includes performance information and detailed corrective action plans used by DHS leadership to monitor and assess progress. Congress codified this practice in fiscal year (FY) 2017 in 6 U.S.C. § 341(a) (11).</p> <p>In order for “Strengthening DHS 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 30 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.</p>
<p><b>Lead Office and Official:</b> Management Directorate (MGMT), Immediate Office of the Under Secretary for Management (IOUSM), Ann-Marie Watt, Director, Strategic Engagement</p>
<p><b>Progress:</b> 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 Management Functions” high-risk area. In September 2022, DHS published its most recent</p>



*Integrated Strategy* update<sup>10</sup> summarizing progress to address this issue area. The report provides updates to corrective action plans for the remaining GAO outcomes not currently rated as “Fully Addressed.”

In October 2022, after the *Integrated Strategy* update was published, GAO informed the Department that an additional outcome in the Management Integration area will move to “Fully Addressed” and an additional High-Risk criteria, “Capacity,” will move to “Met” in the next High-Risk List report anticipated to be published in February 2023. As of October 2022, GAO rated 80 percent (24 of 30) of the GAO outcomes as either “Fully Addressed” or “Mostly Addressed.”

The September 2022 *Integrated Strategy* emphasizes the important progress achieved across DHS management functions that has poised the Department for removal from the High-Risk List, including:

- Continuing to meet the majority of GAO’s criteria for High-Risk List removal and positioning “Strengthening DHS Management Functions” as one of two remaining areas on the government-wide list to have met the majority of the removal criteria;
- Expanding the IT internal control program, which is a joint effort by the DHS Offices of the Chief Information Officer (OCIO) and the Chief Financial Officer (OCFO), to assist in the monitoring and management of IT internal controls for the Department and jointly support Components in efforts to strengthen IT general controls, systems security, and IT internal controls environments;
- Earning its tenth consecutive clean audit opinion for all five financial statements;
- Fully addressing the GAO outcome concerning the Department’s Federal Employee Viewpoint Survey scores. In September 2021, GAO upgraded this outcome to “Fully Addressed,” acknowledging the tremendous progress DHS has made in improving employee engagement and overall employee satisfaction, as evidenced by steady, year-over-year increases since 2015 in both the Employee Engagement Index and the Global Satisfaction Index; and
- Continuing efforts through the Joint Requirements Council (JRC) to identify common gap areas across the DHS Components and make joint requirements and commonality recommendations, demonstrating that the JRC is fully and sustainably integrated into the Department’s planning and budgeting process.

**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. The next update to the *Integrated Strategy* will be published as of March 31, 2023. During FY 2023, 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;
- Continue financial systems modernization efforts to provide Components with modern, efficient, and compliant business systems, including financial, procurement, and asset management functions; and

<sup>10</sup> <https://www.dhs.gov/publication/dhs-integrated-strategy>; posting of the September 2022 update of the *Integrated Strategy* is pending completion of an internet accessible version (Federal law requires content on government websites to be accessible for people with disabilities)



- Continue to deploy the multi-year strategy for addressing the two remaining areas of material weakness in financial reporting and IT controls, and fully remediate any significant deficiencies.

**GAO High Risk Area: National Flood Insurance Program (DHS specific)**

**Overview:** FEMA’s NFIP is a key component of the Federal Government’s efforts to limit the damage, suffering, and financial impact of floods. However, it is not likely to generate sufficient revenues to repay billions of dollars borrowed from the U.S. Department of the Treasury (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, including financial reporting processes and internal controls, and oversight of contractors that place the program at risk.

In 1968, Congress created the NFIP, which offers flood insurance to homeowners, renters, and business owners in participating communities. Participating communities agree to adopt and enforce ordinances that meet or exceed FEMA requirements to reduce the risk of flooding. Private sector write-your-own (WYO) insurance company partners sell NFIP policies under their own names, with claims and related expenses paid for by the Federal Government. FEMA also sells policies directly through a servicing agent.

Congress reauthorized NFIP for five more years in the “Biggert-Waters Flood Insurance Reform Act of 2012” (BW-12) which, in order to better ensure the fiscal soundness of the program, mandated certain increases for discounted and subsidized rates to begin transitioning them to full actuarial rates. The “Homeowner Flood Insurance Affordability Act of 2014” repealed certain parts of BW-12, including a provision phasing out grandfathered rates (which maintains a subset of discounted policies); set limits on premium rate increases for certain policyholders; and applied an annual surcharge to all policyholders.

However, the NFIP is not designed to be self-sufficient, as any insurance program that takes all comers without the ability to underwrite for concentration risk will end up in the same current financial position as this program. Accordingly, the NFIP is developing a sound financial framework to enhance and bring clarity to the NFIP’s financial capability within its statutory limitations, improving contractor oversight, initiating product and policy rating redesign, obtaining reinsurance, and implementing Pivot as the NFIP’s System of Record.

**Lead Office and Official:** FEMA, Federal Insurance and Mitigation Administration, Michael Grimm, Acting Deputy Associate Administrator for Federal Insurance and Mitigation

**Progress:** FEMA implemented Risk Rating 2.0: Equity in Action.<sup>11</sup>

- Since October 1, 2021, existing NFIP policyholders have been able to take advantage of decreases at the time their policy renewed, and new policies became subject to the new pricing methodology.

<sup>11</sup> <https://www.fema.gov/flood-insurance/risk-rating>



- Since April 1, 2022, all renewing policies have been written under the new pricing plan at the time of renewal. Renewing policies with increasing premiums are now subject to the annual increase cap, which is 18 percent for most policyholders.
- FEMA published information that details how Risk Rating 2.0 works, as well as an updated Flood Insurance Manual for Risk Rating 2.0.<sup>12</sup>

For calendar year 2022, FEMA currently manages \$2.489B in reinsurance coverage: (1) promoting private sector investments in flood risk management; (2) supporting the fiscal sustainability of the NFIP; and (3) protecting against large financial flood losses. 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. It is important to clarify, however, that reinsurance agreements are between FEMA and reinsurers, and do not impact the NFIP's contracts with its policyholders. Rather, reinsurance 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. Of further note:

- Since 2018, FEMA's reinsurance strategy included securing reinsurance from both private sector reinsurance companies and capital market investors through the issuance of catastrophe bonds. FEMA continues this practice today.
- Global reinsurance costs, however, have escalated each year since FEMA entered the market. Many factors are responsible for driving the price up or down. Currently, the biggest driver for the increased costs of reinsurance is global catastrophic loss activity, much of which is non-NFIP flooding. Additional factors that impact costs include market conditions, inflation, cost of capital, and increases in the risk being insured.
- 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 is willing to cede.

In May 2022, DHS submitted to Congress 17 legislative proposals that would reform the NFIP. The Legislative Package includes the following four principles to outline the Administration's priorities for multi-year NFIP reauthorization:

1. *Ensuring more Americans are covered by flood insurance by making insurance more affordable to low-and-moderate income policyholders;*
2. *Building climate resilience by transforming the communication of risk and providing Americans with tools to manage their flood risk;*
3. *Reducing risk, losses, and disaster suffering by strengthening local floodplain management minimum standards and addressing extreme repetitive loss properties; and*
4. *Instituting a sound and transparent financial framework that allows the NFIP to balance affordability and fiscal soundness.*

<sup>12</sup> <https://www.fema.gov/flood-insurance/work-with-nfip/manuals#flood-insurance>





The full Legislative Reform Package submitted to Congress can be found at: <https://www.fema.gov/flood-insurance/rules-legislation/congressional-reauthorization/legislative-proposals>.

**Planned Actions and Key Milestones:** FEMA is implementing rate and policy changes to support the NFIP’s goals of building a fiscally sound NFIP, reducing disaster suffering, and closing the insurance gap. These efforts include:

- Full implementation of the NFIP’s new pricing methodology, Risk Rating 2.0, which includes all renewing policyholders to be priced under the new methodology. The methodology 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. As of October 1, 2021, all new policies are subject to the new rating methodology and renewing policies are subject to the new methodology upon the next renewal date.
- Continuation of a “Policy Forms Redesign” initiative to update its insurance forms, as the current forms were last substantively revised in 2000. This initiative will provide greater choice and options to policyholders and be easier to understand. Adoption of the new policy forms in regulation is subject to the formal rulemaking process, which can take several years.
- As price remains a barrier to entry for flood insurance for low and moderate income households, there are continued efforts to pursue legislative opportunities to address NFIP flood insurance affordability concerns. FEMA will continue to work to ensure all property owners and renters can financially recover from flood losses to reduce disaster suffering.
- Evaluation of FEMA’s organizational structure to update its organization, including FIMA, to create better alignment between FEMA components, NFIP industry partners, and oversight of the NFIP.
- An FY 2023 effort to update and publish key WYO financial guidance documents, as well as development and implementation of an internal tracking mechanism for increased WYO oversight.

**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 (PII). The DHS Cybersecurity and Infrastructure Security Agency (CISA) continues to prioritize the security of critical infrastructure systems through: (1) Binding Operational Directives (BOD) and Emergency Directives (ED), whose application extend throughout the federal civilian executive-branch (FCEB) space; (2) services to aid entities in identification of critical vulnerabilities; (3) assessments of High-Value Asset (HVA) Systems; (4) audits of Domain Name System (DNS) 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 Cybersecurity Division, Stephanie Parker-Flowers, Detailee to Office of the Chief of Staff

**Progress:** CISA continues to make progress towards ensuring the security of federal information systems and critical infrastructure, to include protecting the privacy of PII. While addressing cybersecurity requires a whole-of-government approach and a robust collaboration with the private sector, DHS continues to lead the Federal Government's efforts to improve civilian cybersecurity. DHS is also committed to advancing its ability to develop and share situational awareness of cyber threats and vulnerabilities while providing a security baseline for federal civilian agencies. Below is a description of the work that is being carried out across CISA to mitigate risks to Federal Information Systems.

#### **Cyber Assessments Team Vulnerability Scanning**

CISA detects vulnerabilities on networks of 77 of the 102 enrolled FCEB agencies required to abide by BODs. Details and mitigation strategies accompany the weekly vulnerability reports sent to all stakeholders.

#### **Continuous Diagnostics and Mitigation (CDM) Program**

CDM strengthens the effectiveness of its partnerships with the private sector and other federal agencies in securing the federal civilian executive branch's systems and networks.

In FY 2022, and in accordance with Executive Order (EO) 14208,<sup>13</sup> CDM deployed the Endpoint Detection and Response (EDR) initiative, which provides a government-wide visibility, detection, and response capability for Federal civilian agencies. EDR combines real-time continuous monitoring and collection of endpoint data with rule-based automated response and analysis capabilities for Federal agencies and is an essential component for transitioning to Zero Trust Architecture. The program is working with agencies to provide EDR across their enterprises and has provided tools to more than 40 agencies.

Agency-Wide Adaptive Risk Enumeration (AWARE) is CDM's risk-scoring methodology that provides participating agencies with enhanced situational awareness of cyber risk and encourages timely remediation of threats and vulnerabilities. AWARE answers the need for a standardized risk scoring methodology across Federal civilian enterprises that considers

<sup>13</sup> "Executive Order on Improving the Nation's Cybersecurity," dated May 12, 2021; <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/05/12/executive-order-on-improving-the-nations-cybersecurity/>



vulnerability type, how long the vulnerability has been published, where the vulnerability occurs, and other critical factors based on data collected by CDM tools and sensors.

### **EINSTEIN/ National Cybersecurity Protection System (NCPS)**

EINSTEIN 3 Accelerated (E3A), which actively blocks known malicious traffic, is deployed through the primary internet service providers serving the Federal Government. GAO previously reported that DHS was partially meeting its stated system objectives of detecting intrusions, preventing intrusions, analyzing malicious content, and sharing information. GAO has also reported that DHS had not developed metrics for measuring the performance of NCPS, recommending DHS take action to enhance NCPS's capabilities, among other things.

In 2022, CISA continued efforts to restructure the NCPS program to integrate operational visibility data and enhance analyst tools to provide a holistic view and seamless access to CISA cyber data sets received from multiple sources. The new program will build upon the Core Infrastructure, Analytic and Information Sharing capabilities delivered through the NCPS program to provide a consolidated infrastructure with the advanced analytic tools to enable analysts to continuously analyze increasing volumes of threat and vulnerability data to respond to emerging threats. E3A will begin transitioning to commercial, unclassified DNS and Email protection services starting in late FY 2022. Commercial protection services will further expand CISA's network traffic visibility and enhance the protection of participating stakeholder communities.

### **High-Value Asset (HVA) Systems**

HVA agency assessments use in-depth document reviews and interviews based on analysis of strengths and weaknesses of security controls supporting network and system architectures and components based on federal requirements, leading practice specifications, and risk management strategies. The HVA assessment includes penetration testing, network, database and web application scanning and testing, and Subject Matter Expert (SME) interviews addressing 10 cybersecurity areas architecture domains. This evidence- and SME-based analysis allows the HVA assessment to identify gaps in the security posture of HVA systems by assessing the cybersecurity effectiveness of the people, process, and technologies that support the HVA systems.

DHS currently provides agencies with actionable risk mitigation information based on "CyHy" vulnerability scans of internet-facing network devices and HVA assessments focused on agency-identified HVAs.

### **Information Sharing**

CISA implemented the Automated Indicator Sharing (AIS) as part of the capability required in accordance with the Cybersecurity Information Sharing Act of 2015. AIS 2.0, the next version of AIS, was launched by CISA in March 2022. It contains new capabilities and features including confidence scores, actionable context, submission status and validation, a single point of ingest for submissions, filtering capabilities, and enriched identity anonymization. Indirect recipients receive the AIS data as downstream customers of data aggregators, who are themselves directly connected to AIS. To facilitate entities receiving AIS data through these downstream providers, we have made available "Other Ways to Connect: ISACs, ISAOs, Threat Providers" at <https://www.cisa.gov/ais>.



### Cybersecurity Directives

BODs are issued to safeguard federal information and information systems from a known or reasonably suspected information security threat, vulnerability, or risk; and in accordance with U.S. Office of Management and Budget (OMB) policies, principles, standards, and guidelines. BODs and EDs are compulsory direction to FCEB agencies and have proven to be influential to other national stakeholders such as state and local governments. EDs are often developed and issued in less than 24 hours with aggressive timelines for the FCEB to complete required actions. CISA's ability to swiftly respond to emergency situations is aided by collaboration with industry partners as well as tremendous efforts from the agencies. The EDs and the agencies' work have helped the FCEB build capacity in responding to these types of exigent threats.

In FY 2022, CISA issued one BOD and two EDs in response to known security threats to federal internet-facing network that drove down measurable risks across millions of hosts in FCEB information systems. This resulted in CISA's improvement in overall security posture of the federal enterprise and fundamentally changed the FCEB approach to vulnerability management with the issuance of the BOD.

- **BOD 22-01**<sup>14</sup> directs agencies to update agency internal vulnerability management procedures and remediate known exploited vulnerabilities that refer to the CISA-managed Known Exploited Catalog for continuous additions, required timelines and mitigation action, ultimately resulting in a more secure FCEB. By issuing BOD 22-01, the Directive has transformed the way that agencies conduct vulnerability management by focusing on vulnerabilities that have been exploited, ultimately resulting in a more secure FCEB. Finally, BOD 22-01 also provided CISA with another tool to communicate required actions to agencies as vulnerabilities of high priority are identified, allowing CISA to avoid Emergency Directive action under some conditions.
- **ED 22-02**<sup>15</sup> directs Federal agencies to conduct a coordinated emergency response to the series of vulnerabilities in the popular Java-based logging library Log4j. To address significant risk to agency information and information systems presented by the Log4j vulnerability and associated expected threat actor activity, the ED established cross-government requirements to mitigate risks associated with the use of vulnerable instances of Java-based logging library Log4j on agency networks. The complexity of the Log4j vulnerability means that agencies will need to conduct future remediation activities. ED 22-02 ensured agencies quickly assessed their levels of exposure and took quick remediation and mitigation actions to address risk to the federal enterprise. As agencies completed the initial response phase, CISA closed ED 22-02, to reinforce a transition from the short-term sprint to the need for focus on long-term remediation efforts requiring action through BOD 22-01.
- **ED 22-03**<sup>16</sup> protects FCEB networks from observed and anticipated Advanced Persistent Threat (APT) activity. ED 22-03 required Federal Agencies to identify affected VMWare products, apply the latest vendor updates or remove the instances

<sup>14</sup>"Reducing the Significant Risk of Known Exploited Vulnerabilities," dated November 3, 2021;

<https://www.cisa.gov/binding-operational-directive-22-01>

<sup>15</sup> "Mitigate Apache Log4J Vulnerability," dated December 17, 2021; <https://www.cisa.gov/emergency-directive-22-02>

<sup>16</sup> Mitigate VMWare Vulnerabilities," dated May 18, 2022; <https://www.cisa.gov/emergency-directive-22-03>





from the agency's network. While BOD 22-01 reduced the need for separate or multiple emergency directives, there were still vulnerabilities that did not meet the criteria of BOD 22-01 and required emergency action. CISA issued ED 22-03 due to the expected immediate exploitation by advanced persistent threat actors, in careful coordination with U.S. Department of Defense (DOD) industry partners and vendors.

### **National Cyber Incident Response Plan**

DHS delivered the National Cyber Incident Response Plan (NCIRP) on January 18, 2017, as required by the National Cybersecurity Protection Act of 2014 and Presidential Policy Directive 41. Consistent with the intent of this plan, CISA continues to deliver a range of Engagement Services related to cyber incidents likely to result in demonstrable harm to the national security interests, foreign relations, or economy of the United States or to the public confidence, civil liberties, or public health and safety of the American people. During FY 2022, CISA provided 58 Engagement Services to U.S. Government Departments and Agencies, and other stakeholders, to help mitigate national cyber-related risk. More specifically, the 58 engagements included:

- 2 proactive examinations of stakeholder environments (intended to detect malicious cyber actors prior to a potential attack);
- Forensic analysis of artifacts from 36 unique stakeholders (hard drive images, logs, etc.);
- 13 Incident Response engagements in response to intrusions and malicious cyber actor activity; and
- 7 subject matter expertise/advisory engagements in which verbal guidance was delivered to stakeholders.

### **Vulnerability Disclosure Policies**

A key component to receiving cybersecurity help from the public is to establish a formal policy that describes the activities that can be undertaken in order to find and report vulnerabilities on agency systems in a legally authorized manner. Such policies enable federal agencies to identify and remediate vulnerabilities before they can be exploited by an adversary – to immense public benefit.

BOD 20-01 requires that agencies publish a Vulnerability Disclosure Policy (VDP) and maintain supporting handling procedures. A VDP is an essential element of an effective enterprise vulnerability management program and critical to the security of internet-accessible federal information systems. CISA is currently working with FCEB agencies to ensure full scope expansion of the VDP and CISA continues to assist agencies with their vulnerability disclosure policy development and related actions.

In support of FCEB agencies, CISA has contracted an existing, commercially available “Software as a Service” platform that provides agencies with a centralized vulnerability disclosure policy platform (VDP Platform). The platform supports FCEB agencies by: (1) providing a standard approach to accept vulnerability submissions from a network of security researchers; (2) validating submitted reports; and (3) providing validated reports to FCEB agency stakeholders for on-Platform resolution.

### **Other DHS Cybersecurity Efforts**

During FY 2021 and FY 2022, U.S. Customs and Border Protection (CBP) has initiated, or completed, several projects and programs to ensure the cybersecurity of the Nation. One



example is the implementation of multi-factor authentication (MFA) of users. CBP has enabled and enforced MFA for both internal personnel as well as private sector users of CBP applications related to cargo, trade, and passenger travel.

CBP has continued its migration of IT assets to cloud service providers using a “cloud smart” methodology. This transition to cloud services increases resiliency, scalability, and flexibility. It has also enabled and increased the cybersecurity posture of information and information systems critical to U.S. trade, immigration, cargo, passengers, and the protection of the Nation’s air, land, and sea borders.

Further, the Transportation Security Administration (TSA) incorporated additional cybersecurity questions to the cybersecurity Security Action Item section of their Mass Transit and Passenger Rail (MTPR) Baseline Assessment for Security Enhancement (BASE). MTPR BASE is a comprehensive assessment of a stakeholder’s physical and cybersecurity policies that now incorporates all five core functions of the National Institute of Standards and Technology Cybersecurity Framework to strengthen cybersecurity across the nation’s public transportation and highway community. There will also be an additional cybersecurity annex to the MTPR BASE, which includes 66 cybersecurity questions in a standalone assessment for a more comprehensive review.

Lastly, the DHS Secretary’s roadmap for the Department’s cybersecurity outlines efforts to confront the growing threat of cyber-attacks, drive action in the coming year, and raise public awareness about key cybersecurity priorities. Across the enterprise, the Department’s cybersecurity and critical infrastructure responsibilities focus on four key areas:

1. Securing federal civilian networks;
2. Strengthening the security and resilience of critical infrastructure;
3. Assessing and countering evolving cyber risks; and
4. Combatting cybercrime.

The DHS OCIO has prioritized collaboration with Components to focus on successful implementation of key cybersecurity initiatives such as modernizing the Cloud, implementing a Zero Trust Architecture, accelerating capability delivery of the DHS Supply Chain Risk Management program, enhancing the DHS Cybersecurity Service Provider (CSP) program to provide cybersecurity maturity assessments to other federal agencies, and hardening Identity and Credential Access Management capabilities within the Department.

#### **Risk and Vulnerability Detection**

OCIO is expanding the newly established Hack DHS bug bounty program that leverages highly vetted and talented white hat hackers to search for vulnerabilities and weaknesses that are not detected or detectable by day-to-day operations performed by DHS stakeholders.

Additionally, the DHS OCFO and OCIO have prioritized the integration of cybersecurity risk into the DHS Enterprise Risk Management (ERM) framework to ensure Cybersecurity Risk is incorporated into the DHS-wide ERM process.

#### **Information Sharing and DHS-wide Collaboration**

The DHS Chief Information Security Officer (CISO) formalized the DHS CISO Council, which is the overarching governing body responsible for implementing a security program that meets DHS mission requirements, ensuring information security is a shared responsibility



throughout DHS, and promoting a culture of Cybersecurity awareness. The Council meets monthly to discuss and coordinate the development of solutions across the Department.

**Protecting the DHS Enterprise Network**

In response to the SolarWinds supply chain compromise in FY 2021, DHS OCIO developed and approved a set of tailored network architecture and cybersecurity improvements to strengthen the DHS Enterprise network against future cyber attacks. These improvements encompass maturity actions that restore confidence in the network, ensure continued mission success, and build a resilient network. DHS continues to align resources to support discrete actions intended to reduce the Department’s susceptibility to cyber attack. Accordingly, DHS awarded four Enterprise Infrastructure Solutions task orders for modernizing its telecommunications infrastructure with Internet Protocol-based networking services. Software defined wide area network and other cybersecurity protections will reduce the Department’s attack surface by reducing discrete connections to the internet. This permits improved monitoring, in keeping with the zero trust security model, which has become an increased focus following the high-profile SolarWinds incident.

**Cyber Recruitment**

DHS is dedicating significant energy toward exceeding its cybersecurity hiring goal by recruiting talented experts, investing in diverse talent pipelines, and ensuring equitable access to professional development opportunities at every level.

Additionally, OCIO, in collaboration with the Office of the Chief Human Capital Officer (OCHCO), assisted in the development of a Cyber Talent Management System (CTMS). CTMS is a new mission-driven, person-focused, market-sensitive approach to hiring, compensating, and developing cybersecurity talent across DHS. CTMS has opened new options and strategies for staffing critical cybersecurity work, providing DHS Components with straightforward, agile operational processes with a focus on talent quality and maintaining cybersecurity mission readiness. With the launch of CTMS, DHS organizations, starting with CISA and OCIO, have begun using CTMS to hire, compensate, and develop DHS Cybersecurity Service employees.

**Cybersecurity Services Provider Program**

The DHS CSP has allowed the Department to assess the effectiveness and efficiency of Security Operation Centers (SOCs) and Network Operation Centers (NOCs) based on a standard framework of best practices.

With a framework in place, OCIO conducted a formal assessment of each DHS Component SOC in FY 2020, resulting in a subscriber-provider model that ensures all DHS endpoints get efficient and, more importantly, uniform protections against cyber adversaries. Since then, the DHS OCIO, in partnership with CISA, has successfully conducted a formal assessment of the U.S. Department of Justice (DOJ) SOC, and expanded assessments to include DHS Component NOC evaluations.

**Planned Actions and Key Milestones:** To further protect the Federal Government’s information systems and to collaboratively protect non-federal entities, DHS increased its E3A coverage, in accordance with the “Cybersecurity Act of 2015.” DHS also plans to continue supporting agencies through the procurement and deployment of CDM capabilities



and increase the volume of cyber threat indicators and defensive measures shared through AIS capability, while analyzing the relative value of those indicators.

In FY 2023, DHS will prioritize addressing visibility gaps and establishing minimum standards for FCEB agencies to advance operational visibility goals which will facilitate rapid asset response and support better informed risk decisions. Progress in this arena will be tracked through the FY 2022-2023 Agency Priority Goals focused on federal cybersecurity.

Other noted highlights include DHS plans to continue to:

- Provide agencies with actionable risk mitigation information based on cyber hygiene scans and HVA assessments;
- Improve active agency CDM data information exchanges with the Federal Dashboard with participating federal agencies;
- Work with OMB to design and facilitate the implementation of EDR tools and ensure agencies are adequately resourced and implemented across agencies;
- Promote CISA’s shared services to centralize, standardize, and offer high-quality cybersecurity services and capabilities to agencies; and
- Share actionable indicators via the AIS capability and increase the number of organizations actively sharing into the AIS capability, including non-federal information sharing and analysis organizations or security providers.

**GAO High Risk Area: Strategic Human Capital Management (Government wide)**

**GAO 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, OCHCO, Kimya Lee, Deputy Chief Human Capital Officer

**Progress:** The Department continues to play an important role in 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 continues to favorably recognize the Department's structured workforce planning for mission critical occupations, enhanced employee engagement activities, improvements in enterprise leader development, leveraging competencies and individual performance in human capital decision-making, and human capital strategic planning activities. Other relevant progress includes:





- OCHCO implementing new guidance with more rigorous requirements for Component employee engagement action plans, and continuing to work through a two-year cycle of action plan submission and evaluation in 2021 and 2022.
- Establishment of a new Employee Engagement Steering Committee that includes participation by executives, supervisors, employees, and unions. This Committee will oversee implementation of a DHS-wide action plan as well as the Component action plans.
- The SIT Initiative focusing on employee morale and engagement. This effort started with a series of focus groups at CBP, TSA, and U.S. Immigration and Customs Enforcement (ICE), and will continue with field tests of proposed programs as well as additional focus groups in cooperation with other DHS Components. Additional elements include increasing two-way communication with employees (pulse surveys, ideation platforms, executive engagements, and town halls) and a communications initiative.
- In response to the ongoing challenges presented by the COVID-19 pandemic, DHS focused on employee and family readiness by promoting resources for self-care, family support, financial literacy, and health and wellness topics such as age-appropriate screenings, community engagement and social connectedness, suicide prevention, and stress management.
- To support ongoing mental health, resiliency, and suicide prevention efforts, a renewed focus was placed on promoting the development and execution of “Peer Support” programs, which play a critical role in reducing the stigma associated with seeking care, and aids in increased utilization of Employee Assistance Program services by making referrals, when appropriate.

**Planned Actions and Key Milestones:** In FY 2023, DHS will:

- Ensure operational Components submit bi-annual Engagement Action Plans, assessed by DHS OCHCO and signed by Component leadership;
- Finalize and implement the redesigned morale and engagement strategy being formulated as part of the Secretary’s priorities focusing on employee engagement and morale;
- Prioritize the Employee and Family Readiness Program as a unified approach to employee wellness and operational readiness that includes support for the families of DHS employees;
- Build the Psychological Health and Readiness program to highlight the critical importance of psychological health in comprehensive wellness and readiness for DHS employees and their families; and
- Continue to implement the CTMS, which is a new approach to federal talent management featuring flexibilities for defining jobs and critical skills, conducting hiring, and providing market-sensitive compensation.

**GAO High Risk Area: Managing Federal Real Property (Government wide)**

**GAO 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,<sup>17</sup> which identifies three remaining high-risk areas of focus for Federal real property: excess and underutilized property, data reliability, and 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. These include office, warehouse, family housing, laboratory, shore facilities, hangers, and structures, such as navigational aids and utility systems. Within DHS’s building portfolio, leases through the U.S. General Services Administration (GSA) account for almost half of the Department’s building square footage, direct-leased building space accounts for about one-tenth of building space, and DHS-owned space accounts for the remaining building square footage.

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. DHS-owned assets have an estimated functional replacement value of about \$35 billion and a backlog of repair and recapitalization needs estimated at \$4 billion.

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 DHS Under Secretary for Management (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:** The DHS SRPO leverages his authority to address risks to DHS’s real property portfolio and to continue improving Departmental capabilities in strategy, policy, oversight, and coordination. In addition, OCRSO executes regional planning that supports improved space utilization, consolidations, co-locations, and rightsizing.

OCRSO focuses on effective asset management to optimize the Department’s portfolio and deliver affordable readiness. DHS’s six real property asset management objectives are: (1) Optimize Inventory; (2) Recapitalize Assets; (3) Maintain Condition; (4) Improve Utilization; (5) Deliver Affordable Readiness; and (6) Implement Effective Asset Management. These objectives are aligned with the ten objectives issued by the Federal Real Property Council.

<sup>17</sup> <https://www.gao.gov/highrisk/managing-federal-real-property>



The Department's key real property program objectives are monitored and evaluated through a real property program management review process.

### **Excess and Underutilized Property**

The Department is aggressively pursuing plans to optimize its space and excess or release underutilized property, while ensuring its mission needs are met. From FY 2020 to FY 2021, DHS decreased its Reduce the Footprint<sup>18</sup> office and warehouse portfolio square footage by nearly 1,000,000 square feet (SF). DHS is evaluating a target goal to reduce its office administrative footprint by 25 percent by 2030.

In 2022, DHS's leadership demonstrated commitment to addressing underutilized and excess property. The DHS Secretary issued a set of priorities that included a review of DHS facilities. The Secretary's priority followed resource guidance from the Acting USM calling for the prioritization of resources to address space utilization needs. DHS has since launched a DHS Workplace Strategy initiative and Facility Review process to identify specific DHS-wide lease efficiency and optimization opportunities. Using the Facility Review process and Workplace Strategy initiative findings, DHS identified that a significant volume of specific optimization opportunities exist across the portfolio but are not delivered due to a lack of funding. Key criteria considered during the facility review process included mission dependence, space utilization, mission effectiveness, and potential lifecycle cost avoided.

Procurement, Construction, and Improvements funding is required for upfront investment to reduce the backlog of needs identified and sustainment cost over the lifecycle. These investment opportunities are a priority for DHS to be considered and funded with Facility Transformation Fund for Component implementation and benefit. OCRSO will maintain oversight and direction to ensure the Department's overarching guiding principles and design guidelines are adhered to including, maximizing consolidation, co-location, return on investment, and mission operation synergies. Capital investments through a Facility Transformation Fund will have a goal to reduce leasehold costs and co-locate Components while optimizing space utilization and addressing readiness threats. The fund is an example of OCRSO's ability to build capacity to provide up-front funding to replace expiring leases, construct new facilities, and improve existing facilities.

### **Data Reliability**

GAO identified data reliability as a continued high-risk area for federal real property. Best practices in industry and government focus on leveraging data analytics to drive decision making and high-quality data is a key enabler. DHS embraces this need and the CRSO has demonstrated leadership commitment, implemented plans, and has shown progress meeting this requirement in several ways.

In 2021, DHS successfully integrated Component real property capital plans into the DHS FY 2023 budgeting cycle, resulting in an alignment and data transparency of the program's resources.

In 2022, OCRSO developed the DHS Real Property Data Quality Improvement Plan, which will be revised every two years in partnership with an independent reviewer. The independent

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<sup>18</sup> OMB Memorandum M-12-12, Section 3: Reduce the Footprint, dated March 25, 2015;  
<https://www.whitehouse.gov/wp-content/uploads/2017/11/m-15.01Reduce-the-Footprint-Policy.pdf>



third-party review will support the data quality requirements of OMB M-18-21<sup>19</sup> and will be done in partnership with OCFO. By focusing on data quality, data systems, and the results of the audit, the revisions to the plan will also work to deliver a real property data strategy.

In addition to analysis of real property specific data, DHS looks to other data sources in other lines of business to improve the data reliability of the real property data, including to the budget data governed by OMB A-11<sup>20</sup>; the Plant, Property and Equipment data governed by OMB A-136<sup>21</sup> and the acquisition data required by the Digital Accountability and Transparency Act of 2014. OCRSO is positioned to meet the requirements of OMB M-20-03<sup>22</sup> and to take an active role in the management and oversight of Component real property financial resources, with an emphasis on budgeting and funding to meet the Department's operational mission requirements effectively and efficiently.

DHS regularly monitors compliance and progress with data quality initiatives through various processes. These include data validation and verification scripts, the DHS Real Property Data Quality Scorecard and a DHS Data Governance Board. DHS also participates in the Federal Real Property Council Data Governance Working Group, where some of the Department's efforts have served as a model for the Federal Government.

### **Facility Security**

FPS is charged with the mission of protecting and delivering integrated law enforcement and protective security services to the buildings, grounds, and property that are owned, occupied, or secured by the Federal Government (including any agency, instrumentality, or wholly owned or mixed-ownership corporation thereof) and the persons on the property, including employees and visitors. FPS has oversight of more than 13,000 contract Protective Security Officers, who provide the most visible day-to-day component of FPS's facility security protection.

FPS continues to lead government-wide efforts within today's complex operating environment to protect and secure federal facilities, employees, and visitors from increasingly dangerous and unpredictable physical and cyber threats. FPS continues to develop national-level policies, operational initiatives, capabilities, and programs that are grounded in the seamless integration of law enforcement, security, and intelligence activities. These efforts are instrumental for threat detection and deterrence while enhancing security and promoting facility and infrastructure resilience. For example:

In early FY 2022, FPS, the GSA, and CISA finalized a Memorandum of Agreement (MOA)<sup>23</sup> solidifying the parties' roles and responsibilities in securing Federal facilities' control systems. Since establishing the agreement, FPS has completed 35 cybersecurity assessments including a joint assessment with CISA. These assessments are necessary to

<sup>19</sup> "Designation and Responsibilities of Agency Senior Real Property Officers," dated July 12, 2018; <https://www.whitehouse.gov/wp-content/uploads/2018/07/M-18-21.pdf>

<sup>20</sup> "Circular No. A-11: Preparation, Submission, and Execution of the Budget," dated August 2022; <https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf>

<sup>21</sup> "Circular A-136, Revised," dated August 10, 2021; <https://www.whitehouse.gov/wp-content/uploads/2021/08/Circular-A-136.pdf>

<sup>22</sup> "Implementation of Agency-wide Real Property Capital Planning," dated November 6, 2019; <https://www.whitehouse.gov/wp-content/uploads/2019/11/M-20-03.pdf>

<sup>23</sup> "By and between the United States Department of Homeland Security, Cybersecurity and Infrastructure Security Agency, and the United States Department Of Homeland Security, Federal Protective Service and the United States General Services Administration," signed January 13, 2021





collect system characterizations and evaluate the cybersecurity posture of all systems and networks supporting Federal facilities operations, safety, and security.

FPS' Cyber Physical Division (CPD) is actively working to support the secure provisioning of operational technologies that are necessary to modernize protective activities. FPS CPD is coordinating with Federal facilities' tenants and internal partners to establish contractual and policy requirements necessary to employ a range of technologies including connected vehicles, surveillance systems, screening equipment, intrusion detection systems, and others.

FPS continues to participate and provide substantial contributions to the Interagency Security Committee's "The Risk Management Process For Federal Facilities: An Interagency Security Committee Standard<sup>24</sup>." The contributions include basic cybersecurity countermeasures for Federal facilities' control systems and cyber threat information as applied to these technologies and networks. FPS CPD is also working to increase awareness, training, and countermeasures addressing social engineering based attacks and identify publicly available information potentially used to develop pretexts.

With GSA, FPS serves as Co-Chair of the Sector Risk Management Agency for the Government Facilities Sector (GFS). In this capacity, FPS uses institutional knowledge and specialized expertise about federal facility security and infrastructure resilience to issue briefings, notifications, and alerts to members of the GFS.

FPS and the United States Marshal Service (USMS), in consultation with the Administrative Office of the United States Courts (AOUSC) and GSA, finalized updates to the Courthouse Security MOA<sup>25</sup> in July 2019. Although no new updates have been made to the MOA, new initiatives and actions related to security responsibilities in federal Courthouse facilities have been undertaken. As an example, FPS is participating with the AOUSC for their Service Validation Initiative to conduct a series of recurring in-person training workshops focusing on new or updated policies, best practices, and online tools to address concerns expressed by the courts. FPS's objective for the workshops is to improve overall quality of services that the Judiciary receives. The workshops are tailored for executive and operations-level staff within the federal judiciary, GSA, FPS, and USMS.

In FY 2022, FPS through revisions to the agency's Facility Security Assessment (FSA) Directive and Manual, ensured enhancements to its operational application of security assessment best practices and alignment with industry standards. The FSA program, which is the cornerstone of FPS's protective security mission as it relates to the assessment of government facilities and associated infrastructure, has been adopted by many other agencies throughout the Executive Branch. Continual review and revisions to FPS's FSA Direct Program allow FPS to perform top quality assessments and ensure continuous protection of government facilities, while assisting tenant agencies with the implementation of requirements outlined within the Federal Continuity Directive 2<sup>26</sup> (FCD-2). FCD-2 states

<sup>24</sup> "The Risk Management Process For Federal Facilities: An Interagency Security Committee Standard," dated 2021; <https://www.cisa.gov/publication/risk-management-process>

<sup>25</sup> "By and between the U.S. Department of Homeland Security, Federal Protective Service, the U.S. Department of Justice, U.S. Marshals Service, the U.S. General Services Administration, and the Administrative Office of the United States Courts Regarding Court Security," signed July 17, 2019

<sup>26</sup> "Federal Continuity Directive 2 (FCD 2): Federal Executive Branch Mission Essential Function and Primary Mission Essential Function Identification and Submission Process," dated February 2008; <https://www.hsdl.org/c/view?docid=486364>



that while organizations can neither respond to, nor eliminate, all risk, they must work to assess and manage challenges to perform essential functions based on structured and documented analysis.

### **Regional Planning - National Capital Region (NCR)**

OCRSO supports regional planning across DHS Components to deliver affordable readiness.

On March 8, 2022, the Acting Under Secretary for Management reported to Congress the DHS NCR Real Property Strategy culminating a three year effort to optimize the DHS portfolio through consolidations, co-locations, and disposal of excess property. DHS has the largest federal real estate footprint in the NCR, with a portfolio consisting of 266 owned and leased locations and approximately 12 million SF, costing an estimated \$1B annually, supporting approximately 34,000 employees. The goal was to build a 10-year plan with clear priorities through centralized planning and programming of all DHS Components.

DHS NCR Real Property performed a real estate portfolio diagnostic to identify all the real property in the NCR to establish a baseline. Working with DHS Components and the GSA, the Department established a consolidation plan that improves operational and cultural synergies while reducing the overall footprint and efficiently using the Department's resources. The outcome is a DHS Headquarters (HQ)-approved plan that centralizes leadership in and around the St. Elizabeths campus providing high-quality and efficiently planned space. Even though the Department has developed a new NCR Consolidation Plan, the lack of consistent funding has greatly impacted consolidation projects around the NCR, specifically at St. Elizabeths, throughout its development.

In addition to developing the NCR Real Property Strategy, an organizational diagnostic was completed recommending how to incorporate industry best practices to centralize oversight and utilize analytics to support prudent real property decision-making across the Department. DHS is examining headquarters staffing levels to incorporate industry best practices to align all real property activities. In addition, NCR Real Property transitioned funding from the working capital fund program to OCRSO direct appropriations which streamlined the financial requirements. NCR Real Property is also adding a Real Property Management System to manage and maintain real property portfolio records. DHS also established an Occupancy iTeam that regularly reviews occupancy levels of buildings in the NCR.

### **Regional Planning - National Mission Support**

To foster better integration of the Department's planning and operations process outside the NCR, DHS established the Field Efficiencies Program Management Office, which transitioned to the Regional Mission Support Division at the beginning of FY 2020. Through this long-term approach to planning, the Department began integrating mission support planning across Components to foster opportunities, share best practices, and overcome common mission support challenges.

OCRSO is responsible for implementing a unified cross-Component planning process to identify efficiency and effectiveness opportunities for common or similar mission functions with compatible mission support requirements, co-locations, or future mission needs. OCRSO developed a regional planning process that was piloted in Boston and expanded nationally to all regions. The regional planning process consists of five tailorable phases, with an additional "Phase 0" that marks the research and pre-planning that must occur prior to and including



kickoff for a regional planning effort. While the regional planning process is consistent and scalable, alternatives proposed during the process vary based on regional variables and Component requirements. The DHS regional approach to real property planning relies heavily on partnership with GSA and Components to be successful.

Through this long-term approach to planning, the Department began integrating mission support planning across Components to foster opportunities, share best practices, and overcome common mission support challenges. The resulting regional plans focus on increasing space effectiveness and utilization of DHS assets with the objective of reducing administrative office space and increasing utilization rates while improving support for the mission. Regional planning efforts underway include Boston, Massachusetts; Charleston, South Carolina; Miami, Florida; New York City, New York; Philadelphia, Pennsylvania; Seattle, Washington; and San Juan, Puerto Rico.

### **Resilience**

Natural disasters – ongoing flooding, fires, and hurricanes, and the current COVID-19 pandemic – further highlight the urgency to focus on mission resilience and underscore the need to reduce the impact on the Department’s mission-capability. The Department’s resilience effort is broadening to now include the human and health impacts to our mission-capability due to the pandemic as well as the intense focus on the climate crisis. For more information on the Department’s efforts in this area, see the subsequent section on “Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks.”

**Planned Actions and Key Milestones:** DHS continues to improve the management, oversight, and physical security of its real property inventory. Specific initiatives in 2023 include:

- Issuing the DHS Workspace Strategy.
- Revising the DHS Workspace Policy Instruction 119-02-003<sup>27</sup> to require implementation of the Workspace Strategy.
- Completing an independent 3rd party review of real property data quality and revising the DHS Real Property Data Quality Improvement Plan.
- Implementing the Post Tracking System, an oversight tool that FPS will use to comprehensively manage the contract guard workforce nation-wide.
- OCRSO continuing to partner with OCFO to optimize real property financial resources to support the Future of Work and the DHS Workspace Strategy<sup>28</sup> through the Department’s planning, programming, budgeting and execution process for the FYs 2025-2029 cycle.
- Conducting regional planning for each city identified in the Field Efficiencies Strategic Review and Recommendations Report<sup>29</sup> by the end of FY 2025. The regional plans will focus on increased utilization of DHS assets in support of improved efficiency.
- Implementing the DHS NCR Real Property Strategy<sup>30</sup> that will consolidate DHS HQ tenancies in the NCR over a ten-year timeframe. DHS’s goal remains to improve

<sup>27</sup> Instruction 119-02-003, Revision 01, “DHS Workspace Standard;” dated August 16, 2021

<sup>28</sup> “DHS Future of Work Strategic Framework 2.1;” dated November 1, 2022

<sup>29</sup> “Field Efficiency Strategic Review and Recommendations Report;” dated June 2016

<sup>30</sup> “Department of Homeland Security Headquarters Consolidation Accountability Act of 2015;” dated March 8, 2022



mission effectiveness, cultural synergies, and increase the efficiency of its NCR portfolio by optimizing use of federal property, using long-term commercial leases (when necessary), and supporting unity of effort across the Department.

- Excess and Underutilized Property – DHS will continue to maintain a five-year inventory plan to monitor the footprint and measure compliance with space reduction targets. OCRSO will also continue to monitor Component compliance with the DHS Workspace Standard policy’s utilization targets through a quarterly CRSO Performance Metrics review that measures the square feet per person of office administrative space. Key to measuring a space’s average occupant utilization is a Workforce Location initiative. This capability is maturing and leverages various data sets to measure daily occupancy and utilization rates. In addition, DHS will continue excessing underutilized assets. For example, the U.S. Coast Guard (USCG), which has its own disposal authority, continues pursuing reductions of its owned excess and underutilized building assets—primarily housing and lighthouse assets. DHS will continue to monitor progress in meeting space optimization targets through its inventory planning and capital planning processes.
- Data Reliability – OCRSO’s future goal is to mature real property data reliability and use data to drive decision making. OCRSO is moving actively toward leveraging the data on the portfolio to develop risk models that identify resourcing challenges and efficiency opportunities. In addition, OCRSO is leveraging the existing Department’s Program Budget Review process to connect real property financial data within the Department’s new “OneNumber” system, an OCFO financial budget system of record. DHS will continue to employ several strategies to leverage data to improve real property management, reduce leasing costs, and reduce excess and underused property.
- Facility Security – In FY 2023, FPS will enter its fourth fiscal year of fee collections using the Basic Security Assessment (BSA) model and related processes. As previously mentioned, the BSA model was developed to better tailor how it allocates basic security fee charges to tenant agencies. This application and achievement of the model was cited as an example by GAO in its March 2021 report<sup>31</sup>. As part of the model’s periodic reexamination, the Department and FPS launched in FY 2022 an internal verification and validation effort of the model’s content, methods, and processes. The periodic reexamination effort is planned for completion in FY 2023 with any recommendations being potentially considered for future adoption in the BSA model or its procedures.
- Regional Planning - National Capital Region – For ongoing oversight, the Deputy Under Secretary for Management (DUSM) will chair the newly forming NCR Executive Committee of the NCR Real Property Governance Council to add transparency and accountability to real property management and become the executive sponsor for emphasizing portfolio strategy objectives across the enterprise. The initial presentation to Components regarding the purpose of the Executive Committee was held on August 19, 2021, and Component meetings to prepare for the kick-off Executive Committee meeting have begun. The first NCR Executive Committee meeting to be chaired by the DUSM is anticipated to occur in February 2023.

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<sup>31</sup> “Federal Protective Service: Projected Outcomes of the New Fee Structure on Tenant Agencies’ Costs,” GAO-21-311R, dated March 2021; <https://www.gao.gov/products/gao-21-311r>





- Regional Planning - National Mission Support – In addition to regional planning, OCRSO is pursuing opportunities to implement Joint Mission Support Centers to allow Components to share access to common mission support requirements such as firing ranges, SCIFs, and training centers. The Joint Mission Support Center in San Antonio will provide SCIF access to multiple DHS entities in the area and is expected to be fully operational in FY 2023.

**GAO High Risk Area: Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests (Government wide)**

**Overview:** In 2007, GAO designated ensuring the effective protection of technologies critical to U.S. national security interests as a high-risk area because these weapons and technologies are often targets for espionage, theft, reverse engineering, and illegal export. Although the government has taken significant steps to address this issue area, it remains high risk because of the ongoing challenges of balancing national security concerns and economic interests in the area of emerging technologies that are multiform and shifting.

GAO notes the role of the Export Enforcement Coordination Center (E2C2) as a platform for improving coordination and de-confliction for U.S. export control efforts. The E2C2 is managed by a Director from ICE’s Homeland Security Investigations (HSI) and two Deputy Directors from the DOJ’s Federal Bureau of Investigation and the U.S. Department of Commerce (DOC). The E2C2 serves as a conduit among the Federal export enforcement agencies, licensing agencies, and the Intelligence Community (IC) for the exchange of information related to potential U.S. export control violations. The E2C2’s primary function is to de-conflict potential enforcement actions and intelligence among the participating U.S. government agencies.

GAO also noted the importance of improving security cooperation and disclosure for this issue area, particularly with regard to Foreign Military Sales (FMS). CBP is responsible for controlling the export of articles related to these sales.

**Lead Office and Official:** DHS Office of Strategy, Policy and Plans (PLCY), Brien Beattie, Acting Deputy Assistant Secretary for Economic Security

**Progress:** DHS participates in National Security Council-led Interagency Policy Committees (IPCs) and sub-IPCs on relevant technology and export controls topics. DHS has also made progress in the areas of E2C2 and FMS.

**E2C2**

To improve the coordination of intelligence among the various agencies involved in export controls, HSI has made efforts to improve the operation of the E2C2 by establishing the Export Enforcement Intelligence Cell Working Group. This working group serves as a conduit for federal law enforcement, export licensing agencies, the IC, and DOD agencies to exchange information related to potential U.S. export control violations. In addition, the E2C2 Intelligence Cell established a process to exchange information for coordination and deconfliction purposes. The cell’s efforts have expanded export enforcement investigations; enhanced opportunities for joint operations; and contributed to the greater coordination of efforts at U.S. borders and ports of entry on export enforcement matters.



The E2C2 Intelligence Working Group convenes monthly and includes representatives from DHS, DOJ, Office of the Director of National Intelligence (ODNI), DOC, the Department of State, DOD, the Department of Energy (DOE), Treasury, and other government agencies. In addition, E2C2 has re-established a Public Industry Working Group which convenes quarterly and creates lines of communication and effort to build better connections and collaborations between export enforcement and industry compliance teams.

Staffing, specifically of key external positions at the E2C2 for ongoing coordination and for the development of standard operating procedures, remains an issue.

E2C2 has made significant progress in developing an automated deconfliction system (ADS) with the ability to track, analyze, and report on enforcement actions (deconflictions, case coordination, information inquiries, etc.). The current deconfliction process used since 2012 is inefficient and resource intensive, done manually using emails and PDF forms with each deconfliction action taking up to 90 minutes, excluding response times. ADS will be a secure but unclassified, user friendly, web-based system that will increase responsiveness to field agents and partner agencies, support better interagency coordination for joint investigations, and enable robust reporting and analysis to facilitate intelligence sharing. The initial release and functionality of ADS has been completed and is anticipated to be available for live deconfliction requests the week of November 14, 2022. Phase two of ADS development will concentrate on including the strategic capability needed to track export transactions, mine relevant databases, and use predictive analytics. E2C2 has invested in continued discussions to provide E2C2’s ability to identify and share critical information such as threat-based procurement trends within the IC.

**FMS**

As of May 1, 2018, CBP and DOD’s Defense Security Cooperation Agency completed the integration of the electronic sharing of the Letter of Offer and Acceptance data for FMS cases, allowing for a centralized process for tracking FMS shipments and enhancing the FMS export data validation and decrementation process. Any associated amendments or modifications for FMS cases issued after 2004 may be returned to the entity that provided the documentation. However, CBP has retained all information regarding any import or export shipments against the FMS cases including the decrementation of the cases.

**Planned Actions and Key Milestones:** DHS will continue to participate in National Security Council-led IPCs and sub-IPCs on relevant technology and export controls topics.

**GAO High Risk Area: Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks (Government wide)**

**Overview:** In February 2013, GAO designated “Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks” as a government-wide high-risk area. In addition to creating significant financial risks for the Federal Government, the effects of climate change could: (1) threaten coastal areas with rising sea levels; (2) alter agricultural productivity; (3) affect water supplies; (4) increase the intensity and frequency of severe weather events; and (5) increase the frequency and volume of population movement and consequent goods movement. GAO found that the Federal Government is not well organized to address the fiscal exposure presented by the effects of climate change and needs a



government-wide strategic approach with strong leadership to manage related risks. GAO also found that climate change may increase the Federal Government’s fiscal exposure related to federal facilities, federal insurance programs—such as FEMA’s NFIP (discussed in greater detail in a prior section), and federal disaster aid—such as FEMA’s Disaster Relief Fund.

The projected impacts of climate change intersect with DHS in several areas. Notably, DHS facilities may be exposed to greater risks and an increase in the cost of aid provided following a disaster.

**Lead Office and Official:** MGMT, IOUSM, Randolph D. “Tex” Alles, DUSM and Chief Sustainability Officer

**Progress:** In FY 2022, DHS continued to make significant advancements in addressing mission-related climate resilience efforts. The Secretary issued a memorandum launching the Climate Change Action Group (CCAG) to align with Executive Order 14008, Tackling the Climate Crisis at Home and Abroad.<sup>32</sup> The CCAG is driving action across DHS missions, assets, and personnel to account for the climate crisis via risk-based strategies, to mitigate additional harm, reduce greenhouse gases, and promote resilience and adaptation. Directive 023-03, “Climate Resilience” will be updated in FY 2023 to include the CCAG, mission resilience efforts, and the priority adaptation areas.

Natural disasters – ongoing flooding, fires, and hurricanes, and the current COVID-19 pandemic – further highlight the urgency to focus on mission resilience and underscore the need to reduce the impact on the Department’s mission-capability. The Department’s resilience effort is broadening to now include the human and health impacts to our mission-capability due to the pandemic as well as the intense focus on the climate crisis. Operational resilience to support internal and external critical infrastructure dependencies continues to be a cornerstone of many of the Department’s programs, policies, and activities. OCRSO sustainability and environmental programs continue to lead the Department’s resilience efforts. In FY 2022:

- The DHS Critical Infrastructure Security and Resilience (CISR) Working Group, jointly led by OCRSO and DHS’s Office of Homeland Security Situational Awareness, continued to work with DHS Operational and Support Components to advance integration of operational resilience into DHS continuity planning efforts and execution.
- The CISR Working Group led the development and implementation of the Climate Action Plan (CAP), a requirement of EO 14008. In September 2021, the Secretary approved and issued the CAP to the White House Council on Environmental Quality. The CAP identifies five priority adaptation areas, which were the focus of the following adaptation progress activities as outlined in the May 2022 CAP Progress Report:
  - Incorporate Climate Adaptation Planning and Processes into Homeland Security Mission Areas—progress includes FEMA’s release of a Nature-Based

<sup>32</sup> “Executive Order 14008, Tackling the Climate Crisis at Home and Abroad,” dated January 27, 2021; <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-tackling-the-climate-crisis-at-home-and-abroad/>



Solutions Guide; updates to the NFIP’s risk rating methodology and fixing inequities in flood insurance pricing; and improved accessibility to National Risk Index data online mapping tool;

- Ensure Climate Resilient Facilities and Infrastructure—progress includes updated Component Resilience Plans and Resilience Scoring of critical assets, development of internal tools for additional screening, accounting, and decision-analysis in the Building Assessment Tool, and initiating the resilience assessments program for determining vulnerabilities at regional scales;
- Incorporate Climate Adaptation into National Preparedness and Community Grants Projects—progress includes the use of Flood Mitigation Assistance (FMA) and Hazard Mitigation Grant Program (HMGP) to incentivize action toward climate resilience at the state and local level, and the Building Resilient Infrastructure and Communities program projects include Flood Control (\$550 million), Utility/Infrastructure Protection (\$91.3 million), Wildfire Management (\$49.3 million), Relocation (\$21.9 million), and Saferooms/Shelters (\$15.2 million). Additionally, 18 of 22 projects addressed nature-based solutions. Funding for HMGP increased to \$3.46 billion across the 59 major disaster declarations issued due to COVID-19. Funding for FMA grants increased to \$160 million. The use of the Centers for Disease Control and Prevention’s (CDC) Social Vulnerability Index prioritized underserved communities’ projects.
- Ensure Climate-Ready Services and Supplies—progress includes completing an initial assessment of climate change risks to National Critical Functions by CISA; incorporating climate science into the Strategic Approach to Arctic Homeland Security Implementation Planning<sup>33</sup>; and establishing an Emergency Fuel Supplies and Services contract to obtain fuel and fuel related support services during federal emergencies and major disasters; and
- Increase Climate Literacy—progress includes launching the DHS Honors Climate Change program and hiring and onboarding seven climate professionals as of August 2022. Climate specific courses were developed through OCHCO.
- The CISR Working Group continued to assist Components in updating their Plans for Resilience, conducting resilience assessments using the Resilience Baseline Assessment Scoring Tool and the dependency analysis model to identify external vulnerabilities on DHS critical infrastructure, prioritizing mission assets based on greatest vulnerabilities, and using these assessments as examples for best practices in resilience implementation. In August 2021, each Operational Component submitted its updated Plan for Resilience, which outlined critical assets and timelines for conducting climate-related vulnerability assessments. In 2022, Components used these resilience plans to schedule and perform resilience assessments at mission critical assets across the Department.
- The CISR Working Group continues to collaborate with GSA Sustainability and Facility teams to develop an MOU to support the DHS CAP, DHS Resilience Framework, and

<sup>33</sup> “Strategic Approach to Arctic Homeland Security,” dated January 11, 2021; [https://www.dhs.gov/sites/default/files/publications/21\\_0113\\_plcy\\_dhs-arctic-strategy\\_0.pdf](https://www.dhs.gov/sites/default/files/publications/21_0113_plcy_dhs-arctic-strategy_0.pdf)





aggressive departmental goals, such as the conversion of 50 percent of our mobile fleet to electric vehicles by 2030. This MOU is anticipated to be signed in FY 2023.

- DHS continued its partnership with the DOE through an MOU to share information, advance resilience research, and jointly develop tools to support resilience efforts.

**Planned Actions and Key Milestones:** During FY 2023, DHS OCRSO plans to advance the following initiatives:

- Update the Climate Resilience Directive to reflect current CAP and resilience processes in the quarter (Q)2;
- Develop a regional vulnerabilities report based on climate change and mission critical assets in Q2;
- Update the Resilience Framework and Climate Adaptation Activities to integrate the CAP Mitigation Activities in Q3;
- Develop a charter for governance and oversight of the resilience program through the CISR Working Group in Q3; and
- Ongoing implementation of the CAP.

**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-15-14<sup>34</sup> consistent with the intent of Federal IT Acquisition Reform Act (FITARA) provisions.

**Lead Office and Official:** MGMT, OCIO, Robert Dorr, Executive Director, Business Management Directorate

**Progress:** DHS continues to enhance CIO oversight of IT resources. Since 2015, DHS OCIO has:

- Updated DHS IT management policies and processes to support CIO oversight across all phases of the planning, programming, budgeting, and execution (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.

In FY 2022, the DHS CIO:

<sup>34</sup> “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>



- Closed DHS Datacenter 2, migrating all legacy systems to the cloud, an alternative systems provider, or into retirement;
- Issued formal DHS FY 2024-2028 IT resource planning priorities for Zero Trust and Customer Experience implementation;
- Collected strategic alignment and architectural information with FY 2024-2028 IT budget request submissions that enabled DHS CIO evaluation and prioritization;
- Updated the DHS Acquisition Lifecycle Framework, System Engineering Life Cycle guidance<sup>35</sup>, and Agile development instructions in collaboration with DHS Office of Program Accountability and Risk Management (PARM);
- Conducted regular CIO Program Health Assessments that rate IT investment progress against cost, schedule, and performance objectives;
- Received Technology Modernization Fund (TMF) awards for DHS Information Sharing (\$25M) and Southwest Border Technology Integration (\$50M);
- Deployed additional IT Acquisition Review (ITAR) decision support by incorporating data from the DHS Capital Planning and Investment Control and PPBE systems of record;
- Enhanced DHS TechStat by implementing more comprehensive, continuous program reviews of all DHS major investments and acquisitions; and
- Coordinated with OCHCO to implement the new CTMS hiring authority to recruit and retain critical talent through market-sensitive compensation.

Planned Actions and Key Milestones: In FY 2023 and beyond, DHS CIO will:

- Continue to leverage TMF to fund IT modernization and customer experience initiatives;
- Collaborate with PARM to update and streamline policies and processes to strengthen program reviews;
- Continue to refine the DHS ITAR process by simplifying customer intake and improving its customer intake form; and
- Continue to leverage CTMS to recruit and retain a cadre of critical cyber talent.

DHS CIO will also:

- By FY 2023 Q2, work with CRSO to establish and co-chair a Nonrecurring Expenses Fund to support DHS IT facility modernization initiatives;
- By FY 2023 Q4, enhance IT acquisition career paths by incorporating further governance and oversight of DHS Homeland Security Acquisition Institute course curricula and DHS career certification requirements; and
- By FY 2023 Q4, work with the DHS Office of the General Counsel to initiate delegation changes allowing CIO issuance of comprehensive, agency-wide policies consistent with FITARA.

<sup>35</sup> “DHS Acquisition Lifecycle Framework, System Engineering Life Cycle, Instruction Number 102-01-103” dated November 5, 2015; <https://www.dhs.gov/sites/default/files/publications/Systems%20Engineering%20Life%20Cycle.pdf>

**GAO High Risk Area: Government wide Personnel Security Clearance Process (Government wide)**

**Overview:** In January 2018, GAO added the government-wide personnel security clearance process to the High-Risk List. GAO’s explanation for the high-risk designation was that 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. GAO asserts the “government-wide personnel security process continues to face challenges in the timely processing of clearances, measuring the quality of investigations, and ensuring the security of related information technology systems.”

DHS has been aggressive with its efforts to mitigate impediments to the current security clearance process. DHS has issued internal guidance through policy memoranda in order to streamline the personnel security process, and to instill consistency across the Department. DHS is an active member in the government-wide personnel security reform effort, with representation and input on numerous inter-governmental working groups. This includes the Trusted Workforce (TW) 2.0 Executive Steering Group and the TW Advisory Group, which are interagency-level management working groups dedicated to re-thinking personnel vetting reform across the Federal Government. DHS also participates in committees led by the Performance Accountability Council (PAC) Program Management Office (PMO), which is the arm of the PAC mandated to create governmental enterprise technical solutions for the personnel security process, and the ODNI Continuous Evaluation (CE) Working Group.

As part of the DHS Secretary’s focus on addressing the personnel security process, DHS implemented a new monthly Snapshot Review Report measuring progress for onboarding new applicants; published updated policy for interim security clearances, which now includes interim for Top Secret clearances; and—for training purposes—redistributed current policy on: (1) Expedited Entry-on-Duty for Contractors; (2) Reciprocity; and (3) Deferral of Periodic Reinvestigations. DHS is also finalizing a revision to the Department’s Instruction regarding Personnel Security.

DHS does not have a backlog in background investigations. OPM approved DHS for updated and expanded Delegated Investigative Authority in 2021, allowing DHS to act as its own Investigative Service Provider, and OPM subsequently renewed Delegated Investigative Authority for the Department again in 2022. DHS awarded its own Enterprise Blanket Purchase Agreement to contract for background investigations, which mitigates certain high-risk concerns of timeliness and quality of background investigations, and supports reform initiatives.

DHS is an active participant in reform initiatives and efforts regarding the use of IT shared services across the Federal Government and efforts to move from the traditional periodic reinvestigation cycle to a continuous vetting model. For example, DHS uses the ODNI Continuous Evaluation System (CES) for the purposes of continuous vetting and is currently enrolling the DHS National Security population into the Rap Back program through the Defense Counterintelligence and Security Agency (DCSA), which provides real-time alert notifications to the agency personnel security offices.



The DHS Chief Security Officer (CSO) established the Personnel Security Operations Task Force (PSOTF) to support reform efforts across the Department. The PSOTF identified potential improvements to the Department's personnel security posture by evaluating enterprise-wide personnel security processes, procedures, best practices, and organizational structures, and issued 23 recommendations in 2018. Since then, 20 of those recommendations have been completed, and the other three are in the process of implementation or will be completed soon.

Additionally, to reinforce that DHS is committed to improving processes, the Office of the Chief Security Officer (OCSO) provides regular update briefings 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, CSO

**Progress:** DHS is actively working to reduce the length of time to onboard federal and contractor personnel. DHS is collaborating both internally and externally with federal partners to transform the personnel security process through several lines of effort.

The DHS TW 2.0 Working Group (TWWG), established in June 2020, is composed of personnel security practitioners from all Operational Components. The TWWG is the driving force behind most if not all implementation efforts over the past few years. In July 2021, DHS became the first department or agency to issue its own department-specific TW 2.0 Implementation Plan.<sup>36</sup> The DHS-specific plan was approved by the DUSM and the CSO to ensure DHS stakeholders involved in the transitional states of personnel vetting reform have baseline guidance as well as milestones to implement in support of the larger government-wide effort. The Plan includes two transitional phases, TW 1.25 and 1.5, to assist with the reform effort.

In August 2021, DHS self-certified for TW 1.25, bringing the Department into compliance with Security Executive Agent Directive 6<sup>37</sup>, which mandates that all National Security populations are enrolled in continuous evaluation. In FY 2022, DHS has enrolled 87 percent (210,231 personnel) of this population. There have been government-wide technical challenges to enrolling the other 13 percent. DHS took the lead to resolve these technical challenges and continues to strive to reach 100 percent compliance.

DHS presented its first TW 2.0 Summit in September 2021 with participating representatives from the PAC PMO, ODNI, OPM, and DCSA as well as stakeholders within DHS. In January 2022, DHS formally designated the USM as the Senior Implementing Official for TW 2.0. In May 2022, ODNI certified DHS for TW 1.5, approving an established DHS plan. This DHS plan is in effect and the Department's performance is aligned with the rest of the U.S. Government. As of September 2022, DHS onboarded 98 percent of applicants—contractors and federal employees—who did not require a polygraph in an average of 20 days. For cases that met reciprocity criteria, applicants were onboarded in an average of nine days.

In addition, DHS:

<sup>36</sup> "Department of Homeland Security Trusted Workforce 2.0 Implementation Plan," approved July 14, 2021.

<sup>37</sup> Security Executive Agent Directive 6, "Continuous Evaluation," dated January 12, 2018, <https://www.dni.gov/files/NCSC/documents/Regulations/SEAD-6-continuous%20evaluation-U.pdf>.





- Remains closely engaged with industry through organizations such as the Industrial Security Working Group, which hosts the Annual Personnel Security Forum, and NCMS: The Society of Industrial Security Professionals. Engagements with these organizations provide a venue for DHS to socialize the latest personnel security policies, procedures, and initiatives.
- Implemented Human Resources Information Technology (HRIT), which streamlines and eliminates manual and redundant processes surrounding the hand-off between security and human resources for onboarding. DHS OCSO integrated the Integrated Security Management System with HRIT to gain efficiencies between security and human resources IT systems for onboarding by eliminating duplicative and manual data processes.
- Procured a contract to initiate and develop web-based forms for contractors that will streamline and modernize the personnel security process, similar to the efforts implemented for federal applicants. This modernization effort will enhance oversight and transparency by tracking the precise status of a contract applicant from the time the contract is awarded to the time the contractor onboards.
- Procured a contract for a Continuous Vetting Analytics Service (CVAS), which incorporates Artificial Intelligence capabilities to filter, triage, and provide a risk-score assessment for each individual enrolled in the ODNI CES. This CVAS tool will analyze data from various government and commercial sources and enable practitioners to take immediate action on an individual who may pose a risk to a trusted workforce.
- Developed an updated SharePoint site to maintain a secure Center of Excellence for DHS personnel security professionals across the Department to access and review shared resources (e.g., regulations, instructional guidance, policy memoranda).
- Communicated with industry through the following engagements: (1) the Industrial Security Working Group Fall Conference (October 2021); (2) the Professional Services Council Annual Conference (October 2021); (3) a George Mason University Center for Government Contracting discussion on “Trusted Workforce 2.0 and Tomorrow’s Digital Workforce” (March 2022); (4) the Industrial Security Working Group 8th Annual Personnel Security Forum (July 2022); (5) a Homeland Security and Defense Business Council Executive Briefing on Contractors’ Background Investigations (September 2022); and (6) the Industrial Security Working Group Annual Conference (September 2022).

**Planned Actions and Key Milestones:** DHS has documented the estimated completion times for the various efforts it is currently undertaking, depending in part on future funding. In FY 2023, DHS will:

- Continue to focus on developing relationships with industry partners through industry engagements;
- Continue to implement the remaining five recommendations stemming from the PSOTF with completion expected at the end of FY 2025. One example is to create a unified Department-level personnel security intake processing and customer service center. DHS is taking initial steps with the development of the SharePoint site for personnel security professionals and the forms modernization effort to onboard contractors in one streamlined approach;
- Complete the Department’s ODNI CES direct connection with DHS’s enterprise case management system and incorporate the use of CVAS between these two systems for



automatic CE enrollment, replacing manual uploads and alert processing. DHS deployed CVAS into production as scheduled, on September 30, 2022. DHS Components have access and are beginning to work in the new production environment, and ODNI CES alerts have been populating the system; and

- Remain engaged with the PAC PMO and DOD regarding IT shared services for personnel security processing, and any recommendations coming from TW 2.0 efforts.

**GAO High Risk Area: National Efforts to Prevent, Respond to, and Recover from Drug Misuse (Government wide)**

**Overview:** Drug misuse—the use of illicit drugs and the misuse of prescription drugs—has been a persistent and long-standing public health issue in the United States. Ongoing efforts seek to address drug misuse through education and prevention, substance use disorder treatment, and law enforcement and drug interdiction, and through programs that serve populations affected by drug misuse. These efforts involve Federal, state, local, and tribal governments as well as community groups and the private sector.

National rates of drug misuse have increased over the past two decades and represent a serious risk to public health. This has resulted in significant loss of life and harmful effects to society and the economy, including billions of dollars in costs. The CDC estimates that drug poisoning and overdoses claimed 107,622 lives in 2021.<sup>38</sup> In recent years, the Federal government has spent billions of dollars and has enlisted more than a dozen agencies to address drug misuse and its effects.

GAO added Drug Misuse to its High-Risk List as part of the 2021 biennial report.<sup>39</sup>

**Lead Office and Official:** PLCY, Meghann O’Rourke, Director, Counternarcotics Policy

**Progress:** During 2020, DHS joined a newly-formed Interagency GAO High-Risk List Consortium (Consortium), organized and led by representatives from the U.S. Department of Veterans Affairs.

The Consortium formed the Subcommittee on Drug Misuse (“Subcommittee”) to address this issue. DHS joined the Subcommittee, and our involvement is led by PLCY with CBP and USCG supporting.

When GAO first identified the issue, DHS identified 10 open recommendations related to this GAO high-risk area, of which GAO has already formally closed four, including:

- Two recommendations in a 2017 report.<sup>40</sup>
  - Recommendation 4: The Secretary of Homeland Security should direct the Commissioner of CBP and the Director of ICE to jointly establish and monitor

<sup>38</sup> [https://www.cdc.gov/nchs/pressroom/nchs\\_press\\_releases/2022/202205.htm](https://www.cdc.gov/nchs/pressroom/nchs_press_releases/2022/202205.htm)  
<sup>39</sup> “High-Risk Series: Dedicated Leadership Needed to Address Limited Progress in Most High-Risk Areas,” GAO-21-119SP, dated March 2, 2021; <https://www.gao.gov/products/gao-21-119sp>  
<sup>40</sup> “Border Security: Additional Actions Could Strengthen DHS Efforts to Address Subterranean, Aerial, and Maritime Smuggling,” GAO-17-205SU/GAO-17-474, dated May 1, 2017; <https://www.gao.gov/products/gao-17-474>



- performance measures and targets related to cross-border tunnels. On August 26, 2021, GAO closed the recommendation as not implemented.
- Recommendation 5: The Secretary of Homeland Security should direct the Commissioner of CBP to establish and monitor performance targets related to ultralight aircraft. On August 17, 2021, GAO closed the recommendation as not implemented.
  - Two recommendations in a 2019 report.<sup>41</sup>
    - Recommendation 2: The Commissioner of CBP should analyze the results of the Self-Inspection Program over time and at a level necessary to identify and address potentially reoccurring inspection deficiencies at individual ports of entry. On May 28, 2021, GAO closed the recommendation as implemented.
    - Recommendation 3: The Commissioner of CBP should implement a policy to conduct periodic comprehensive analyses of covert test findings. On February 14, 2022, GAO closed the recommendation as implemented.

**Planned Actions and Key Milestones:** DHS has six open recommendations related to this GAO high-risk area. DHS Components are actively working towards closing these recommendations. DHS has taken and/or planned the following actions to address the recommendations:

- One recommendation in a 2019 report.<sup>42</sup>
  - Recommendation 3: The Secretary of Homeland Security should develop outcome-based performance measures for the DHS Joint Task Forces (JTFs) that are consistent. In early 2021, DHS HQ restricted the JTFs. JTF-East is the sole remaining JTF. All inquiries should be directed to JTF-East, which is coordinated through the USCG.
- Two recommendations in a 2019 report.<sup>43</sup>
  - Recommendation 1: The Commissioner of CBP should review and update policies related to land port of entry inspections in accordance with Office of Field Operations guidance. CBP Office of Field Operations (OFO) is continuing to update the Land Border Primary Inspection Directive, with an anticipated publication date by 12/31/2022. This directive is being updated to reflect current systems and lessons learned to address land border primary inspection procedures.
  - Recommendation 4: The Commissioner of CBP should develop a new target for the land border interception rate for passengers in privately-owned vehicles with major violations that sets an ambitious and realistic goal based on past performance. As of September 2022, the COMPEX program remains in suspension due to the lower volume as a result of the COVID-19 pandemic which impacts statistical sampling integrity. OFO leadership continually monitors volume trends to evaluate operational impacts and determine appropriate measures are in place. It has been determined that overall

<sup>41</sup> “Land Ports of Entry: CBP Should Update Policies and Enhance Analysis of Inspections,” GAO-19-658, dated August 6, 2019; <https://www.gao.gov/products/gao-19-658>

<sup>42</sup> “Drug Control: Certain DOD and DHS Joint Task Forces Should Enhance Their Performance Measures to Better Assess Counterdrug Activities,” GAO-19-441, dated July 9, 2019; <https://www.gao.gov/products/gao-19-441>

<sup>43</sup> “Land Ports of Entry: CBP Should Update Policies and Enhance Analysis of Inspections,” GAO-19-658, dated August 6, 2019; <https://www.gao.gov/products/gao-19-658>



volume would need to reach a sustained return to 80% of overall traffic to be statistically viable and allow for the resumption of COMPEX. COMPEX measures, including the land border interception rate, are finalized at the end of every fiscal year in which COMPEX is active. For OFO to establish new performance targets, the program must first resume since data on past performance is required.

- Two recommendations in a 2019 report.<sup>44</sup>
  - Recommendation 1: The Coast Guard should conduct a comprehensive analysis of its Deployable Specialized Forces' workforce needs. The National Strike Force (NSF) Program Manual was completed and officially promulgated in March of 2021 and the NSF Manpower Requirements Analysis (MRA) is planned to commence in FY 2023. Further, USCG has entered into a contract with RAND to conduct a Mission Analysis Report (MAR) of the Maritime Safety and Security Team (MSST) and Maritime Security Response Team (MSRT) contributions to the Maritime Security Response mission, reviewing capabilities and potential overlaps. The estimated completion date for the MAR is September 30, 2022.
  - Recommendation 2: The Coast Guard should assess the extent to which unnecessary overlap or duplication exists among Deployable Specialized Forces' capabilities. Using FY 2021 funding, USCG entered into a contract with RAND to conduct a Mission Analysis Report (MAR) of the MSST and MSRT contributions to the Maritime Security Response mission, reviewing capabilities and potential overlaps. The estimated completion date for the MAR is September 30, 2022.
- One recommendation in a 2021 report.<sup>45</sup>
  - Recommendation 2: The Commandant of the Coast Guard should direct the Assistant Commandant for Prevention Policy to: (1) evaluate the different processes used by USCG to verify drug and alcohol testing data; including comparing data to records during inspections, checking data for errors manually or with software, and contacting employers that do not submit a report or submit an incomplete report; and (2) determine what, if any, additional steps should be taken to improve the reliability of the information.
  - In June 2022, USCG requested closure of this recommendation. The Drug and Alcohol Prevention and Investigation Program (DAPI) administers the centralized IT-Database for processing all Management Information System Reports (MIS) submitted by marine employers and sponsoring organizations. As noted in the Coast Guard response to the August 2021 GAO questions, the processing of MIS reports presents logistical challenges due to the volume and content of the data contained in the reports. DAPI has responded to the recommendations of the GAO by initiating the following processes to better validate data contained in MIS reports, provide greater access of MIS data to local USCG marine safety personnel, and to advance regulated industry

<sup>44</sup> "Coast Guard: Assessing Deployable Specialized Forces' Workforce Needs Could Improve Efficiency and Reduce Potential Overlap or Gaps in Capabilities," GAO-20-33, dated November 21, 2019; <https://www.gao.gov/products/gao-20-33>

<sup>45</sup> "Transportation Safety: DOT Has Taken Steps to Verify and Publicize Drug and Alcohol Testing Data but Should Do More," GAO-21-296, dated March 17, 2021; <https://www.gao.gov/products/gao-21-296>





participation to improve access to chemical testing data superior to the MIS system:

- *Deficient MIS Reports Referred to Local USCG Offices for Enforcement Action.* Beginning in the 2021 reporting year, DAPI initiated a process to identify and report suspect or invalid MIS data to the Cognizant Coast Guard Marine Safety Offices proximate to the reporting marine employer or sponsoring organization. This process will continue to require the DAPI program to receive, process and record MIS data. When MIS data inaccuracies are found, the originator of the report will be provided 30-days to make corrections. If unresolved, DAPI will forward the deficient MIS report to the local Coast Guard Investigations Office for enforcement action. This process will promote greater MIS data reporting accuracy via enhanced programmatic oversight combined with local enforcement action.
- *Improving MIS Access to USCG Inspectors and Investigators.* Beginning in the 2021 reporting year, DAPI now organizes MIS reports into the database by geographic locations. USCG Districts will be provided access to the MIS database based on the geographic area for which they have jurisdiction. Providing Marine Inspectors and Casualty Investigators with ready access to MIS reports relevant to the inspection activity of the marine employer will promote MIS data-integrity via direct enforcement and assist to identify deficiencies in chemical testing regulation compliance.
- *Third-Party Entity and Stakeholder Collaborative Partnerships to Replace MIS Reporting System.* DAPI continues to evaluate the utility and value of the MIS system to determine the effectiveness of the USCG mission to prevent intoxication as a contributing factor to marine casualties. DAPI partnered with laboratories, Medical Review Officers, Addiction Physicians, and regulated industry to identify superior data access to determine drug-positivity rates in the marine workforce. Focused discussions seek to reduce compliance costs, enhance transparency, and improve data access to increase USCG dynamic response capabilities to changing drug positivity rates.



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## Acronyms

### A

ADP – Average Daily Population  
 ADS – Automated Deconfliction System  
 AIS – Automated Indicator Sharing  
 ALOS – Average Length of Stay  
 AMO – Air and Marine Operations  
 AMVER – Automated Mutual Assistance Vessel Rescue  
 AOUSC – Administrative Office of the U.S. Courts  
 APB – Acquisition Program Baseline  
 APG – Agency Priority Goal  
 APP – Annual Performance Plan  
 APR – Annual Performance Report  
 APT – Advanced Persistent Threat  
 ARB – Acquisition Review Board  
 AS/AT – Active Shooter/Active Threat  
 ATF – U.S. Bureau of Alcohol, Tobacco, Firearms, and Explosives  
 ATL – Atlanta International Airport  
 ATON – Aids to Navigation  
 AWARE – Agency-Wide Adaptive Risk Enumeration

### B

BASE – Baseline Assessment for Security Enhancement  
 BCA – Benefit-Cost Analysis  
 BCAT – Building Code Adoption Tracking  
 BCESG – Building Code Enterprise Steering Group  
 BCR – Benefit-Cost Ratio  
 BFCT – Biometric Facial Comparison Technology  
 BITMAP – Biometric Identification Transnational Migration Alert Program  
 BOD – Binding Operational Directive  
 BRIC – Building Resilient Infrastructure and Communities  
 BSA – Basic Security Assessment

### C

CAI – Caribbean Area Initiative  
 CAP – Cross Agency Priority  
 CAP – Corrective Action Plan  
 CBP – U.S. Customs and Border Protection  
 CBRN – Chemical, Biological, Radiological, Nuclear  
 CCAG – Climate Change Action Group  
 CCB – CIC Compliments and Complaints Branch  
 CCR – Call Completion Rate  
 CD – Counter Drug  
 CDC – Centers for Disease Control and Prevention  
 CDM – Continuous Diagnosis Mitigation  
 CFATS – Chemical Facility Anti-Terrorism Standards  
 CFO – Chief Financial Officer  
 CIC – CBP Information Center  
 CIGP – Citizenship and Integration Grant Program  
 CHCO – Chief Human Capital Officer  
 CIO – Chief Information Officer  
 CIP – Critical Infrastructure Protection  
 CISA – Cybersecurity and Infrastructure Security Agency  
 CISO – Chief Information Security Officer  
 CISR – Critical Infrastructure Security and Resilience  
 COC – Chain of Custody  
 COO – Chief Operating Officer  
 COP – Common Operation Picture  
 CPD – Cyber Physical Division  
 CREW – Civilian Reservist Emergency Workforce  
 CRSO – Chief Readiness Support Officer  
 CS – CyberSentry  
 CSO – Chief Security Officer  
 CSR – Customer Service Representative  
 CTMS – Cyber Talent Management System





C-UAS – Counter-UAS  
CVAS – Continuous Vetting Analytics Service  
CWMD – Countering Weapons of Mass Destruction Office  
CX – Customer Experience  
CXAG – Customer Experience Action Group

## D

DAPI – Drug and Alcohol Prevention and Investigations Program  
DEIA – Diversity, Equity, Inclusion, and Accessibility  
DHS – U.S. Department of Homeland Security  
DMO – Departmental Management and Operations  
DNS – Domain Name System  
DOC – U.S. Department of Commerce  
DOD – U.S. Department of Defense  
DOE – U.S. Department of Energy  
DOJ – U.S. Department of Justice  
DPIO – Deputy Performance Improvement Officer  
DPIO – Deputy Performance Improvement Officer  
DRF – Disaster Relief Fund  
DUSM – Deputy Under Secretary for Management  
DVE – Domestic Violent Extremism

## E

E2C2 – Export Enforcement Coordination Center  
EAS – Enhanced Application Services  
ECCO – ERO Contact Center of Operations  
EDR – Endpoint Detection and Response  
EEI – Employee Engagement Index  
EEZ – Exclusive Economic Zone  
EFR – Employee and Family Readiness Council  
EFRC – Employee and Family Readiness Council  
EO – Executive Order

EOIR – Executive Office for Immigration Review  
ERM – Enterprise Risk Management  
ERO – Enforcement and Removal Operations  
ESF – Entry summary Findings  
ESTA – Electronic System for Travel Authorization  
EXA – External Affairs Directorate

## F

FAA – Federal Aviation Administration  
FAQ – Frequently Asked Question  
FBI – Federal Bureau of Investigation  
FCD – Federal Continuity Directive  
FCEB – Federal Civilian Executive Branch  
FEMA – Federal Emergency Management Agency  
FEMADex – FEMA Data Exchange  
FEVS – Federal Employee Viewpoint Survey  
FIMA – Federal Insurance and Mitigation Administration  
FIRRMA – Foreign Investment Risk Review Modernization Act  
FIT – FEMA Integration Team  
FITARA – Federal Information Technology Acquisition Reform Act  
FLETC – Federal Law Enforcement Training Centers  
FMA – Flood Mitigation Assistance  
FMS – Foreign Military Sales  
FOD – Field Operations Directorate  
FOUO – For Official Use Only  
FPS – Federal Protective Service  
FRMWG – Federal Risk Management Working Group  
FSA – Facility Security Assessment  
FY – Fiscal Year  
FYHSP – Future Years Homeland Security Program

## G

GAO – Government Accountability Office  
GE – Global Entry



## Acronyms

GETS – Government Emergency  
Telecommunications Service  
GFS – Government Facilities Sector  
GLCOE – Great Lakes Center of Expertise  
GPRA – Government Performance and  
Results Act  
GPRAMA – GPRA Modernization Act  
GPS – Global Positioning System  
GSA – U.S. General Services Administration

### H

HBCU – Historically Black Colleges and  
Universities  
HCBRM – Human Capital Business  
Reference Model  
HCLC – Human Capital Leadership Council  
HCOP – Human Capital Operating Plan  
HISP – High Impact Service Provider  
HMA – Hazard Mitigation Assistance  
HMGP – Hazard Mitigation Grant Program  
HQ – Headquarters  
HR – Human Resources  
HRIT – Human Resource Information  
Technology  
HSDN – Homeland Secure Data Network  
HSE – Homeland Security Enterprise  
HSI – Homeland Security Investigations  
HSIN – Homeland Security Information  
Network  
HSPD – Homeland Security Presidential  
Directive  
HVA – High Value Assets

### I

I&A – Office of Intelligence and Analysis  
IA – Individual Assistance  
IADLEST – International Association of  
Directors of Law Enforcement  
Standards and Training  
IC – Intelligence Community  
ICD – Intelligence Community Directive  
ICE – U.S. Immigration and Customs  
Enforcement

ICT – Information and Communication  
Technology  
ID – Inclusive Diversity  
IOUSM – Immediate Office of the Under  
Secretary for Management  
IPAWS – Integrated Public Alert Warning  
System  
IRA – Inflation Reduction Act  
ISC – Interagency Security Committee  
ISD – Infrastructure Security Division  
ISO – Immigration Services Officer  
ISP – Internet Service Provider  
IST – Infrastructure Security Tools  
IT – Information Technology  
ITAR – IT Acquisition Review  
ITDS – International Trade Data System  
IUUF – Illegal, Unreported, and Unregulated  
Fishing  
IVR – Interactive Voice Response System

### J

JCDC – Joint Cyber Defense Collaborative  
JRC – Joint Requirements Council  
JTF – Joint Task Force  
JTTF – Joint-Terrorism Task Force

### L

LESC – Law Enforcement Support Center  
LEO – Law Enforcement Officer  
LS – Leadership Survey  
LSCMS – Logistics Supply Chain  
Management System

### M

MAR – Mission Analysis Report  
MDA – Maritime Domain Awareness  
MEOV – Mobile Emergency Office Vehicle  
MFA – Multi-Factor Authentication  
MGMT – Management Directorate  
MIS – Management Information System  
Reports  
MMPC – Major Management and  
Performance Challenges  
MOA – Memorandum of Agreement



MOU – Memorandum of Understanding  
MPAC – Multimodal Public Areas Capabilities  
MRA – Manpower Requirements Analysis  
MSRT – Maritime Security Response Team  
MSST – Maritime Safety and Security Team  
MTPR – Mass Transit and Passenger Rail  
MTS – Marine Transportation System

## N

NBGIS – National Border Geospatial Intelligence Strategy  
NBIC – National Biosurveillance Integration Center  
NCF – National Critical Functions  
NCFI – National Computer Forensics Institute  
NCIRP – National Cyber Incident Response Plan  
NCR – National Capital Region  
NFA – National Fire Administration  
NFIP – National Flood Insurance Program  
NGO – Non-Government Organization  
NIST – National Institute of Standards and Technology  
NLE – National Level Exercise  
NS/EP – National Security/Emergency Preparedness  
NSSE – National Special Security Event  
NOC – National Operations Center  
NQS – National Qualification System  
NRM – National Risk Management Center

## O

OAW – Operation Allies Welcome  
OCFO – Office of the Chief Financial Officer  
OCHCO – Office of the Chief Human Capital Officer  
OCIO – Office of the Chief Information Officer  
OCPO – Office of the Chief Procurement Officer  
OCRSO – Office of the Chief Readiness Support Officer

OCSO – Office of the Chief Security Officer  
ODNI – Office of the Director of National Intelligence  
OEA – Office of External Affairs  
OFO – Office of Field Operations  
OI – Office of Intelligence  
OGC – Office of the General Counsel  
OIG – Office of Inspector General  
OMB – Office of Management and Budget  
OPLA – Office of the Principal Legal Advisor  
OPM – Office of Personnel Management  
OPS – Office of Operations Coordination  
OSA – Office of Homeland Security Situational Awareness

## P

PA – Public Assistance  
PA&E – Program Analysis and Evaluation  
PAC – Performance Accountability Council  
PA&E – Office of Program Analysis and Evaluation  
PARM – Program Accountability and Risk Management  
PBNSD – Performance Based National Detention Standards  
PCIS – Person Centric Identity Services  
PEP – Primary Entry Point  
PIO – Performance Improvement Officer  
PLCY – Office of Strategy, Policy and Plans  
PM – Performance Management  
PMDf – Performance Measure Definition Form  
PMIAA – Program Management Improvement Accountability Act  
PMO – Project Management Office  
PO – Partner Organization  
POA – Program of Analysis  
PPBE – Planning, Programming, Budgeting, and Execution  
PPD – Presidential Policy Directive  
PSOTF – Personnel Security Operations Task Force  
PWCS – Ports Waterways Coastal Security



## Acronyms

### R

RAN – Radio Access Network  
RCC – Rescue Coordination Center  
R&D – Research and Development  
RIN – Risk Index Number  
RPG – Resource Planning Guidance  
RVA – Risk and Vulnerability Assessments

### S

SAR – Search and Rescue  
SARSAT – SAR Satellite Aided Tracking  
SCR – Significant Case Report  
SEAR – Special Event Assessment Rating  
SES – Senior Executive Service  
SEWG – Special Events Working Group  
SF – Square Feet  
SGN – System Generated Notification  
SLA – Service Level Agreement  
SLTT – State, local, tribal, and territorial partners  
SME – Subject Matter Expert  
SMI – Serious Marine Incident  
SOG – Special Operations Group  
SPV – Small Passenger Vehicle  
SR – Strategic Review  
SRPO – Senior Real Property Officer  
SSA – Social Security Administration  
SSI – Sensitive Security Information  
S&T – Science and Technology Directorate  
STORM – Safeguarding Tomorrow through Ongoing Risk Mitigation Act  
STOS – Standard Tender of Service  
STRIDE – Strategic Talent Recruitment, Inclusive Diversity, and Engagement

### T

TCC – Traveler Communications Center  
TCC – TSA Contact Center  
TCO – Transnational Criminal Organizations  
TEOAF – Treasury Executive Office for Asset Forfeiture  
TIC – Trusted Internet Connection

TMF – Technology Modernization Fund  
TRIP – Traveler Redress Inquiry Program  
TSA – Transportation Security Administration  
TSE – Transportation Security Equipment  
TSO – Transportation Security Officer  
TW – Trusted Workforce  
TWIC – Transportation Worker Identification Credential  
TWWG – TW 2.0 Working Group

### U

UAS – Unmanned Aircraft System  
UES – Universal Enrollment Services  
UFLPA – Uyghur Forced Labor Prevention Act  
UN – United Nations  
UNGA – UN General Assembly  
USBP – U.S. Border Patrol  
USCG – U.S. Coast Guard  
USCIS – U.S. Citizenship and Immigration Services  
USDA – U.S. Department of Agriculture  
USFA – U.S. Fire Administration  
USM – Under Secretary for Management  
USMS – United States Marshal Service  
USSS – U.S. Secret Service

### V

VAV – Virtual Attorney Visitation  
VAWA – Violence Against Women Act  
VDP – Vulnerability Disclosure Policy  
VER MOD – Verification Modernization  
VR – Voice Response

### W

WYO – Write-Your-Own

### X

XRD – X-Ray Diffraction

### Y

YPC – Youth Preparedness Council



