



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

DEFENDING THE HOMELAND  
**20**  
YEARS OF DHS



# DHS@20

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

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

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



2003-2023

# Celebrating 20 Years of DHS



2001

**September 11**

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

**September 22**

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

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



Timeline continues on following pages. →

**June**

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

**March 1**

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

2002



**June**

President George W. Bush proposed to create the

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

2003



**January 24**

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

**November 25**

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

2004

February

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



2007

August

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

2008

July

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



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

2009

January

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



April

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

July

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



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

March

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

2010

July

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



2011

2018



June

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

October

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



2012



December

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

November



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

2021

January

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



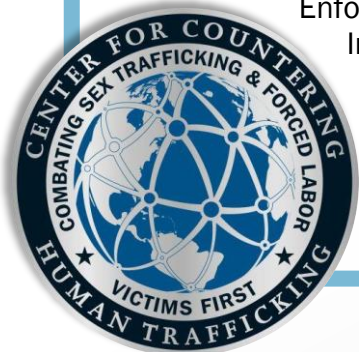
December

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

October

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

2020



September

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

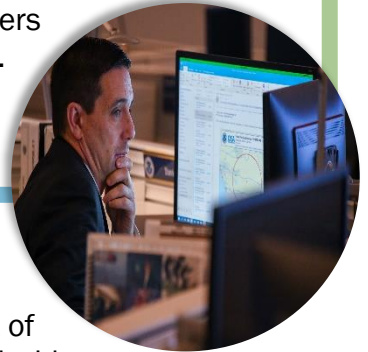
December 29

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



August

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



March 1

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

2023



March

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



July

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

Today, DHS will...

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



# Connect with DHS

## Social Media

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



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



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



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



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



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



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



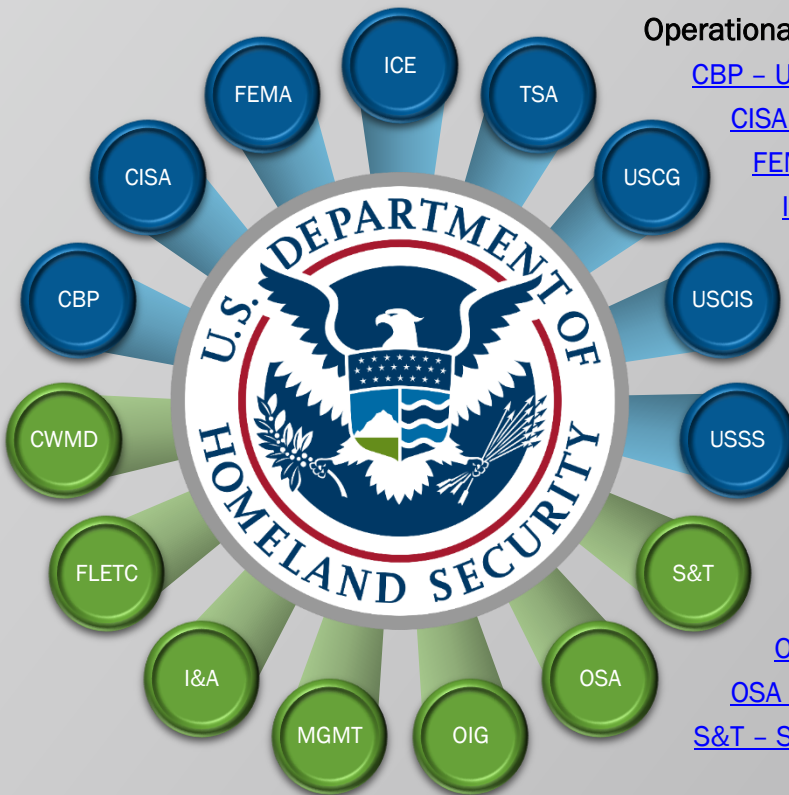
<https://public.govdelivery.com/accounts/USDHS/subscriber/new>

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

## DHS Components

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

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



### Operational Components

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

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

[FEMA – Federal Emergency Management Agency](#)

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

[TSA – Transportation Security Administration](#)

[USCG – U.S. Coast Guard](#)

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

[USSS – U.S. Secret Service](#)

### Support Components

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

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

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

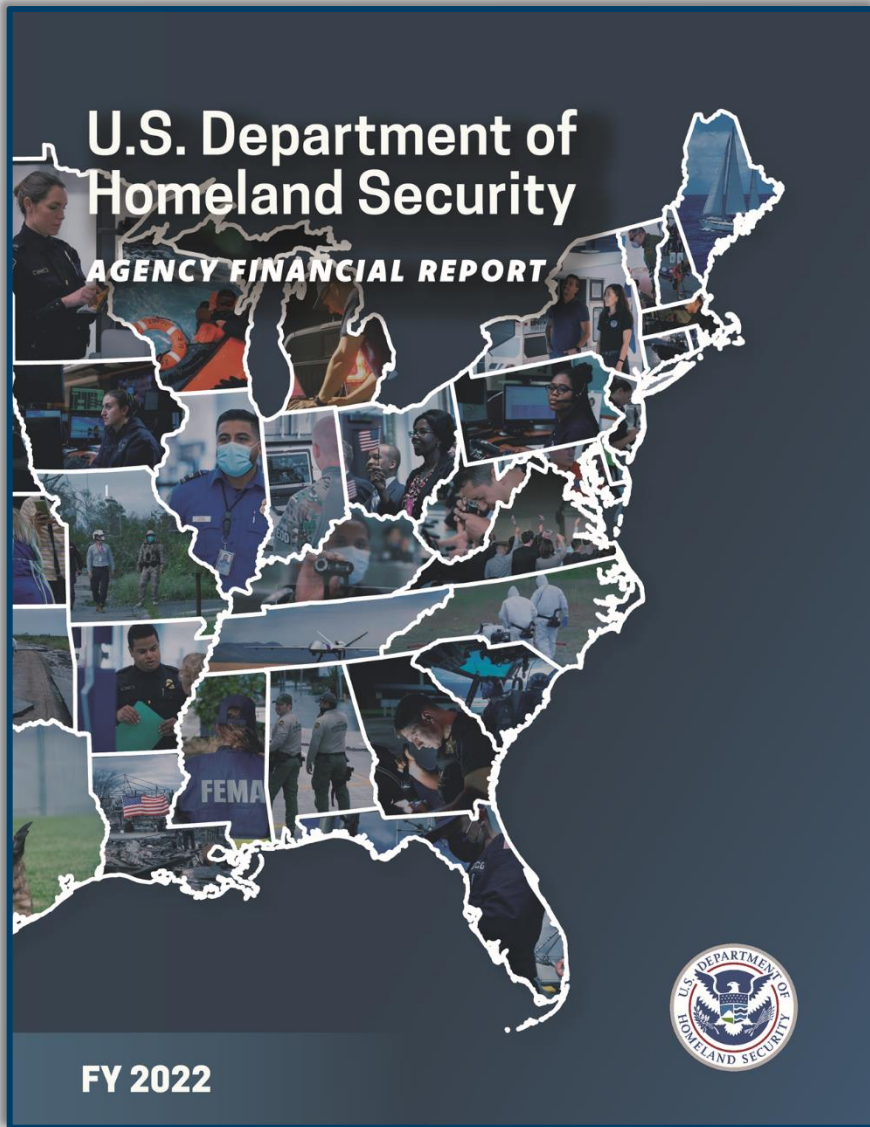
[MGMT – Management Directorate](#)

[OIG – Office of Inspector General](#)

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

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

# Certificate of Excellence in Accountability Reporting



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

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





20  
U.S. DEPARTMENT OF  
HOMELAND SECURITY  
2003-2023

# About This Report

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

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

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

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

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

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

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

## Contact Information

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Springfield VA 22150

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

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



# Section 1: Overview

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

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# Introduction

A female police officer in a dark uniform with a tactical vest and a "POLICE" patch is smiling and interacting with children. She is holding a small object, possibly a toy or a piece of equipment. The background shows a busy outdoor event with many people walking around. A white van is visible on the right side of the frame.

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

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

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

# Organization

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

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

## Operational Components

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

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



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

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



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

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



**FEMA**

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

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



**U.S. Immigration and Customs Enforcement**

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

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



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

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



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

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



**U.S. Citizenship and Immigration Services**

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

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



# Organization

## Support Components

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Countering Weapons  
of Mass Destruction



Federal Law  
Enforcement  
Training Centers



Intelligence  
and Analysis



Management  
Directorate



Office of  
Inspector General



Office of Homeland Security  
Situational Awareness



Science and  
Technology



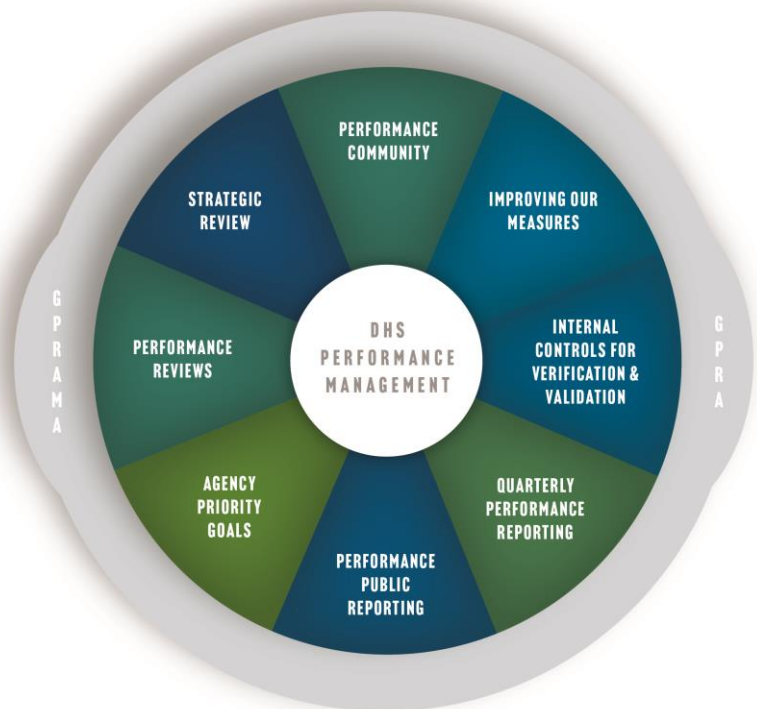
# Organizational Performance Management Framework

## Overview

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

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

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

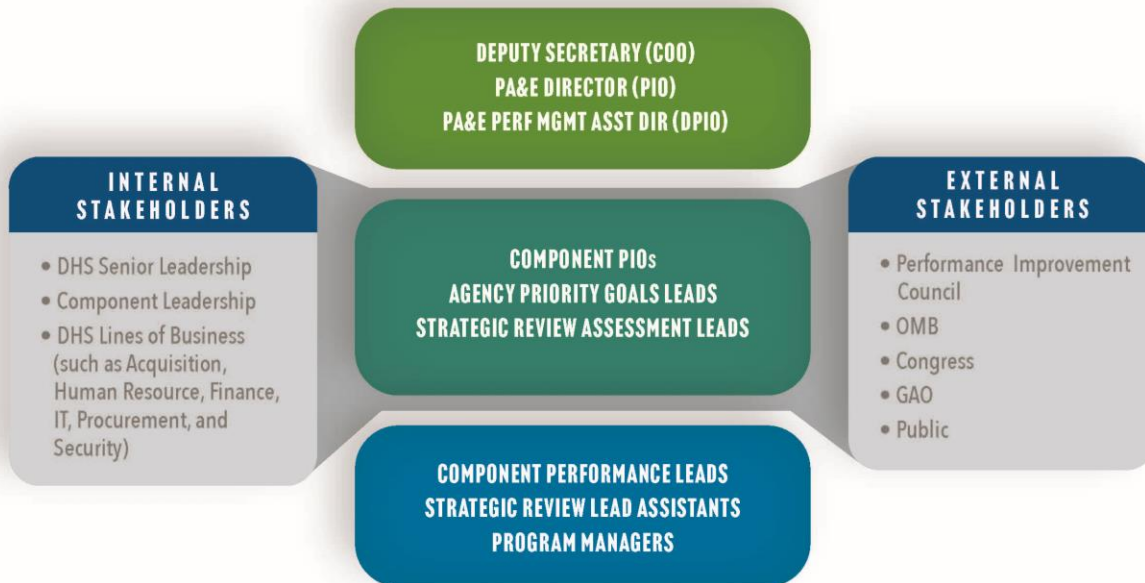


<sup>1</sup> Since DHS is a complex and Federated organization, it primarily uses its Components and Level I Budget Programs, Projects, and Activities (PPA)—otherwise known as mission programs or programs—as the primary units of analysis for performance-related purposes. A mission program or program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



# Performance Community

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



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

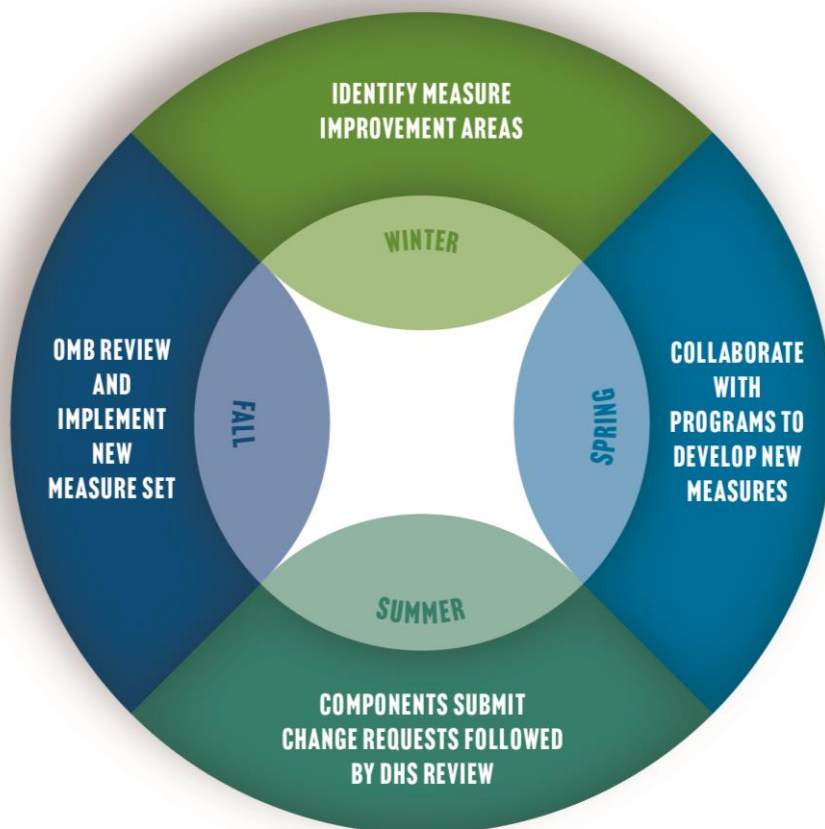
## Improving our Measures

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

## Section 1: Overview

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

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



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



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

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

## Internal Controls for Measure Verification and Validation

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

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

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

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

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



## Performance Public Reporting

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

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

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

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

## Agency Priority Goals

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

## Performance Reviews

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

## Strategic Review

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

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

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



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

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

### ***Progress Ratings in FY 2023***

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

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

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

# DHS Missions and Objectives

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

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

### MISSION 1: COUNTER TERRORISM AND PREVENT THREATS

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

### MISSION 2: SECURE AND MANAGE OUR BORDERS

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

### MISSION 3: ADMINISTER THE NATION'S IMMIGRATION SYSTEM

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

### MISSION 4: SECURE CYBERSPACE AND CRITICAL INFRASTRUCTURE

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

### MISSION 5: BUILD A RESILIENT NATION AND RESPOND TO INCIDENTS

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

### MISSION 6: COMBAT CRIMES OF EXPLOITATION AND PROTECT VICTIMS

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

### ENABLE MISSION SUCCESS BY STRENGTHENING THE ENTERPRISE

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

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

# Summary of Performance Results

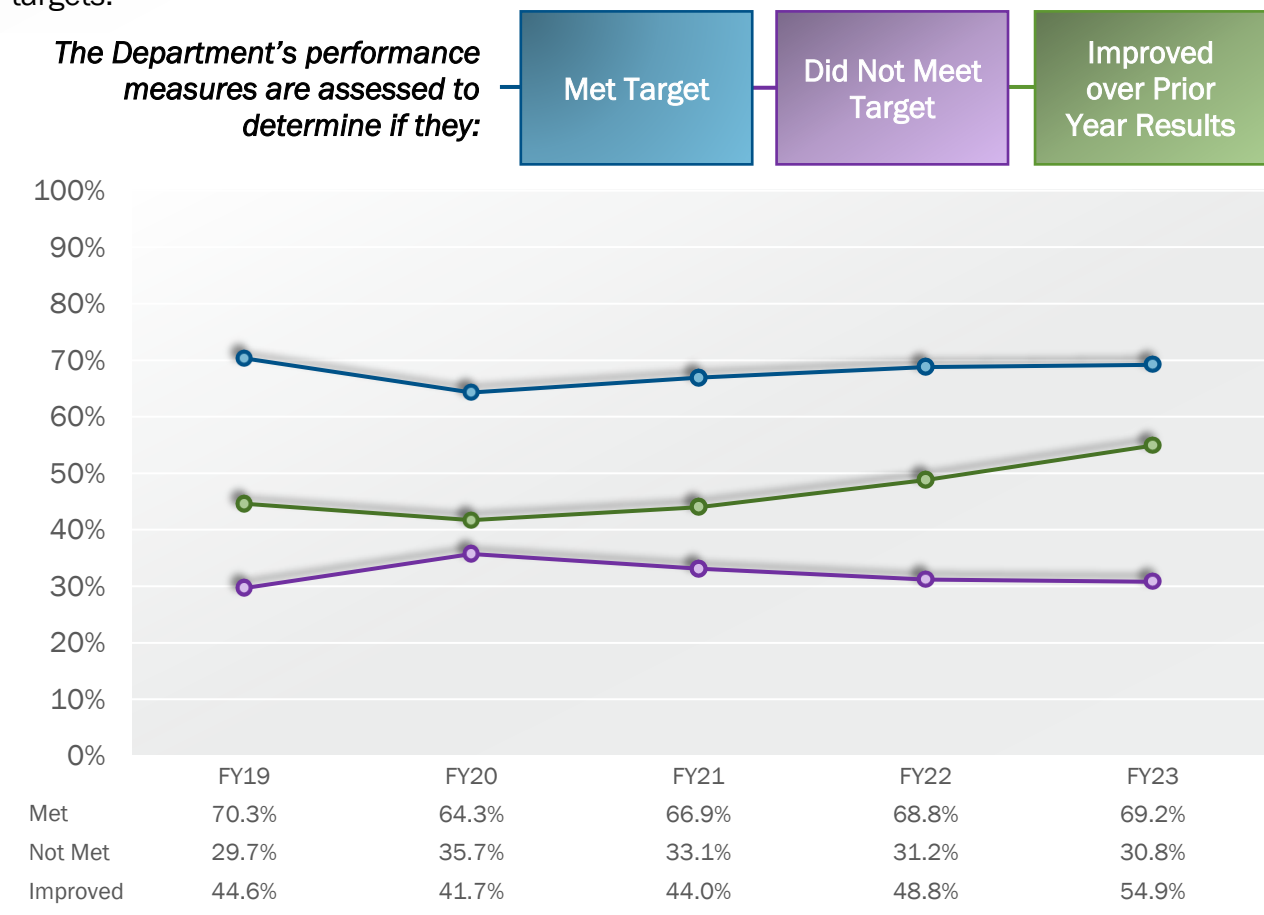
The APR provides the final analysis of the Department’s performance measures for FY 2023.

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

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

## DHS-Wide Performance Results

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



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





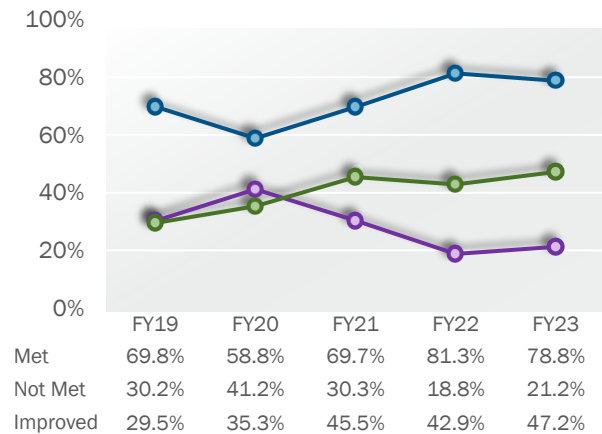
## DHS Performance Results by Mission

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

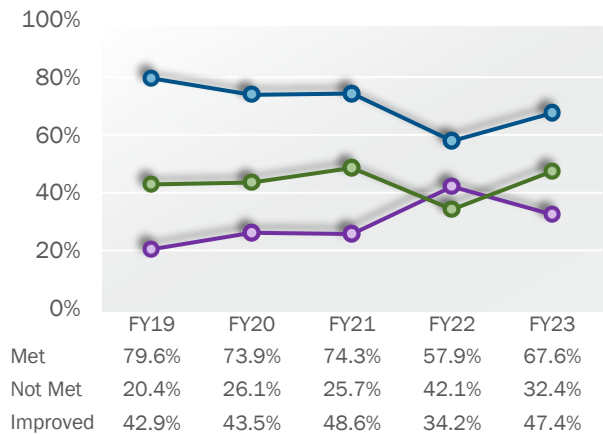
The Department’s performance measures are assessed to determine if they:



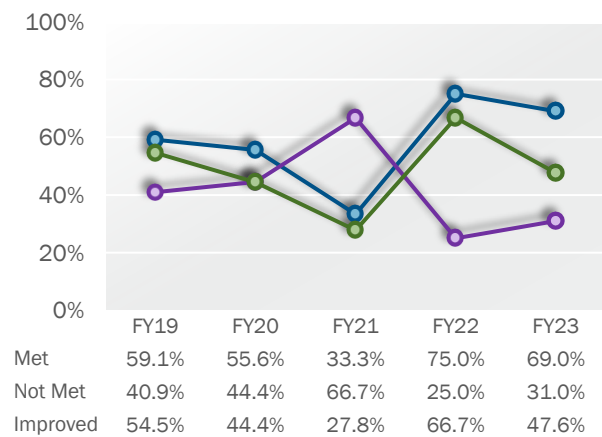
### Mission 1: Counter Terrorism and Prevent Threats



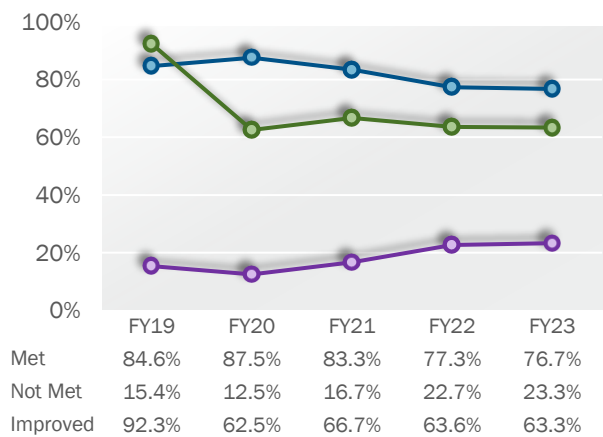
### Mission 2: Secure and Manage Our Borders



### Mission 3: Administer the Nation’s Immigration System

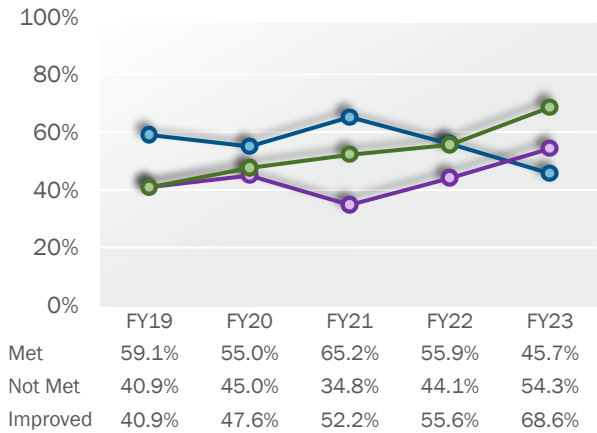


### Mission 4: Secure Cyberspace and Critical Infrastructure

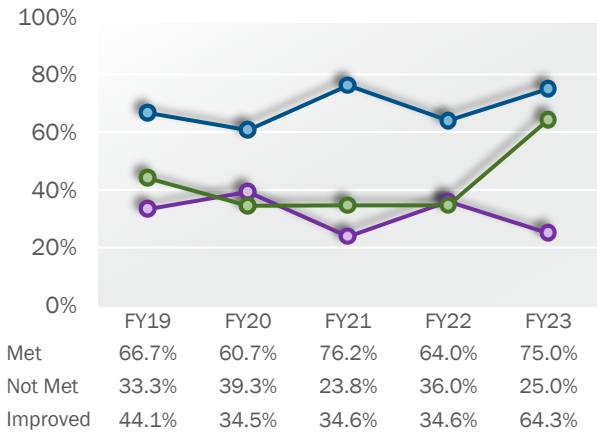




### Mission 5: Build a Resilient Nation and Respond to Incidents



### Enable Mission Success by Strengthening the Enterprise



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

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

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

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

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

# Agency Priority Goals

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

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

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

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



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

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

### Outcomes:

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



**Key Measure Result:** Target Met

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



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

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

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

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

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



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



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

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



# Section 2: Performance Report and Plan

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

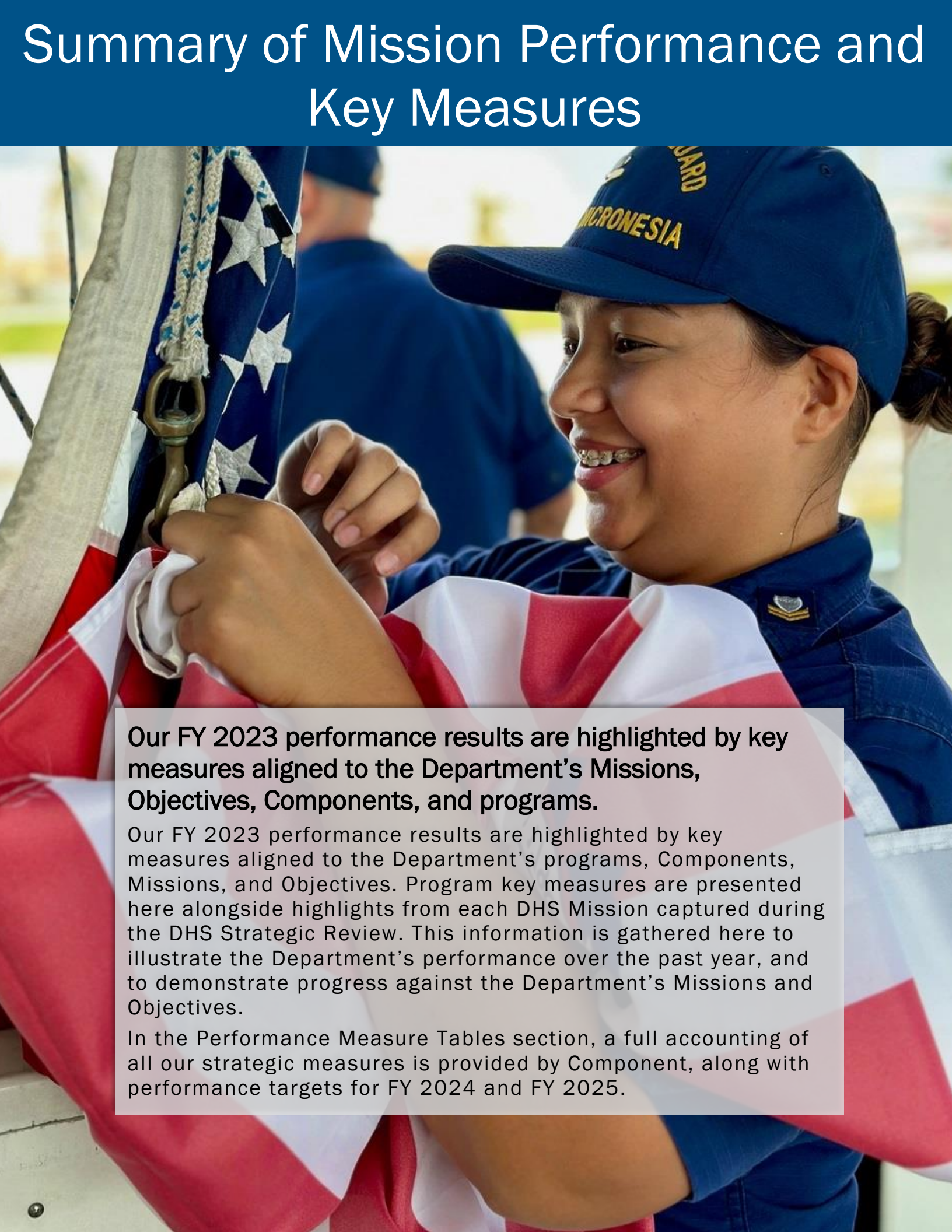
Each DHS Mission section starts with an overview narrative, followed by performance highlights captured during the most recent Strategic Review, and which showcase Component and program activities and results. Key measures for each program are also included to provide additional context to our performance.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

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

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# Summary of Mission Performance and Key Measures



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

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

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



# Mission 1: Counter Terrorism and Prevent Threats



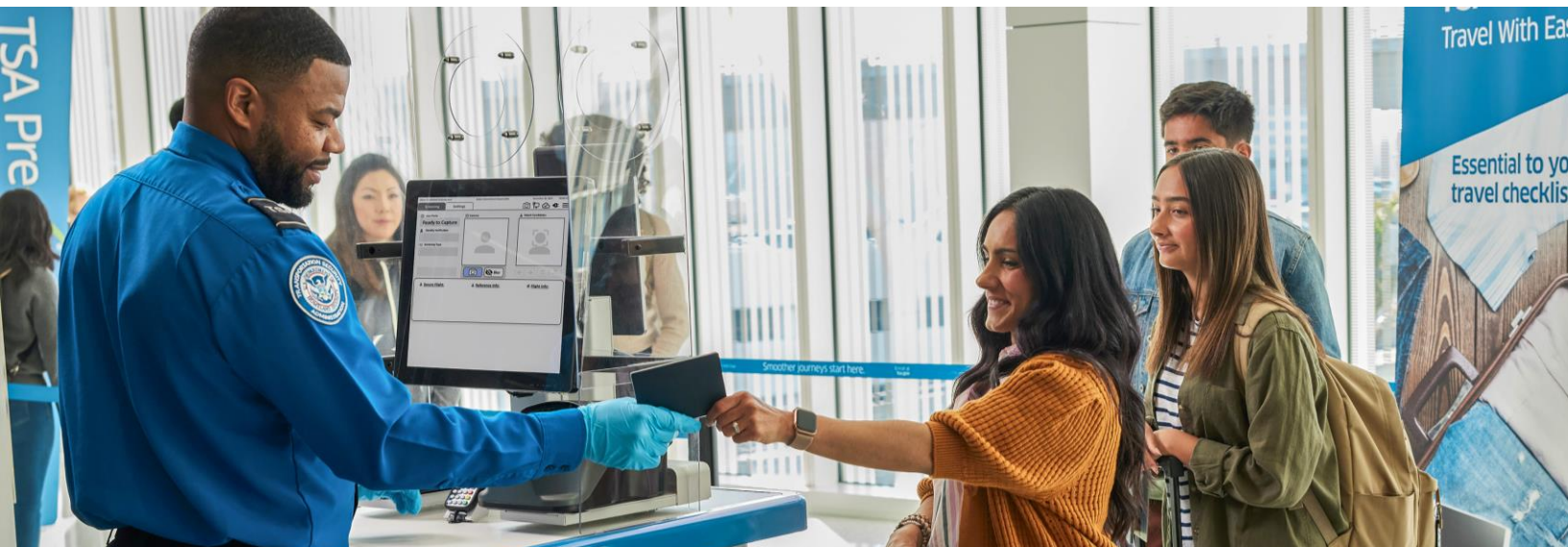
## Overview

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

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

## DHS@20

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



## TSA Pay Equity, investing in TSA’s workforce

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



## Section 2: Performance Report and Plan

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

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

### Did you know?

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



### First International Operations Center Directors Meeting

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



## Mission 1: Key Measure Highlights

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

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



### TSA invests in critical screening technology

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

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



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

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



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

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



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

### Performance Highlights

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

Examples of DHS performance in this space include:

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

### Did you know?

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



### Securing the Cities

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



## Section 2: Performance Report and Plan

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

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

### DHS@20

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

## Looking Forward

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

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



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

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



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

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

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

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

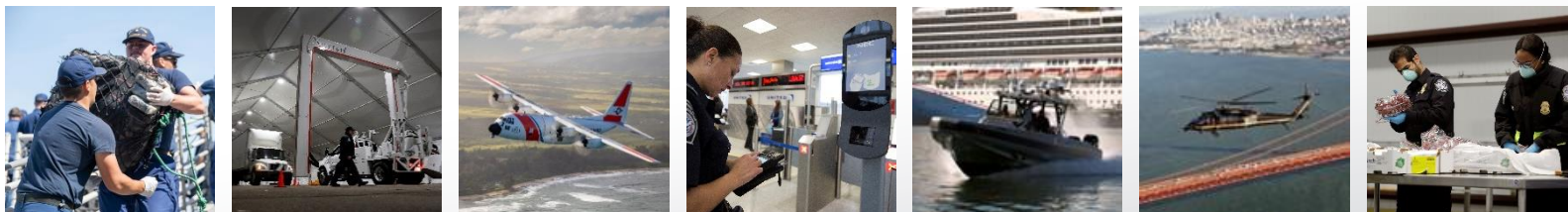


### Enhancing targeted violence and terrorism prevention efforts nationwide

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



## Mission 2: Secure and Manage Our Borders



### Overview

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

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



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

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



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

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

## DHS@20

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



### Restoring maritime commerce after natural disasters

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





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

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

### DHS@20

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



### CBP creates approach to combat synthetic drugs like fentanyl

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



## Mission 2: Key Measure Highlights

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

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

### Objective 2.2 Expedite Lawful Trade and Travel

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



### Countering the IUUF threat at home

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



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



### Non-Intrusive Inspection enhances CBP cargo security

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



## Objective 2.3 Counter Transnational Criminal Organizations and Other Illicit Actors

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

### Performance Highlights

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

Examples of DHS performance in this space include:

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

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



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

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

Examples of DHS performance in this space include:

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



### UAS deployment to Panama to combat Transnational Organized Crime

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



## Looking Forward

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

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

## Did you know?

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



## CBP hosts the first Green Trade Innovation and Incentives Forum

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



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

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



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

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



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

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

## DHS@20

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

States.



## HSI's largest commercial fraud loss of revenue investigation

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





## Mission 3: Administer the Nation's Immigration System



### Overview

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

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



### Preparing tomorrow's citizens

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



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



### **DHS support of the enforcement of labor and employment laws**

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

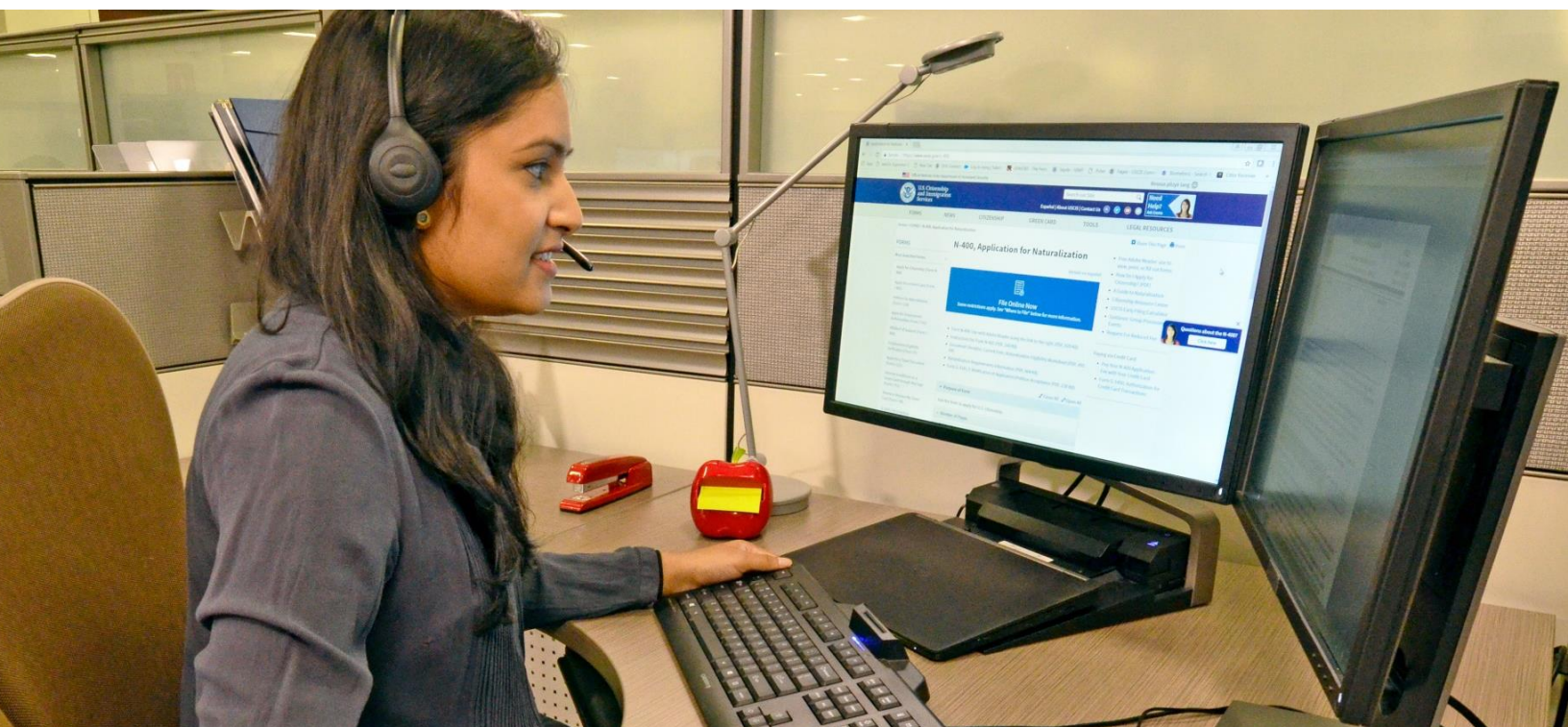
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DHS will continue to work with the Department of State to expand access to legal pathways for migrants seeking opportunity or protection in the United States, and to help enhance reception and reintegration for returnees to their home countries. In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

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

### DHS@20

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



### Expanding accessibility and enhancing the customer experience

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



### Mission 3: Key Measure Highlights

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

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

### Performance Highlights

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

Examples of DHS performance in this space include:

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

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

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

### Did you know?

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



### Continuous training and education in the Department

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



## Looking Forward

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

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



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

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



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

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



## Mission 4: Secure Cyberspace and Critical Infrastructure



### Overview

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

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

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

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

### DHS@20

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





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

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

### Mission 4: Key Measure Highlights

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



### Cybersecurity workforce development and challenges for academia

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



**Objective 4.2 Strengthen the Security and Resilience of Critical Infrastructure**

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



**CDM is transforming government cybersecurity operations**

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

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

### Performance Highlights

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

Examples of DHS performance in this space include:

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



### First Nationwide Alert, Warning & Notification Meeting

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



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

## Did you know?

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

## Looking Forward

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

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

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

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

## DHS@20

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

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

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

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

### DHS@20

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

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

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



### Sharing resources and building capacity in partner nations

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



## Mission 5: Build a Resilient Nation and Respond to Incidents



### Overview

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

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



### Improving potable water supply through Hazard Mitigation Grants

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

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

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

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

### Did you know?

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



### Recovery and investigation of the Titan submersible

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



## Mission 5: Key Measure Highlights

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



### Helping survivors recover after Hurricane Ian

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





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

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



### Confronting extreme heat

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



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

### Performance Highlights

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

Examples of DHS performance in this space include:

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



### 2023 Caribbean readiness initiative

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



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

### DHS@20

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



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

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



## Looking Forward

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

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

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

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

### Did you know?

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

### DHS@20

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

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

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

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

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

### Did you know?

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



### Responding to the Maui wildfires

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



## Mission 6: Combat Crimes of Exploitation and Protect Victims



### Overview

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

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

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

### Performance Highlights

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

Examples of DHS performance in this space include:

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



## Section 2: Performance Report and Plan

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

### DHS@20

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

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



### DHS efforts to combat today’s most heinous crimes

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



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

## Looking Forward

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

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

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

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



## CBP hosted Forced Labor Technical Expo and launched interactive dashboard

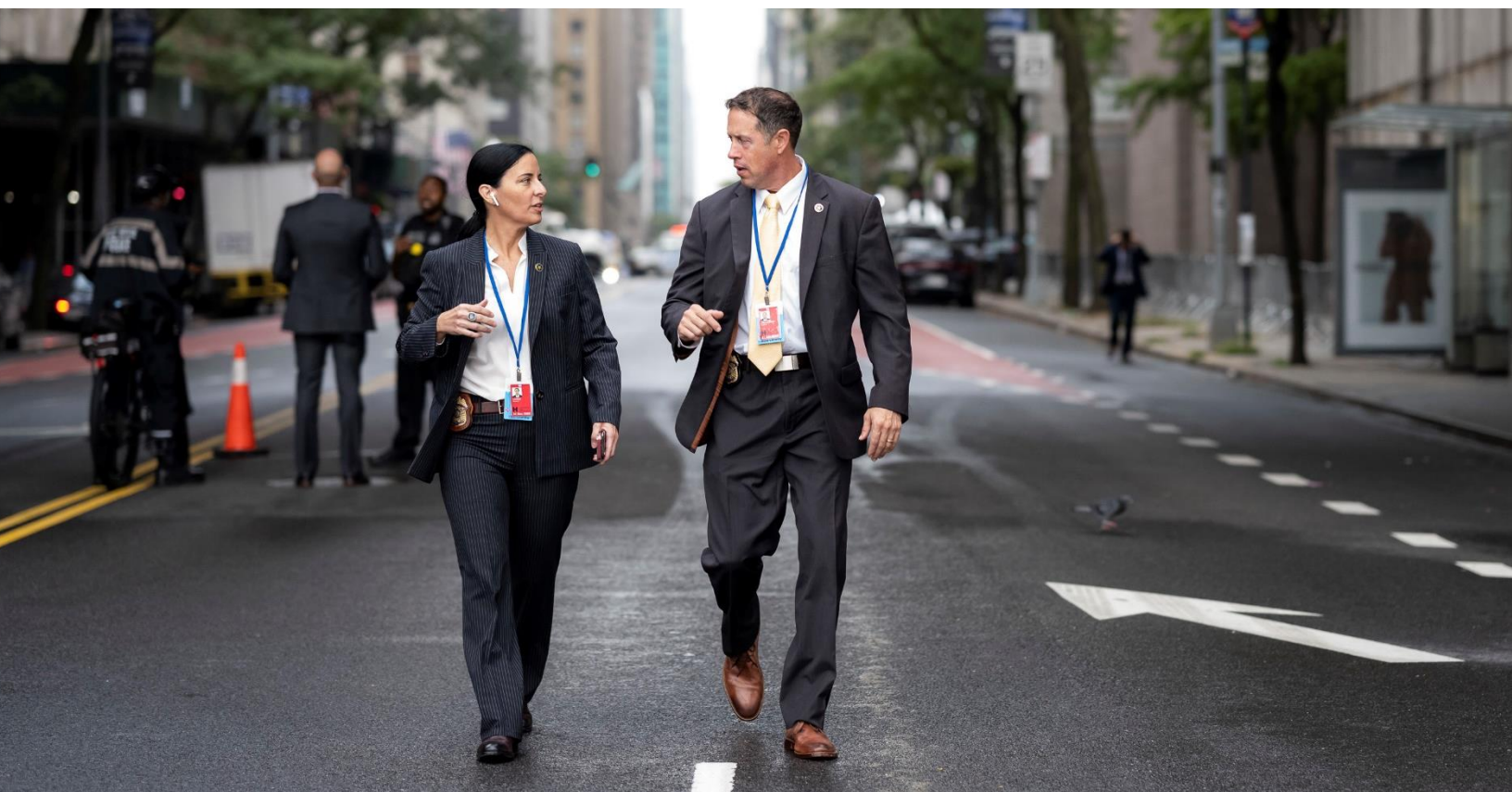
From March 14-15, 2023, CBP hosted the Forced Labor Technical Expo, creating a global platform for industry to share best practices on the latest technologies in supply chain transparency from around the world. At the same time, CBP launched the Uyghur Forced Labor Prevention Act (UFLPA) enforcement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





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



### Raising public awareness about human trafficking

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



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

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

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

## DHS@20

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



### DHS has become a global leader in forced labor enforcement

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



## Enable Mission Success by Strengthening the Enterprise



### Overview

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

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



### FLETC conducts ribbon cutting on new dormitory at FLETC-Artesia

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



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

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

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

## Did you know?

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



## Reaching the public faster and more effectively

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



## Section 2: Performance Report and Plan

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

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

### DHS@20

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



### Big Wing

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



## Enabling Mission Highlights

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

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



### Multi-energy portal demonstration

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



## Performance Highlights

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

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

### DHS@20

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

## Looking Forward

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

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



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

## Did you know?

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

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



## The evolving FLETC mission

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





## Section 2: Performance Report and Plan

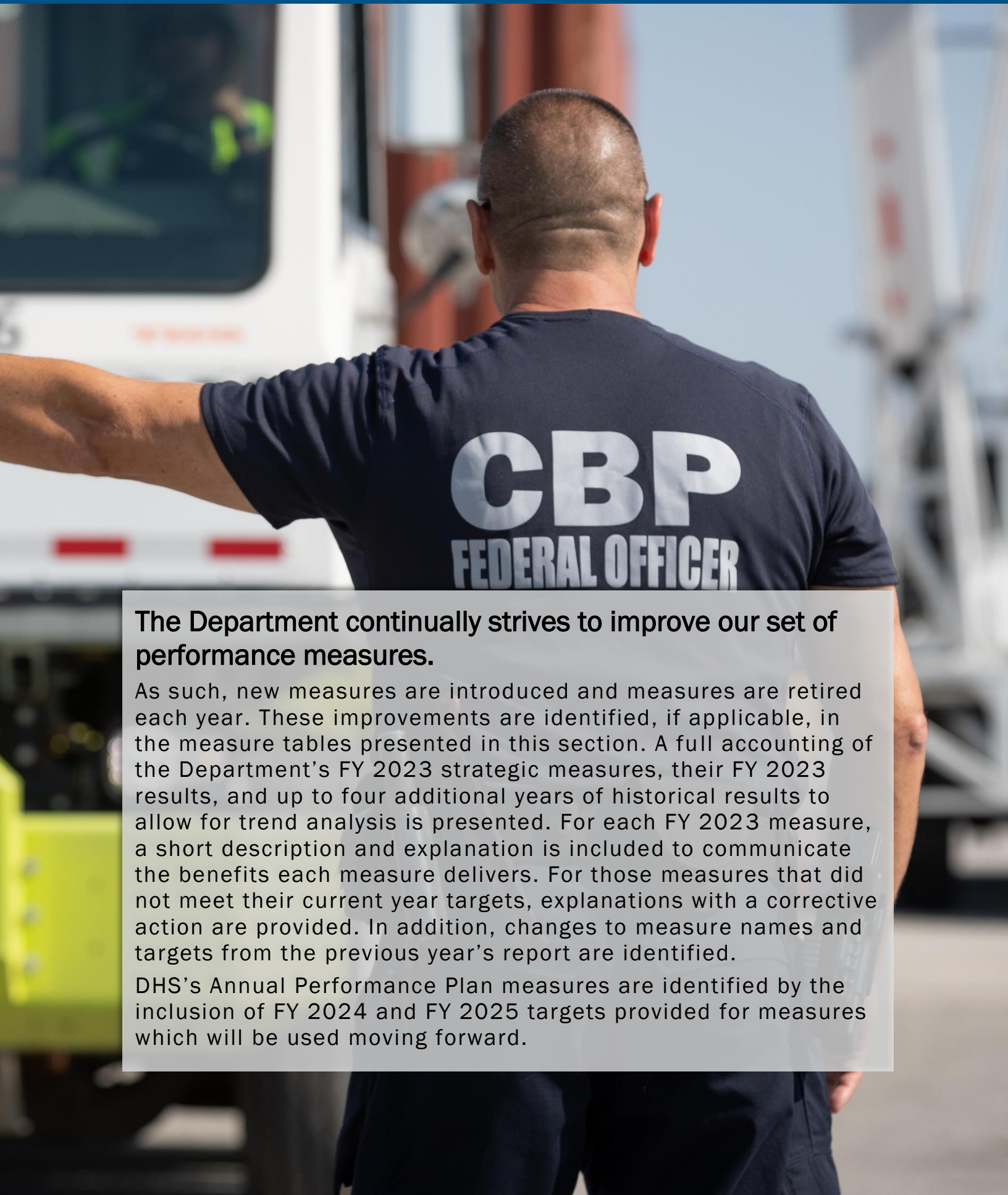
DHS continues to leverage digitization and automation to reduce the amount of time employees and partners spend on manual, repetitive tasks and to increase the time they spend on their critical homeland security missions.

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

### Did you know?

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

# Performance Measure Tables



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

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

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



# U.S. Customs and Border Protection

## Border Security Operations

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

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

### Air and Marine Operations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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



## Trade Operations

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

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

**FY 2023 SR Progress Rating:** Noteworthy

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

### Travel Operations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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



# Cybersecurity and Infrastructure Security Agency

## Cybersecurity

**Program Goal:** Defend and secure Federal enterprise network.

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

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

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

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





## Emergency Communications

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

## Infrastructure Security

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

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

**FY 2023 SR Progress Rating:** Satisfactory



## Section 2: Performance Report and Plan

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

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

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

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

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

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

### National Risk Management Center

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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



# Federal Emergency Management Agency

## Education, Training, and Exercises

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

## Grants

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

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

**FY 2023 SR Progress Rating:** Noteworthy

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



## Section 2: Performance Report and Plan

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

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

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

**Brief Description:** Assesses effectiveness of the Homeland Security Grant program, which is a suite of risk-based grants to assist state, local, tribal, and territorial efforts in preventing, protecting against, mitigating, responding to and recovering from acts of terrorism and other threats. This measure compares the combined community capability to national capability targets, which comprise the national goal; it presents a snapshot of the general state of national preparedness. A capability is far less than the national goal if affected communities report capability of less than 30% of the national goal needed to manage catastrophic scenarios. National capabilities required to be reported each year may change, so it may be necessary to provide additional context on the number of national capabilities included in the reported measure score. Information about how national capability targets are identified and determined is at: [https://www.fema.gov/sites/default/files/2020-06/fema\\_national-thira-overview-methodology\\_2019\\_0.pdf](https://www.fema.gov/sites/default/files/2020-06/fema_national-thira-overview-methodology_2019_0.pdf)

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

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

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

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



## Mitigation

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

### National Flood Insurance Fund

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

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

**FY 2023 SR Progress Rating:** Noteworthy

## Section 2: Performance Report and Plan



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

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

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

### Preparedness and Protection

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

### Regional Operations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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





## Response and Recovery

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

\* This line of effort was completed in FY 2023.

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

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

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

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

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

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

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

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

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

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



# U.S. Immigration and Customs Enforcement

## Enforcement and Removal Operations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

\* Replaced by the above measure.

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

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

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

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

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

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

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

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

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

\* Replaced by the above measure.



## Homeland Security Investigations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

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

### Office of the Principal Legal Advisor

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

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

**FY 2023 SR Progress Rating:** Focus Area

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



## Section 2: Performance Report and Plan

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

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

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

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

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





# Transportation Security Administration

## Aviation Screening Operations

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

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

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

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

\* Replaced by the below measure.

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

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

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



## Other Operations and Enforcement

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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



# U.S. Coast Guard

## Marine Transportation System Management

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

## Maritime Law Enforcement

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

### Maritime Prevention

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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



## Section 2: Performance Report and Plan



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

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

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

### Maritime Response

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

### Maritime Security Operations

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

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

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

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

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



# U.S. Citizenship and Immigration Services

## Employment Status Verification

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

## Fraud Prevention and Detection

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

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

**FY 2023 SR Progress Rating:** Satisfactory

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

## Immigration Services

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

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

**FY 2023 SR Progress Rating:** Focus Area

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan

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

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

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

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

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

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

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

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

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

## Section 2: Performance Report and Plan



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

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

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

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

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

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

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

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

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

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

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

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



# U.S. Secret Service

## Field Operations

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

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

**FY 2023 SR Progress Rating:** Noteworthy

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

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

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

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

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

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

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

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

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



## Section 2: Performance Report and Plan



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

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

\* New measure better reflects current operations.

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

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

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

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

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

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

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

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

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

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

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



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

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

### Protective Operations

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

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

**FY 2023 SR Progress Rating:** Noteworthy

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

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

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

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

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

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

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

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

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



# Countering Weapons of Mass Destruction Office

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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



# Federal Law Enforcement Training Centers

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

**FY 2023 SR Progress Rating:** Noteworthy

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

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

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

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

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

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



# Office of Intelligence and Analysis

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

**FY 2023 SR Progress Rating:** Satisfactory

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

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

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

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

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

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

**Explanation:** In FY 2023, I&A shared 213 of 216 Finished Intelligence products with the Intelligence Community (IC). This performance was the result of a focused effort to ensure the dissemination of derivative products to the IC via the Homeland Enterprise Library and Intelligence eXchange (HELIX), including versions of products releasable for foreign partners.

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

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of intelligence products rated satisfactory and useful by customers	Target	---	---	80%	80%	80%	80%	80%
	Result	---	---	90%	89%	93%		



**Brief Description:** Gauges the extent to which intelligence products are satisfying customers' needs.

**Explanation:** Through FY 2023, I&A received 163 customer feedback forms related to Finished Intelligence production, 152 of which provided Usefulness ratings of "Very Satisfied" or "Somewhat Satisfied." The centralization of planning, review, and dissemination of finished intelligence production under a senior, analytic subject matter expert has contributed to standard, multi-layered quality reviews. This has enhanced the analytic acumen of the workforce, heightened utility of I&A analysis, and generated positive feedback from homeland security customers. I&A completed an annual performance measure review to ensure the most accurate depiction of I&A performance. In FY 2024, I&A will modify its methodology to account for non-finished intelligence product lines.

## Office of Homeland Security Situational Awareness

**Component Description:** OSA provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making, and oversees the National Operations Center.<sup>8</sup>

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes	Target	90%	90%	94%	94%	94%	94%	94%
	Result	100%	97.7%	94.6%	94.2%	96.5%		

**Brief Description:** This measure evaluates percent of Situational Awareness (SA) Products disseminated within targeted timeframes. These products serve as the basis for senior leader decision-making and SA across the Homeland Security Enterprise. To augment SA, facilitate coordination, and provide decision support, the National Operations Center (NOC) utilizes a web-based DHS Common Operating Picture (COP). The COP can be accessed through various Briefing Display Systems within the NOC, or through any computer using the Homeland Security Information Network (HSIN). HSIN allows only authorized users to manipulate information on the COP. The NOC Watch Team creates a geographically located icon on the COP and an overall written situation summary to provide SA on the event to decision makers and the Homeland Security Enterprise. The targeted timeframe to create and display information on the COP is within 30 minutes of the Senior Watch Officer determining that an incident requires posting to the COP.

**Explanation:** For FY 2023, 96.5% of incident reports and situational awareness products were disseminated within established timeframes.

<sup>8</sup> OSA did not participate in the FY 2023 Strategic Review due to its reorganization from the Office of Operations Coordination (OPS). The transition from OPS to OSA went into effect on December 29, 2022. Please note that OSA's reorganization was cited as occurring in "February 2023" in the timeline infographic at the front of the FY 2023 DHS AFR. The February 2023 reference was in error and has been corrected in this report.



## Science and Technology Directorate

**Component Description:** S&T is the primary research and development arm of the Department. It provides federal, state, and local officials with the technology and capabilities to protect the homeland.

**FY 2023 SR Progress Rating:** Satisfactory

Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise	Target	---	75%	75%	75%	72%	72%	72%
	Result	---	66%	72%	68%	83%		

**Brief Description:** Reflects the percent at which S&T meets its planned fiscal year transitions of technology or knowledge products for research and development funded programs/projects. A successful transition is the ownership and operation of a technology or knowledge product by a customer within the Homeland Security Enterprise.

**Explanation:** S&T completed 86 of 104 planned transitions, including a preparation and compilation of biometric collection systems and relevant technical specifications that was shared with the DHS Strategic Sourcing Biometrics Integrated Project team. S&T also delivered the FY 2023 prioritized threat list for Global Detection Standards Analysis and Rating Methodology. S&T exceeded its targets by establishing routine check ins with customer(s) and closely monitoring progress to ensure milestones were met effectively and on time.



# Section 3: Other Information



The Other Information section contains a presentation of key management initiatives, including our efforts related to Customer Experience, the Department’s Human Capital Operating Plan, and advancing equity for underserved communities; and a summary of Performance Challenges, High Risk Areas, and related progress made by the Department.

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# Customer Experience

## Overview

The President's Management Agenda underscores a concerted commitment to elevate the quality of customer experiences within the realm of federal services, employing a strategic approach centered around Cross Agency Priority (CAP) Goals. These CAP Goals serve as dynamic instruments, crafted to expedite progress within a select number of presidential priority domains. The implementation of CAP Goals necessitates active collaboration and coordination among multiple agencies, fostering a harmonious and synchronized approach to achieving these vital objectives.

Within the Department of Homeland Security (DHS), several pivotal high-impact service provider (HISP) organizations have devoted their efforts and resources towards enhancing the customer experience (CX) throughout fiscal year 2023 and beyond.

## U.S. Customs and Border Protection

Improving CX is a government-wide imperative, with specific goals and actions outlined in the President's Management Agenda and Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government. As one of the 35 agencies designated by OMB as a HISP responsible for achieving these objectives, CBP is designing, implementing, measuring, and reporting on targeted improvements to transform the CBP experience, including millions of travelers, trade partners and other governmental agencies. Priorities include streamlining and simplifying government services and agency interactions, reducing administrative burdens, and increasing equity and access to CBP services and applications, in support of CBP's critical national security mission.

### *Accomplishments in FY 2023*

In FY 2023, CBP laid its CX groundwork by developing a comprehensive CX operating model – an actionable approach for establishing and maturing CX practices, embedding CX into CBP's operations and culture, and building awareness and support for CX as a key mission enabler. The CX operating model provides a robust, flexible framework for each CX Functional Area defined by OMB: Measurement, Governance & Strategy, Culture & Organization, Customer Understanding, and Service Design & Improvement. It is guiding CBP's efforts to build capacity and mature CX over the next several years.

CBP's Operating Model, shown below, defines three phases with a series of corresponding capabilities:

- **Foundational capabilities** help CBP develop and deliver applications and services more efficiently to return time to mission.
- **Advanced capabilities** enable CBP to gain insights, make data-driven decisions, and tailor experiences to the needs of the people they serve, so that CBP's applications and services can be used more readily, efficiently, and effectively.
- **Mature capabilities** empower CBP to execute comprehensive CX practices. These include CX intelligence, sentiment analysis, and CX data platforms that harness the power of technology to help CBP rapidly digest and act on complex data and feedback.

In FY 2023, CBP initially focused on applying key CX capabilities in customer understanding, service design and measurement to their two designated high-impact services.

## Section 3: Other Information



### CBP One I-94

CBP electronically issues a Form I-94 (Arrival/Departure Record) to arriving noncitizens, or an I-94W to Visa Waiver Travelers, as evidence of their lawful admission to the United States. The noncitizen can then obtain and print their electronic arrival record from the CBP I-94 website or through CBP One. If proof of their admission is needed, they can show the printed form or information from the CBP One application. Noncitizens entering the U.S. at a land Port of Entry may apply and pay in advance for a provisional I-94 online using the CBP I-94 website or through the CBP One mobile application.

CBP identified and implemented application enhancements based on thorough usability testing, a journey map, and user feedback to help users easily interact with the application.

In FY 2023, the following activity was recorded for CBP One I-94:

- There were **475K I-94 requests** completed and paid.
- Users made **2.5M inquiries** of electronic I-94s.

### Vessel Entrance and Clearance System (VECS)

VECS is a complete digitization and automation of the Entrance and Clearance process that will allow vessel masters, operators, and agents to submit certain vessel entry and clearance data and requests to CBP electronically, instead of submitting paper forms, as currently required by CBP regulations.

For the VECS rollout, CBP conducted and synthesized voice of the customer research including interviews with key stakeholders, field visits, and current and future state journey mapping. The research informed a series of proposed future state improvements. Once implemented, the expected impact of the future-state improvements includes:

- Relieving **94K burden hours** for ship and boat captain operators
- Saving **500K hours per year for vessel agents** which would save approximately **\$27.4M**



- Saving \$46K for local storage & transportation of paper forms

### ***Objectives and Tasks for FY 2024***

In FY 2024, CBP will formalize CX governance and strategy by completing the organizational design work to establish a formal CBP Experience (CBPX) staff within the Office of the Commissioner to lead the CBPX program. The CBPX staff will develop CX communications and training plans to build knowledge and expand the use of CX methods and their value to the mission and will establish a CBPX Community of Practice across CBP to enable offices to leverage CX tools and best practices across agency initiatives. The Office of Information and Technology (OIT) will begin work to establish a digital CBPX function to advance the use of leading digital experience practices to further enhance CBP applications and services.

In parallel, CBP will evaluate and enhance its two designated High Impact Services, Global Entry (GE) and two selected functions within the Automated Commercial Environment (ACE), applying capabilities in the customer understanding, service design and measurement CX functional areas. Surveys for capturing customer feedback and informing improvements will be developed and administered for Global Entry and ACE in accordance with OMB guidelines.

**Global Entry** is a program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the United States. CPBX initiatives will include:

- Conducting a current state analysis of the GE experience, including enrollment, to identify pain points and opportunities for improvement.
- Developing a future state journey map that addresses identified needs and provides a vision for evolving global entry in the years ahead.
  - Implementing arrival processing improvements to address selected pain points, including making it easier for family units to enroll and travel.
  - Optimizing usability of the GE mobile application and measuring efficiency gains and user satisfaction.

ACE is the system through which the trade community transmits import and export data for review by CBP. CPBX initiatives will include:

- Prototyping a framework to expedite international supply chain data sharing between countries.
  - Defining and monitoring performance metrics to ensure feasibility and security.
- Developing and testing a beta version of a Software Developer Portal to allow companies to more easily transmit electronic information to CBP's ACE application.

### ***Objectives and Tasks for FY 2025***

In FY 2025, CBP will further build and expand CX capacity, implement advanced and mature CX capabilities, and continue to incorporate CX best practices into CBP operations.

CBP will also build on the momentum from the GE and ACE efforts executed in FY 2024 by:

- Implementing selected GE future state improvements.
- Expanding ACE data sharing capabilities and user base.
- Expanding ACE Portal capabilities and user base.



## Section 3: Other Information

CBP is fully committed to maturing its customer experience capabilities, reducing customer burdens, and implementing internal operating efficiencies.

# Federal Emergency Management Agency

## *Emergency and Disaster Relief*

### Progress

FEMA's mission remains steadfast in helping people before, during, and after disasters, and we uphold an unwavering commitment to our customers in all our endeavors. Our dedication to assisting disaster survivors and impacted communities resonates throughout our core values – compassion, fairness, integrity, and respect.

The [2022-2026 FEMA Strategic Plan](#) was designed to build the FEMA our nation needs and deserves. The strategic plan outlines three ambitious and overarching goals to 1) instill equity as a foundation of emergency management, 2) lead whole of community resilience, and 3) promote and sustain a ready FEMA and prepared nation.

FEMA's initiatives are dedicated to both advancing equity and enhancing the CX to include:

- Partnering with the DHS CX Directorate (CXD) to bring their expertise to the National Flood Insurance Program (NFIP) to complete a journey remapping for individuals filing a claim under the NFIP.
- Working closely with our Recovery Directorate and the DHS CXD team to conduct usability testing on our disaster assistance registration intake process.
- Launching a streamlined DisasterAssistance.gov application, reducing average completion time from 22 to 14 minutes.
- Increasing the capacity and capability of CX across FEMA.

A major component of customer experience is ensuring the agency's tools and communication platforms build trust in the government. The Office of External Affairs (OEA) is improving coordination across the FEMA enterprise for consistent branding and user experiences on FEMA's digital platform. Additionally, OEA has developed more user focused engagements and research to improve FEMA.gov, Ready.gov, and the FEMA App to meet our stakeholders where they are.

### Governance and Strategy

In 2023, the FEMA designated Senior Executive for Customer Experience was the Associate Administrator for the Office of Policy and Program Analysis (OPPA). OPPA serves as FEMA's central support for CX and the CX point of contact for Office of Management and Budget (OMB) and DHS CXD, advancing FEMA's overall CX maturity. Additionally, OPPA is responsible for creating a comprehensive CX Strategy and overseeing the FEMA CX Community of Practice. OPPA ensures FEMA complies with OMB and Department CX requirements.

FEMA has established a Digital Customer Experience Office within the Office of the Chief Information Officer (OCIO). The new office is supported by two Human-Centered Designers and highlights FEMA's dedication to enhancing digital interactions with customers.

FEMA continues to be supported by a Presidential Appointee in the role of Senior Counselor to the Administrator for Technology, Strategy, & Delivery. The Senior Counselor ensures the most critical FEMA software systems and services are built using technical best practices, while maintaining CX as a priority.



### **Culture and Organization**

On December 13, 2021, President Biden signed [Executive Order 14058](#): Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, a pivotal moment that had an immediate and profound impact on FEMA's approach to CX. At FEMA, we recognize that CX is at the foundation of our identity and purpose.

We have forged collaborative partnerships with other federal agencies, fostering a culture of shared knowledge and innovation. One example of successful collaboration is through our work with the State Department to better develop the quantity and quality of FEMA's multilingual products. These efforts further support our understanding and knowledge of the workforce and audiences to better create culturally competent communication products.

Within FEMA, OPPA, the Individual Assistance (IA) Division, Office of External Affairs (OEA) and the National Flood Insurance Program (NFIP) have engaged in close cooperation with the DHS CXD and key figures at U.S. Citizenship and Immigration Services (USCIS) and the Transportation Security Administration (TSA). Together, we explore collaboration opportunities and benchmark best practices across the spectrum of DHS components.

FEMA has made progress in improving the accessibility of our information and services. In addition to providing information in multiple languages, we seek to ensure that individuals with disabilities have equitable access to FEMA's resources and communication channels. Moreover, we have instilled a culture of continuous improvement, which entails regular reviews and updates to our processes and policies, all informed by the valuable feedback and insights gleaned from past disaster responses. By prioritizing CX, we reinforce FEMA's position.

### **Customer Research**

Customer Research is a cornerstone of FEMA's commitment to enhancing CX. This process involves delving into the diverse needs, preferences, and experiences of FEMA's stakeholders, a group that encompasses disaster survivors, first responders, local and state emergency management agencies, and partner organizations. Through customer research, we gain valuable insights that shed light on the unique challenges faced by our stakeholders, which informs improvements in our programs and policies.

FEMA is committed to the best practices of Human Centered Design and usability testing. FEMA initiated a pre-launch usability field study, collaborating with members of the public at a Disaster Recovery Center in California, to evaluate the streamlined DisasterAssistance.gov application process. Subsequently, FEMA plans to conduct further testing to validate the reduction in completion time, thereby enhancing the efficiency of the application process for applicants. FEMA's intensified commitment to usability testing is further evident in its rigorous adherence to the FEMA Paperwork Reduction Act process. This comprehensive initiative ensures that applications and forms not only meet compliance standards but are also designed to be user-friendly and efficient.

Furthermore, FEMA has successfully completed the Burden Reduction Initiative, submitting all 24 collections to OMB for review more than 60 days ahead of the DHS deadline of May 31, 2023. FEMA exceeded the 10.5 percent reduction target by 2.4 percent, resulting in a reduction of 3.1 million burden hours. This initiative has significantly benefited users of the National Fire Incident Reporting System, saving them a collective 2.81 million hours by implementing features like type-ahead suggestions and transitioning from legacy stand-alone software to online form submissions.



## Section 3: Other Information

### Measurement

FEMA's two designated HISP services, "Applying for disaster assistance" and "Filing a claim under the National Flood Insurance Program" continue to survey survivors, publicly reporting results on [Performance.gov/cx](https://www.performance.gov/cx). These surveys assess satisfaction, confidence/trust, quality, ease/simplicity, efficiency/speed, equity/transparency, and employee helpfulness, providing valuable insights into the CX. In support of FEMA.gov and Ready.gov, OEA reviews and measures customer satisfaction monthly to inform continual improvements. Additionally, OEA is expanding our Social Listening program to better understand public sentiment and identify and respond to customer feedback from open-source platforms.

FEMA also reports on customer satisfaction to Congress and the American people through Government Performance and Results Act performance measures in the DHS Annual Performance Report and is continuing to find opportunities across the agency to promote transparency.

### Next Steps

FEMA will continue to invest in and improve its digital platforms and online services to make it easier for disaster survivors and other stakeholders to access information, apply for assistance, and track the status of their applications. We will focus on accessibility to ensure that FEMA's services are available and usable by all individuals. In 2024, FEMA plans to:

- **Amend Individual Assistance (IA) regulations to increase equitable access:** FEMA will work to amend regulations to increase equity and ease of entry for underserved communities and disaster survivors using the Individual Assistance (IA) program, improving customer experience for disaster survivors.
- **Implement recommendations from the NFIP Claims Journey Map:** Based on the pain points and learnings gathered through the Flood Claims Journey Map research and development process, FEMA will work to improve the customer experience of policyholders who file a claim by addressing high-priority customer needs. FEMA will clarify the process for adjusters to reimburse the additional cost for translation services and the NFIP Direct will provide digital and hard copy insurance cards for policyholders.
- **Collect NFIP baseline customer service information from all Write Your Own companies:** FEMA will review Write Your Own (WYO) insurance companies' customer service operations to understand current practices. The review will inform efforts to improve the customer experience of WYO flood insurance policyholders. The trends and any findings as a result of these reviews will help FEMA ensure that baseline customer services are provided and can even point the agency towards industry best practices.

## Transportation Security Administration

### *Domestic Aviation Travel*

#### Progress

TSA continues to make progress across all five focus areas below and has been deemed a model by OMB for other federal High Impact Service Providers (HISP) looking to improve their customer experience. The Transportation Security Administration (TSA) performs security operations at the Nation's airports, screening over two million travelers each day.



## **Governance**

In 2019, TSA conducted an organizational assessment that resulted in a CX Strategic Plan with priority strategic initiatives. The organizational assessment, strategic plan, and the results of the 2023 Passenger Experience survey will inform TSA's new CX Roadmap. TSA will publish a Customer Experience (CX) Roadmap detailing strategic goals and objectives to improve passenger experiences through policy changes, technology, and training to remove friction from checkpoints, reduce wait times, and maintain security effectiveness.

In July 2023, Customer Experience was included as a strategic objective in support of TSA's strategic priorities to "Improve Security and Safeguard the Transportation Systems" and "Accelerate Action" in the 3rd edition of the Administrator's Intent. The Administrator's Intent sets short-term objectives to advance TSA's mission and accomplish the agency's strategy through 2025. TSA has also established a quarterly briefing with the Administrator where CX updates, progress on initiatives, strategy, and performance metrics are discussed with the agency's senior leadership. TSA is working with the Office of Management and Budget (OMB) as well as DHS's Program Analysis & Evaluation team to draft an Agency Priority Goal (APG) focused on Customer Experience. This APG is one of 96 across the Federal Government, the first for TSA, and one of four for the Department of Homeland Security (DHS). Quarterly progress on APG milestones are provided to the public on [performance.gov](https://www.performance.gov).

## **Culture and Organization**

Throughout TSA, there are 180 professionals in the field that are responsible for resolving customer complaints at the airport-level. TSA continues to maintain a corresponding SharePoint site to house and share critical customer experience templates, tools, and best practices with CSMs nationwide. This site includes an updated CSM Toolkit, weekly National Shift Briefs (CX-focused communications for the screening workforce), and CX Posters (created in collaboration with Security Operations for TSA breakrooms). Additionally, TSA conducts monthly CSM conference calls and sends out monthly newsletters, which highlight complaint/compliment trends, recognize officers and airports for excellence in customer service, and provide guidance on new or existing policies.

TSA's CX training for the entire TSA screening workforce continues to emphasize how customer service supports TSA's security mission and which departments are available to support staff in customer service needs. As of October 2023, this briefing has been deployed to more than 11,200 TSA staff both at airports nationwide and as a portion of the new hire basic training program at the TSA Academy in Glynco, GA. The briefing continues to be offered on a monthly basis to the entire screening workforce and via targeted trainings to airports in need. TSA measures initial reactions to the briefing as well as gathering qualitative feedback regarding its impact on participants one and three months after the sessions.

## **Customer Research**

Under the operational leadership of the Customer Service Branch (CSB) within the TSA Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement, TSA successfully conducted the second Passenger Experience Survey (PES) at 16 airports across the nation. The goal of the survey was to collect immediate, comprehensive, reliable, and shareable customer experience data while ensuring operational consistency at the checkpoints.





### Section 3: Other Information

The results of the survey are overwhelmingly positive, highlighting TSA's relentless commitment to protect and serve the nation's transportation passengers through the application of human centered design driven by customer experience excellence. Data analysis revealed:

- An overall Customer Satisfaction (CSAT) score with TSA to be 93%.
- 94% of participants reported they are confident in the ability of the TSA Officers to keep air travel safe.
- 91% of customers believed their wait time to be reasonable, with 89% of travelers perceiving that they waited less than 15 minutes at the checkpoint.
- 78% of participants reported experiencing no challenges at the checkpoint.
- 95% of participants reported that the TSA Officers they interacted with were professional and that they were treated with respect during the screening process on the day they took the survey.

The feedback from the Passenger Experience Survey (PES) 2.0 along with other feedback channels, such as the TSA Contact Center and AskTSA via social media and text, will allow TSA to design and implement targeted CX pilots to improve the customer experience at TSA, and transitioning from legacy stand-alone software to online form submissions.

#### Service Design

TSA engaged with multiple disability and multicultural coalition groups to discuss screening equipment advances and procedural changes, met with the coalitions quarterly, and held an annual coalition conference. After discussions with stakeholders (e.g. Airlines for America, MSP airport authority), TSA is working on improving its TSA Cares program, which received nearly 70,000 requests for assistance in FY 2023 (up nearly 56% from FY 2022). This includes enhancing the information on TSA.gov and improving the consistency of the assistance provided.

TSA made two commitments to OMB in reference to Executive Order 14058, which is titled "Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government." The two commitments are:

- Test the use of innovative technologies at airport security checkpoints to reduce passenger wait times.
- Provide new opportunities for customers to connect with the TSA, including as appropriate, online chat, improved communication during additional screenings, and additional mechanisms to provide customer feedback.

For commitment #1, TSA is leveraging innovative technologies to enhance airport security, reduce touchpoints, provide greater privacy protections to individuals, and facilitate greater accuracy in identity verification capabilities at TSA checkpoints. Facial matching, facial identification, and digital identity technologies play an important role in enhancing the TSA checkpoint by automating current manual ID verification procedures, contributing to efficiencies that elevate the customer experience.

TSA has enabled Mobile Drivers Licenses (mDLs) from 7 states (AZ, CO, GA, MD, UT, CA, IA) to be accepted at select PreCheck® lanes in 25 airport locations around the country.

TSA also plans to expand its TSA PreCheck®: Touchless Identity Solution to select PreCheck® checkpoints in ATL, DTW, LAX, LGA, and JFK for a total of five airports by the end



of CY23. TSA has also begun operational deployment of 2nd generation Credential Authentication Technology (CAT-2 Upgrade Kits) in Q4 FY 2023.

For commitment #2, TSA has developed an online chat feature for TSA.gov. TSA is working to acquire a virtual assistant (i.e., ChatBot) to pair with its online chat feature. TSA anticipates implementing its online chat feature with a ChatBot by no later than December 2024. In addition, TSA is working to secure the funding and resources necessary to conduct the passenger experience survey on an annual basis at airports nationwide.

### **Measurement**

TSA conducted robust TSA-wide surveys including: Passenger Experience Survey (PES) 2.0 (in person web-based); TSA Contact Center (TCC) (phone, email); TSA PreCheck® Enrollment (Centers - in person) (Help Desk - phone, email); TSA.gov (web-based); and AskTSA (available via social media and text). TSA leadership receives ongoing reports from leadership within the Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement, on contact center complaints, compliments, and requests for assistance received from the traveling public.

### **Next Steps**

TSA will continue building on successes of CX strategic initiatives outlined above as well as accomplish the following:

- Finalize the new TSA CX Strategic Roadmap.
- Finalize TSA's first Agency Priority Goal (APG) for customer experience.
- Continue to expand the use of digital identities and mobile drivers' licenses.
- Continue to expand the use of opt-in Touchless PreCheck®.
- Continue to maintain and report on CX progress, initiatives, and results in accordance with OMB A-11 Section 280.

## **U.S. Citizenship and Immigration Services**

### ***Immigration Benefits***

#### **Progress**

USCIS's mission is to uphold America's promise as a nation of welcome and possibility with fairness, integrity, and respect for all the agency serves. Providing an exceptional customer experience by centering the needs of its stakeholders is an integral component of the mission. Below are highlights of priority initiatives underway at USCIS:

- **Backlog Reduction:** To reduce the agency's pending caseload so that applicants and petitioners receive decisions on their cases more quickly, USCIS implemented a comprehensive backlog reduction strategy in FY 2022. Elements of the strategy include increased staffing, policy changes that streamline adjudicative requirements, the reuse of existing biometrics (e.g., fingerprints) for certain cases, the use of video interviews, and the continual transition to an electronic environment so that cases can be distributed more effectively across the enterprise. USCIS also launched the Humanitarian, Adjustment, Removing Conditions, and Travel Documents (HART) Service Center to enhance the processing of humanitarian and other caseloads within USCIS and reduce related backlogs associated with these types of forms.
- **FOIA Backlog Reduction and Sustainment:** The USCIS FOIA Program implemented system enhancements that enabled FOIA to close a record number of cases (>392k)



### Section 3: Other Information

in FY 2023 and maintain a compliance rate of greater than 95% timeliness in closing A-file requests for the year.

- **SAVE Manual Review Backlog:** USCIS implemented an initiative to reduce a historically high backlog of SAVE manual review cases brought about by the impacts of COVID 19 and other changes in the immigration environment. The initiative involved a wide range of changes and improvements that reduced the SAVE manual review backlog by almost 60% and lowered average response times from almost 40 days to just 15, allowing more timely access to federal, state, and local benefits such as driver's licenses, health care, and social security benefits.
- **Expansion of digital customer service tools:** These tools offer customers an avenue for receiving timely resolution to common inquiries through self-service. In FY 2023, USCIS deployed several new digital capabilities including the ability to reschedule a biometrics appointment, change an address on file with USCIS, submit a request for a field office appointment and view an applicant's estimated case timeline using the myProgress feature for Form I-131, Application for Travel Document and Form I-765, Application for Employment Authorization.
- **Naturalization Promotion and Outreach:** This initiative encompasses USCIS' efforts to reach, promote, facilitate and operationalize the naturalization of the 9.2 million Lawful Permanent Residents (LPRs) in the United States who may be eligible. In FY 2023, through targeted outreach and implementation of the Interagency Strategy for Promoting Naturalization, USCIS increased outreach and awareness to underserved and hard-to-reach communities by engaging with a variety of partners including national and local immigrant service providers, other federal agencies, state and local governments, and the foreign embassies and consulates.
- **End-to-End Electronic Processing:** Filing electronically makes applying for immigration benefits easier, less error-prone, and increases operational efficiencies by eliminating manual processes. To shift from a paper-based to an electronic environment and comply with Section 4103 of the Emergency Stopgap USCIS Stabilization Act, USCIS has a goal of enabling electronic processing for all forms by FY 2026. In FY 2023, nearly 40 percent of all applications, petitions, and requests (and required payments) were filed electronically by its customers. New online forms added in FY 2023 include Form I-134, Declaration of Financial Support; Form I-134A, Request to be a Supporter and Declaration of Financial Support; Form I-131, Application for Travel Document and Form I-907, Request for Premium Processing Service for concurrent filing with Form I-765, Application for Employment Authorization and Form I-539, Application To Extend/Change Nonimmigrant Status. USCIS also expanded online filing for Form I-765 to asylum-based categories c08 and c11 and expanded Form N-600, Application for Certificate of Citizenship, to active military and veteran filers.
- **New Ways to Connect with Customers:** Similar to the work in expanding existing digital tools, USCIS also delivered an API Platform, including the initial API, which allows 3rd party software vendors to create features in their system to connect with the FIRST platform, which supports FOIA Requests.



## **Governance**

In January 2023, USCIS released a new Strategic Plan with goals that focus on increasing access to the nation’s immigration system; promoting and improving the naturalization process; creating a culture of diversity, equity, inclusion, and accessibility; and continuing modernization efforts that introduce additional online filing options, among other priorities. Additionally, in response to DHS policy statement “Designing and Delivering Improved Customer Experience for the Public”, USCIS is actively developing a comprehensive CX strategy and plan. In the interim, the Executive Coordination Council, led by the USCIS Director and SES-level leaders, provides strategic guidance for enterprise-level CX initiatives. Additionally, USCIS stood up a cross-agency CX Working Group, led by the Senior Advisor for Customer Experience, to oversee CX initiatives and ensure High Impact Service Provider (HISP) requirements, per OMB Circular A-11 Section 280, are successfully met.

## **Culture and Organization**

Solidifying a CX-focused culture at USCIS includes ensuring all employees understand the meaning of CX and their role in a customer’s immigration journey. It also includes ensuring USCIS leaders champion the spirit of CX and promote it in all aspects of operations by keeping the customer at the forefront of decision making. During FY 2023, USCIS completed an assessment of current CX-related positions to identify gaps and future resource needs; developed a plan for conducting a “CX Primer” training and service design training for senior leaders; expanded the existing CX Working Group to ensure comprehensive representation from across the agency; and actively participated in several DHS CX Working Groups that involved employees at various levels of the agency. USCIS also worked across all offices in the agency to understand CX maturity and support future planning efforts on CX.

## **Customer Research**

USCIS engages customers, stakeholders and employees through customer-centric research methods when developing new technologies and processes, including ethnographic research, usability testing, surveys and focus groups. During FY 2023, USCIS expanded its research and design capacity by funding additional contract and federal resources to support priority CX initiatives. Examples of research conducted in FY 2023 include:

- Interviews and the subsequent development of applicant and attorney journey maps related to permanent residence (for Form I-485, Application to Register Permanent Residence or Adjust Status; Form I-751, Petition to Remove Conditions on Residence and Form I-90, Application to Replace Permanent Resident Card).
- Interviews and the subsequent development of a Supervisory Immigration Services Officer journey map reflecting the experiences of staff at the USCIS Contact Center.
- Usability testing on the paper Form N-400, Application for Naturalization which informed improvements to the upcoming form revision.
- Research experiment on the most effective messaging to encourage customers to use USCIS’ online services.
- Collaboration with the CIS Ombudsman to collect, discuss and strategize on customer feedback.
- Conducting over 400 usability tests, user interviews and co-design workshops with USCIS technology users, leading to improvements for applicants, representatives and employers, as well as greater internal efficiency.



## Section 3: Other Information

### **Service Design**

A significant service design focus for FY 2023 centered around the Department's humanitarian efforts. The execution of new processes such as Uniting for Ukraine (U4U) and processes for Cubans, Haitians, Nicaraguans, and Venezuelans (CHNV), required a Department level effort to design the policies, systems, and technologies to achieve success. At USCIS, this involved the rapid stand-up of cross-functional Tiger Teams that assembled agency leaders and staff to develop and execute the process requirements, as well as mechanisms for feedback and engagement with potential beneficiaries applying under these processes and related stakeholder groups. This led to the innovative development of new digital enhancements for Supporters and Beneficiaries, new processes that accounted for family groups traveling together, and new policies to ease the burden of applying for an employment authorization document (work permit) once individuals are paroled into the United States.

### **Measurement**

USCIS uses several platforms to measure and track performance. This includes real-time surveys to gather voice of the customer data on the uscis.gov website and USCIS Contact Center experiences; the broad use of a cloud-based data lake, which streams in data from multiple USCIS systems; and the use of dashboards and National Performance Reports to track and report on performance. USCIS also tracks several tiers of performance measures related to customer experience and also deployed surveys for measures supporting OMB Circular A-11, Part 6, Section 280 reporting requirements and reported them quarterly to performance.gov.

### **Next Steps**

USCIS has increased investments to advance its CX initiatives but recognizes that additional resources are required to further this growth and continue the momentum of delivering timely and incremental CX improvements. This includes further reducing the backlog to meet established processing times goals; supporting existing and emergent humanitarian programs; improving customer service when engaging with the USCIS website, online account and the contact center; modernizing operations to better address customer needs, including the introduction of new digital intake channels; expanding naturalization efforts to increase the number of LPRs who apply for citizenship; and increasing access and outreach to vulnerable populations across all USCIS benefit types. Ultimately, these efforts support an agency goal to increase customer trust in USCIS and the services it provides.

# Human Capital Operational Plan

## Primary Goals of the HCOP

The Office of the Chief Human Capital Officer (OCHCO) provides thought leadership, guidance and oversight to the DHS human capital community to support the missions of the Department. Partnering with the human capital officers from each of the DHS Components through the Human Capital Leadership Council (HCLC), OCHCO articulates the DHS human capital goals and Department-wide programs and initiatives for the fiscal year in the Human Capital Operating Plan (HCOP or Plan). The Plan is required in accordance with 5 C.F.R. §250.205 to align to the Department's Strategic Plan and Annual Performance Plan, and Federal Human Capital Framework and Workforce Strategic Priorities. The plan further addresses the Secretary's department-wide priorities, and skill and competency gaps in the Priority Mission Critical Occupations (PMCOs), the Human Resources (HR) community, and the cybersecurity workforce.

The HCOP for FY 2022-2026 identifies multi-year priorities that advance the human capital objectives and activities described in the [DHS Strategic Plan for FY 2020 – 2024](#). It provides the accountable structure and performance metrics that support a unified approach to advancing these priorities and strengthening human capital service delivery department-wide.

The FY 2022–2026 HCOP focuses on five key priorities: Culture and Inclusion; Employee and Family Readiness (EFR); HR Academy; Human Resources Information Technology (HRIT); and Recruitment, Hiring and Retention. While department-wide management of human capital is established based on the unique requirements of each component, these key priorities represent a commitment and concerted effort shared by all DHS Components. These HCLC priorities are detailed below.

### **Culture and Inclusion**

The Department's inclusive culture and engagement programs help to optimize the Department's ability to be mission-ready, and are responsive to E.O. 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. DHS leadership seeks to ensure the DHS workforce reflects the diversity of America and that employees at all levels have an equal opportunity to succeed and lead. Culture and inclusion focuses on improving the workplace culture and aims to elevate the human experience by unleashing the power of the shared human spirit, expanding opportunities to grow and serve together while leading with the intention to make a difference. Demographic data analytics, pulse surveys, focus groups and other two-way feedback mechanisms inform our engagement strategies by getting to the ground truth of employee experiences and the cultures in which they work. Inclusive and engaged cultures promote collaboration and high performance, creativity and innovation, fairness and respect, and an environment where employees believe they belong.

### **Employee and Family Readiness (EFR)**

Employees of DHS serve in many capacities to secure the nation from the many threats we face, and the successful accomplishment of our mission depends on their resilience and ability to serve. EFR continues to be a priority initiative of the Secretary, and as such, was included in a realignment creating the Office of Health Security (OHS), reporting directly to the Secretary. The focus of EFR remains to increase awareness, access, and availability of support programs, benefits, and resources for the readiness of DHS employees and their families. Comprised of members from each of the DHS components, the Employee and Family Readiness Council (EFRC), works together to identify, prioritize, coordinate, and unify



### Section 3: Other Information

programs that bolster a stronger, mission-ready workforce by promoting personal, family, and financial wellness among the Department's employees. The ability of DHS employees and their families to successfully manage life stressors is a key element in ensuring mission readiness and resiliency of the workforce.

#### **HR Academy**

The DHS HR Academy is a department-wide initiative providing education, training, and career development opportunities to DHS HR professionals that strengthen skills and enhance mission capability. HR Academy provides classroom-style and webinar training in a variety of HR subjects and workplace skills, while supporting employees' leadership skills and professional growth. These programs support competency development in all aspects of HR management, workforce and resource management, employee and labor relations, HR processing, information management, and customer service. HR Academy empowers current and future human capital professionals with the tools necessary to achieve career goals; strengthen service delivery through enhanced federal human capital core competencies; and shape and build a highly qualified, effective, mission-focused, and resilient workforce. Additional benefits include increased cross-component collaboration and networking, blended learning environments that leverage technology, and cost-effective centralized learning opportunities.

#### **HR Information Technology (HRIT)**

The HRIT program portfolio consists of active projects that deliver modern, agile development and delivery of tools, end-to-end automation capability, covering the nearly 40 human resources services depicted in the Office of Personnel Management (OPM) Human Capital Business Reference Model (HCBRM), ranging from workforce planning to separation. HRIT also includes automated data interchanges with partnering lines of business (financial, procurement, and security management), which rely on human resources data to improve responsiveness, reduce errors, improve customer service, and inform decisionmakers. This investment aligns all HRIT solutions with the HCBRM to drive a balanced, prioritized, and holistic portfolio within resource limitations.

#### **Recruitment, Hiring and Retention**

Strategic Talent Recruitment, Inclusive Diversity, and Engagement's (STRIDE) three branches manage a variety of enterprise-wide programs related to the talent management lifecycle. Inclusive cultures are made possible by strategic talent recruitment which thoughtfully recruits from the widest pools of talent to build a workforce for the 21st century and beyond. Employee engagement proactively solicits insights from DHS employees aligned to an employee experience framework that strengthens morale and optimizes retention. All three functions – strategic talent recruitment, inclusive diversity, and employee engagement – work in lock-step toward the objective of strengthening how DHS equitably cares for the employees who drive the Department's ability to safeguard the nation.

#### ***Progress Update***

DHS has made significant progress in each Human Capital Operating Plan Priority amid the ever-evolving work environment and constant demand to execute current human capital services. Despite the resource constraints experienced in several priority areas, DHS was able to accomplish and produce the outcomes described below.



### **Culture and Inclusion**

DHS conducted Feedback Assessment Roundtables on DHS Agency DEIA Actions Plans and instituted quarterly reporting to regularly collect information on progress. Based on this information, and on feedback received from employees, DHS developed a Culture Roadmap and redesigned the Department's strategy for addressing employee morale. DHS focused on strengthening equity in two areas of the talent management cycle; (1) performing an analysis on how DHS employees experience promotions and (2) developed guidance to strengthen equitable access to career development programs. This work resulted in a clearer understanding of where inequities exist in promotions across DHS and a path forward toward deeper analysis and action planning. DHS also prioritized the amplification and engagement of its DHS Employee Associations as a critical mechanism to convene employees and senior executives around opportunities to connect and serve the diverse interests and identities that make-up the employees of DHS.

### **EFR**

OHS Total Workforce Protection Directorate (TWPD) Organizational Wellness Division (OWD) implemented several new initiatives in support of EFR for the DHS workforce to include the following: February 2023 issuance of the revised Volunteer Community Service Directive, which increased hours available for employees to serve their communities and expanded criteria for increased utilization opportunity; September 2023 issuance of the revised Workforce Health and Wellness Directive and Instruction, which increased available hours per week for employees to focus on their physical fitness and mental health; holding an inaugural DHS Virtual Family Engagement Day which hosted over 800 employees and family members throughout the day long event; and organization of multiple virtual fairs (Financial Literacy, Support the Ones You Love, and Back-to-School) which all saw increased participation.

### **HR Academy**

In 2023, HR Academy launched two HR Leader Development Programs providing instructor-led training, mentorship, and hands-on experiences to aspiring HR leaders in structured nine-month cohorts. HR Academy also delivered 53 classroom-style HR and professional skills training courses while reducing course vacancy rate from 8% to 1%, saving DHS nearly \$35,000. HR Academy also produced the third annual DHS Human Capital Symposium and Awards Ceremony to build HR competence and skills for more human capital employees across the Department. In 2023, conference registrations increased by 40% and marked the first time DHS was certified as a SHRM continuing education provider. HR Academy assumed production of the quarterly HR Essentials training course for new DHS HQ supervisors and tripled course capacity. Finally, HR Academy hosted 11 live webcast events throughout the year including HR trainings, professional skills seminars, and leadership panels for approximately 3,500 participants.

### **HRIT**

The HRIT initiative delivered capabilities on the HR Platform via the HR Service Center (HRSC) such as enhancements to Employee Performance Management (EPM); an automated Enterprise Time to Hire capability that centralizes mandatory quarterly reporting across DHS; an Employee Relations solution that automates a manual paper-based process and provides the ability to open, track and manage employee misconduct cases; a DHS-wide award capability for individual and team nominations that tracks quarterly Ethos award





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submissions; enhancements to the Telework and Remote Work application that automates expiration notifications, provides renewal options, and enhanced reporting; and enhancements to the Incentive & Pay Flexibilities application that automates the recruitment bonus request and approval process and eliminates existing manual processes. In addition, we were able to deliver robotic process automation (RPA) capabilities to transfer service history to Fed HR Navigator (a personnel action processing software) from the electronic Official Personnel Folder (eOPF). The RPA was initially released to FLETC but will be shared with additional components. We completed an internal analysis of alternatives (AoA) related to the potential use of Human Capital Management solutions, to replace aging technology at the National Finance Center (NFC). To support overall modernization, we migrated from Oracle to Postgres and Informatica to Azure Data Factory. This resulted in savings to the Department as well as improved flexibility, scalability, and maintainability of integrations between systems supporting automation and data sharing.

#### **Recruitment, Hiring and Retention**

DHS continued to place significant emphasis on recruitment, hiring and retention in FY 2023 with the maturation of the Cyber Talent Management System (CTMS), Secretary's Honors Program, Intelligence and Cybersecurity Diversity Fellowship (ICDF), Women in Law Enforcement (WLE)/30x23 Initiative, and department-wide recruiting and outreach. In addition, DHS has evolved our recruitment strategy by providing more robust engagement and communication about job opportunities to underserved communities:

- CTMS has extended 273 tentative job offers and onboarded 145 applicants (with 141 current DHS Cybersecurity Service employees) to date. There are 342 applicants in various stages of the assessment process.
- The Secretary's Honors Program had 127 participants in FY 2023, up from 30 in FY 2022. Cohorts have focused on Cyber (62), Climate (8), and Human Resources (57).
- DHS's unique partnership with Handshake for the ICDF program has allowed the Department to reach 772 unique schools of which 36% were Minority Serving Institutions, reach 27,000 students, and have over 3,000 students seek more information and/or apply for the FY 2023 class.
- DHS continued outreach by coordinating 6 DHS-wide recruiting/outreach webinars and 14 department-wide activities to increase awareness of the DHS mission.
- As of Fiscal Year 2023 (FY 2023) quarter three year-to-date, the Department is exceeding the WLE/30x23 with 35% of new hires being women in law enforcement/law enforcement-related functions.
- DHS also executed the first-ever WLE Summit which convened a select group of 150 WLE across DHS to discuss best practices and challenges in recruiting, retention, career advancement and total well-being. Immediately following the Summit, DHS conducted a joint hiring event open to the public with over 2,400 candidates attending, 10,000 unique applications, and over 120 tentative job offers extended over the two-day event.

# Advancing Equity for Underserved Communities

## Enhancing Support for Underserved Communities

On his first day in office, President Biden issued Executive Order (EO) 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government*. To answer the President's call to advance equity for all Americans, particularly members of underserved communities, DHS established an Equity Task Force, led by the Officer for Civil Rights and Civil Liberties, and comprising representatives from all DHS Components and relevant Headquarters Offices. Since then, the DHS Equity Task Force has worked to deliver on the equity priorities established in EO 13985 and other equity-based EOs, including EO 13988, *Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation*; EO 14019, *Promoting Access to Voting*; EO 14020, *Establishment of the White House Gender Policy Council*; EO 14031, *Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders*; and EO 14091, *Further Advancing Racial Equity and Support for Underserved Communities through the Federal Government*.

### ***EO 13985/14091, Further Advancing Racial Equity and Support for Underserved Communities through the Federal Government***

With the issuance of EO 14091, DHS reaffirmed and strengthened its commitment to advance equity in programs and activities across the homeland security enterprise, as the Equity Task Force sought opportunities to build on DHS's progress from the inaugural plan and extend our commitment to advance equity in additional programs and activities. Pursuant to EO 14091, the Department has developed a 2023 Update to the DHS Equity Action Plan, which includes an update on the Department's progress in advancing equity; identifies potential barriers that underserved communities may face in accessing and benefiting from DHS policies, programs, and activities; sets forth strategies to address those potential barriers; and describes our commitment to meaningfully engage with underserved communities. This plan does not include an exhaustive list of programs where DHS is working to advance equity, and DHS remains committed to centering equity in decision and policy making throughout the Department.

In examining the Department's equity work enterprise-wide, the Equity Task Force identified nine key program areas for inclusion in the 2023 Update, assessing potential barriers that underserved communities face in accessing the programs and developing strategies to address those barriers:

1. Reduce barriers to citizenship and naturalization through continued evaluation of programs, policies, and outreach opportunities.
2. Promote equitable use of AI technology across the Department through the development and application of new guidance as well as intra-agency coordination.
3. Counter Domestic Violent Extremism (DVE) and Targeted Violence through a public health-informed approach.
4. Advance equity for persons who are limited English proficient by strengthening language access programs.
5. Advance equity in DHS's screening activities through updates to training, policy, and procedures.



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6. Advance equity for the 574 federally recognized Tribal Nations and their citizens by ensuring appropriate Tribal consideration and representation in the Department's work.
7. Advance equity for persons seeking humanitarian protection during immigration processing by strengthening programs available to assist them.
8. Advance equity in the FEMA Individual Assistance (IA) program to increase participation of undeserved communities.
9. Advance equity Through Community Disaster Resilience Zones: Provide integrated, place-based assistance to at-risk and disadvantaged communities through Community Disaster Resilience Zones.

The 2023 Update to the DHS Equity Action Plan reflects DHS's unwavering commitment to advancing equity, highlighting the Department's recent accomplishments, and sets forth strategies and action items to advance equity in these nine program areas over the coming year.

One of the cornerstones of DHS's approach to equity is a strong commitment to stakeholder and community engagement—to understand concerns about barriers faced by members of underserved communities in DHS's programs and to assess the effectiveness of DHS's efforts to address those barriers. Over the past year, DHS hosted engagements specific to the areas of focus in this plan. For example, on August 22, 2022, the DHS Office for Civil Rights and Civil Liberties (CRCL) Community Engagement Section led a listening session to hear directly from Arab, Middle Eastern, Muslim, and South Asian (AMEMSA) faith-based and community leaders regarding civil rights and civil liberties concerns. The discussion focused on DHS policies and practices, particularly with respect to screening and redress. On June 8, 2023, CRCL led a listening session regarding DHS's use of artificial intelligence (AI) to understand stakeholders' concerns about disparate impacts on members of underserved communities. In conducting these types of engagements, DHS also sought opportunities to consider the input of individuals who belong to two or more underserved communities, who often face greater barriers to equity. DHS will continue to maintain robust engagement with affected communities to inform efforts to deliver more equitable outcomes.

Another area of focus is strengthening the Department's capacity for evidence-building and integrating an evidence-based approach into the Department's equity initiatives. In FY 2023, members of the Equity Task Force and DHS's evidence team participated in a joint fellowship sponsored by Project Evident, a nonprofit organization dedicated to harnessing the power of evidence to deliver equitable results. As a result of this work, DHS is developing a more robust, evidence-based framework for advancing equity in the Department's programs and activities.

#### ***EO 13988, Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation***

In furtherance of EO 13988, DHS continued to update policies and procedures that reduce barriers for individuals when selecting or changing their gender markers on immigration benefits and traveler forms by eradicating requirements for additional documentation and providing additional gender markers as options. DHS has also deployed gender-neutral airport screening technology intended to improve the experience of the traveling public by reducing false alarms and consequently reducing the passenger touch rate. DHS is



exploring the development of Department-wide guidance for ensuring equity and inclusivity based on gender identity.

### ***EO 14019, Promoting Access to Voting***

The ability to vote in federal elections is a fundamental right that comes with U.S. citizenship. All individuals naturalized at an administrative naturalization ceremony are immediately eligible to register to vote. In furtherance of its long-standing goal of encouraging newly naturalized U.S. citizens to exercise their right to vote, USCIS has historically provided access to voter registration services at the conclusion of administrative ceremonies.

During FY 2023, the Equity Task Force continued to coordinate Components' efforts to implement ways to expand citizens' opportunities to register to vote and to obtain information about, and participate in, the electoral process. Of particular note, U.S. Citizenship and Immigration Services (USCIS) issued updated policy guidance in the USCIS Policy Manual regarding access to voter registration services during administrative naturalization ceremonies.

The updated policy:

- Affirms that USCIS provides access to voter registration services at each administrative naturalization ceremony and information regarding points-of-contact for voting and voter registration.
- Provides that USCIS offices request election officials from state or local government election offices to attend ceremonies to distribute, collect, and review voter registration applications, and to officially register new citizens to vote.
- Affirms that USCIS offices coordinate with nonpartisan nongovernmental organizations for voter registration services when state and local government election officials are not available.
- Provides that, to the extent feasible, USCIS offices invite governmental or nongovernmental organizations offering on-site voter registration services to introduce themselves and address the naturalization candidates before the ceremony.
- Explains that nongovernmental agencies requesting participation at administrative naturalization ceremonies to offer voter registration services submit a one-time Voter Registration Services Attestation (Form N-401) for participation at a field office.

### ***EO 14020, Establishment of the White House Gender Policy Council***

During FY 2023, DHS contributed significantly to advancing EO 14020. DHS participated in the White House Gender Policy Council meetings and provided relevant updates. DHS provided an accomplishment report to the DHS Action Plan developed in response to the U.S. National Strategy on Gender Equity and Equality. Key accomplishments included: 1) issuing a DHS-wide directive and instruction on gender-based violence and the victim-centered approach; 2) increasing awareness of T or U visas to provide immigration relief to certain non-citizens who are victims of human trafficking, gender-based violence, or other qualifying crimes; and 3) improving language monitoring and compliance efforts for migrant indigenous women and girls from Central America and Mexico. DHS also contributed significantly to the U.S. National Plan to End Gender-Violence: Strategies for Action. DHS (CRCL and FEMA) worked closely with the White House Gender Policy Council to develop



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Pillar 6 – Emergency Preparedness and Crisis Response. Following release of the Plan in May 2023, DHS was requested to identify key initiatives that are expected to be completed by May 2024. DHS identified the following initiatives: 1) Gender-based violence (GBV) Training for Federal Emergency Management Agency (FEMA) First Responders and Emergency Managers, 2) Public Awareness Campaign to Counter Online Child Sexual Exploitation and Abuse (CSEA) led by Policy and ICE, 3) Comprehensive “Victim-Centered Approaches” Training to ICE’s Homeland Security Investigations (HSI) Victim Assistance Program Specialists, and 4) Engagements with Victims and Survivors of Crime and Trafficking by Citizen and Immigration Services Ombudsman (CISOMB).

#### ***EO 14031, Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders***

Pursuant to EO 14031, the Equity Task Force submitted DHS’s progress report on the 2022 Agency Action Plan to the White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders (WHIAANHPI). DHS was represented on three of WHIAANHPI’s equity focus groups: combatting anti-Asian hate and violence, data disaggregation, and language access. DHS also developed a language access plan in support of persons with limited English proficiency (LEP). The plan has helped in increasing access to DHS resources to AA and NHPI communities as well as other communities with high numbers of LEP individuals. DHS Components also met with WHIAANHPI to discuss progress on specific portions of the DHS Implementation Plan to EO 14031. These discussions led to further achievements in advancing DHS goals in the Implementation Plan. DHS supported WHIAANHPI during AANHPI Heritage Month (May). The Department adopted the WHIAANHPI theme of “Visible Together” for AANHPI Heritage Month. Former Deputy Secretary Tien participated in the WHIAANHPI event for AANHPI month. In addition, former Deputy Secretary Tien supported WHIAANHPI at the Senior Level Designee Meetings to discuss the successes of DHS in addressing its plan for EO 14031.

Additionally, in FY 2023, the DHS Domestic Violent Extremism Equity Taskforce and the National American Pacific Islander American Chamber of Commerce and Entrepreneurship (NationalACE) hosted a convention on infrastructure security with Deputy Director Nitin Natarajan, Cybersecurity and Infrastructure Security Agency (CISA); CISA Executive Assistant Director for Infrastructure Security Dr. David Mussington; and AANHPI business owners and community members.

# Major Management and Performance Challenges and High-Risk Areas – Summary of Progress

DHS responds to reports on major management and performance challenges (MMPC), and high-risk issue areas from the DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO), respectively. Annually, OIG reports what the Inspector General (IG) considers to be the most serious challenges facing the Department and assesses DHS' progress in addressing those issues. Every two years, GAO identifies federal programs and operations that are high risk because they are vulnerable to waste, fraud, abuse, and mismanagement, or in need of transformation.

## OIG's 2023 MMPC Report

This report<sup>9</sup> identified four overarching challenges – transparency, accountability, efficiency, and sustainability – that reflect vulnerabilities affecting a broad spectrum of the Department's programs, operations, and responsibilities, and which may hinder its ability to advance essential missions and protect the Nation and its citizens. The OIG aligned these challenges to the Department's six strategic goals:<sup>10</sup>

- Counter Terrorism and Homeland Security Threats;
- Secure U.S. Borders and Approaches;
- Secure Cyberspace and Critical Infrastructure;
- Preserve and Uphold the Nation's Prosperity and Economic Security;
- Strengthen Preparedness and Resilience; and
- Champion the DHS Workforce and Strengthen the Department.

The Department's management response to the OIG's draft 2023 MMPC report noted senior DHS leadership's recognition of OIG's independent research, assessment of prior work, and professional judgment in identifying what the OIG considers the most serious management and performance challenges facing the Department, and DHS's progress in addressing these challenges. Specifically, the response stated:

“Senior DHS leadership, Component-level program officials, subject matter experts, and others throughout the Department will give appropriate consideration to the OIG perspectives offered in this [MMPC] report as part of continuing efforts to improve the effectiveness and efficiency with which the Department carries out its mission of safeguarding the American people, our homeland, and our values.”

In addition, the response noted that DHS appreciates OIG's redesign of this year's report to highlight the four overarching challenges identified above, as opposed to identifying challenges focusing more narrowly on programs and operations, such as “Performing Fully and Effectively during COVID-19” reported last year.

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<sup>9</sup> OIG-24-05, “Major Management and Performance Challenges Facing the Department of Homeland Security,” dated November 3, 2023, <https://www.oig.dhs.gov/sites/default/files/assets/2023-11/OIG-24-05-Nov23.pdf>

<sup>10</sup> As outlined in the “Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024,” [https://www.dhs.gov/sites/default/files/publications/19\\_0702\\_plcy\\_dhs-strategic-plan-fy20-24.pdf](https://www.dhs.gov/sites/default/files/publications/19_0702_plcy_dhs-strategic-plan-fy20-24.pdf) (Appendix A)



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The response also highlighted that leadership (1) believes the overall usefulness of the report can be improved, including by providing additional context to address statements that appear to overstate some of the findings in OIG’s prior work without providing sufficient background or accounting for concerns and other information raised in Departmental management responses to that work, (2) disagrees with OIG’s assertion that the Department has inappropriately “delayed” or “denied” OIG access to Information Technology (IT) systems and data, and (3) is concerned with the process and timeline OIG used when developing and socializing this year’s MMPC report with DHS officials.

In a departure from well-established practice, the OIG published its MMPC report without the Department’s management response letter, which was provided in accordance with OMB Circular A-136, “Financial Reporting Requirements.” Despite many efforts to engage with OIG leadership, the OIG did not respond to our inquiries relating to the shortened timeline for review and reasons why our management response letter was not included. Accordingly, the Department’s recourse to acknowledge the challenges and ensure that our concerns with accuracy and lack of proper context in the report are taken into consideration was to include our management response letter in the Department’s Agency Financial Report, as part of the Appendix which includes the OIG report in its entirety.<sup>11</sup>

## GAO 2023 High-Risk List Report

The most recent biennial report, GAO’s “High-Risk Series: Efforts Made to Achieve Progress Needed to Be Maintained and Expanded to Fully Address All Areas,”<sup>12</sup> included two issue areas in which DHS is the lead federal agency, and five government-wide areas which the Comptroller General of the United States has separately identified as warranting the personal attention of the Secretary of Homeland Security:<sup>13</sup>

Issue Area	Year Issue First Added to GAO’s High-Risk List
Strengthening DHS IT and Financial Management Functions*	2003
National Flood Insurance Program (NFIP)*	2006
Ensuring the Cybersecurity of the Nation	1997
Strategic Human Capital Management	2001
Managing Federal Real Property	2003
Improving the Management of IT Acquisitions and Operations	2015
Government-wide Personnel Security Clearance Process	2018

\* Denotes issue area for which DHS is the lead Federal agency.

Priority 5 of the “Secretary’s 2023 Priorities” is to “enhance openness and transparency to build more trust with the American people and ensure the protection of privacy, civil rights, civil liberties, and human rights of the communities we serve.” This includes Sub-Priority

<sup>11</sup> <https://www.dhs.gov/performance-financial-reports>

<sup>12</sup> GAO-23-106203, dated April 20, 2023, <https://www.gao.gov/assets/gao-23-106203.pdf>

<sup>13</sup> <https://www.gao.gov/products/gao-23-106483>



5.c. on oversight recommendations, to “address internal and external oversight recommendations, including priority GAO recommendations (by December 31, 2023).” Achieving goals associated with this Sub-Priority has required senior DHS and Component leadership commitment during 2023 to ensure sufficient actions were being taken to achieve desired outcomes.

Accordingly, throughout FY 2023, DHS prioritized closing or sending to GAO for closure consideration open recommendations related to “high-risk” issue areas and those identified by the Comptroller General as “priority” recommendations warranting the Secretary’s personal attention; and resolving open-unresolved OIG recommendations aged more than six months. DHS-wide, Components reported being on pace (as of October 31, 2023) to close 57 of 76 (below the goal of 61) (75 percent) of open recommendations related to “high-risk” issue areas having DHS equities, and 37 of 46 (exceeding the goal of 35) (83 percent) of open “priority” recommendations by December 29, 2023.

DHS has also decreased the percentage of open-unresolved OIG recommendations more than six months old as a percentage of total open OIG recommendations from 13 percent at the beginning of the year to 10.8 percent (as of October 31, 2023), but short of the 8 percent goal. Many of these unresolved OIG recommendations represent disagreements involving complex and challenging issues for which no agreement is may be possible despite repeated attempts by Component program officials/subject matter experts and the OIG to resolve them. The IG will need to either administratively close or formally elevate these recommendations to the DHS audit resolution official, the Under Secretary for Management, for resolution (i.e., a determination whether to implement or not implement) in accordance with the DHS-OIG agreed-upon process mandated by OMB Circular A-50, “Audit Followup” to achieve the Secretary’s goal. However, the IG has not elevated any open and unresolved recommendations for resolution since January 2018, about six years ago.

**GAO High-Risk Area: Strengthening DHS IT and Financial Management Functions (DHS-specific)**

**Overview:** In 2003, GAO designated “Implementing and Transforming DHS” as high-risk due to the significant challenges associated with transforming 22 agencies into one cohesive Department. This high-risk area includes challenges related to strengthening and integrating acquisition, IT, financial, and human capital management functions. In 2013, GAO acknowledged DHS’s significant maturation and narrowed this high-risk area from “*Implementing and Transforming DHS*” to “*Strengthening DHS Management Functions*.” This refocusing by GAO recognized the considerable progress DHS made in transforming original Component agencies into a single cohesive Department. In 2023, in recognition of DHS’s progress, GAO further narrowed the scope of the high-risk area and changed the name to “*Strengthening DHS Information Technology and Financial Management Functions*.” GAO considered the Acquisition Management and Human Capital Management outcomes to be fully addressed.

As part of efforts to address this high-risk designation, DHS developed the *Integrated Strategy for High-Risk Management (Integrated Strategy)* in 2011, and has since provided updates to GAO every six months. The *Integrated Strategy* includes performance information and detailed corrective action plans used by DHS leadership to monitor and assess progress. Congress codified this practice in FY 2017 in 6 U.S.C. § 341(a) (11). In





order for “Strengthening DHS Information Technology and Financial Management Functions” to be removed from the High-Risk List, DHS must meet GAO’s five removal criteria, in addition to demonstrating sustainable progress toward a “Fully Addressed” rating for the remaining seven outcomes (GAO outcomes). The GAO outcomes, agreed-upon by both GAO and DHS in 2010, reflect the level of maturity DHS management functions must reach in order to address the underlying challenges that contributed to GAO’s high-risk designation.

**Lead Office and Official:** Management Directorate (MGMT), Office of the Chief Financial Officer, Stacy Marcott, Acting Chief Financial Officer

**Progress:** Senior leaders from GAO and DHS continue to meet regularly to review the Department’s progress and discuss the steps remaining to resolve the “Strengthening DHS IT and Financial Management Functions” high-risk area. In September 2023, DHS published its most recent *Integrated Strategy* update<sup>14</sup> summarizing progress to address this issue area. The report provides updates to corrective action plans for the remaining seven GAO outcomes not currently rated as “Fully Addressed.”

The September 2023 *Integrated Strategy* emphasizes the important progress achieved across DHS management functions that has poised the Department for removal from the High-Risk List, including:

- Demonstrating continued progress in strengthening IT security, despite a constantly changing threat environment. To date, DHS has fully addressed five of the six agreed upon high-risk outcomes in IT. For the one unresolved outcome, DHS continues efforts to implement key security controls and activities, as independently assessed by OIG or external auditors based on Federal Information Security Modernization Act reporting requirements;
- Earning its tenth consecutive clean audit opinion for all five financial statements; and
- Awarding software and systems integration contracts for modernization of the Federal Emergency Management Agency (FEMA) and U.S. Immigration and Customs Enforcement (ICE) financial management systems.

**Planned Actions and Key Milestones:** DHS will continue to implement the *Integrated Strategy* and sustain existing progress, in conjunction with broader efforts that contribute to strong and efficient management functions. During FY 2024, DHS will focus on the outcomes that are not “Fully Addressed” and expects to accomplish the following:

- Implement and monitor action plans to earn a “Fully Addressed” or “Mostly Addressed” rating on additional GAO outcomes;
- Finalize schedules for financial systems modernization efforts to provide Components with modern, efficient, and compliant business systems, including financial, procurement, and asset management functions; and

<sup>14</sup> <https://www.dhs.gov/publication/dhs-integrated-strategy>



- Continue to deploy the multi-year strategy for addressing the remaining areas of material weakness in financial reporting and IT controls, and remediate any significant deficiencies.

**GAO High-Risk Area: National Flood Insurance Program (DHS-specific)**

**Overview:** FEMA’s National Flood Insurance Program (NFIP) is a key component of the Federal Government’s efforts to limit the financial impact of floods. However, GAO found that it is not likely to generate sufficient revenues to repay billions of dollars borrowed from the U.S. Department of the Treasury to cover claims starting with the 2005 hurricanes and catastrophic losses. The lack of sufficient revenues highlights structural weaknesses in how the program was designed and is currently funded. GAO also found weaknesses in the NFIP management and operations that place the program at risk, including financial reporting processes, internal controls, and oversight of contractors. FEMA has taken steps, where it can, to address many of the GAO’s findings.

However, under current statute, the NFIP is not designed to be financially self-sufficient, as a private insurance company would be. The NFIP’s current financial position reflects the episodic and catastrophic nature of flood losses and its mandate as a public program to offer statutorily directed premium discounts and insure every eligible policyholder without regard for concentration risk. Accordingly, FEMA

developed proposed reforms to create a sound financial framework for the NFIP and is working within existing authorities to implement prior legislation, improve contractor oversight, initiate product and policy rating redesign, obtain reinsurance, and strengthen Pivot as the NFIP’s System of Record.

**Lead Office and Official:** FEMA, Resilience, David Maurstad, Assistant Administrator for the Federal Insurance Directorate (FID)

**Progress:** As of April 1, 2023, FEMA has fully implemented the NFIP’s new pricing methodology, which leverages industry best practices and cutting-edge technology to enable FEMA to deliver rates that are actuarially sound, equitable, easier to understand, and better reflect a property’s flood risk. Renewing policies with increasing premiums are subject to an annual increase cap which is 18 percent for most policyholders.

Reinsurance coverage provides the NFIP an additional method to fund payment of flood claims to policyholders and decreases the likelihood that the NFIP will need congressional action to increase its borrowing authority with the U.S. Treasury. Reinsurance also supports the fiscal sustainability of the NFIP by reducing the financial losses the program might face from a catastrophic event through risk transfer mechanisms involving regular reinsurance premium payments to reinsurance companies and capital markets investors.

FEMA must pay fair market premiums for reinsurance coverage. This cost is funded by NFIP revenue from policyholders, and is thus loaded into the NFIP rates. As long as NFIP revenue remains inadequate to fund expected NFIP losses as a result of legislative



restrictions, these reinsurance costs are also not being adequately funded. In addressing the most catastrophic events only, reinsurance by itself is not a complete solution to NFIP loss potential even with its costs adequately funded. Nevertheless, FEMA is committed to its NFIP Reinsurance Program and working with Congress to develop a stronger financial framework for the NFIP that relies less on borrowing. Over time, FEMA anticipates its Reinsurance Program will play a larger role in supplementing the claims-paying capacity of the NFIP. Prior to purchasing reinsurance, the NFIP carefully balances the cost of reinsurance premiums and the benefits of purchasing reinsurance. FEMA's reinsurance strategy considers its budget, the amount of reinsurance it will purchase, and the type of risk it wants to cede.

In April 2023, DHS submitted to Congress 17 legislative proposals that would reform the NFIP. If enacted, the legislative package would:

- Ensure more Americans are covered by flood insurance by making insurance more affordable to low-and-moderate income policyholders;
- Build climate resilience by transforming the communication of risk and providing Americans with tools to manage their flood risk;
- Reduce risk, losses, and disaster suffering by strengthening local floodplain management minimum standards and addressing extreme repetitive loss properties; and
- Institute a sound and transparent financial framework that allows the NFIP to balance affordability and fiscal soundness.

**Planned Actions and Key Milestones:** More policyholders are paying for their risk. As of May 2023, approximately 34 percent of all NFIP policies are already paying a risk-based premium. Some pay lower premiums discounted by law. If all policyholders renewed, 50 percent of all current NFIP policyholders would be paying a risk-based premium in FY 2025 or 2026.

To ensure the NFIP remains a pillar of post-disaster community recovery, the FY 2024-2026 FEMA FID Strategy defines a new goal that centers on the prudent and fiscally responsible stewardship of the NFIP. By supporting a financially sustainable NFIP and fostering financial resilience, FID will support the NFIP's long-term vision of building a stronger financial framework and place the NFIP in a better position to manage losses incurred from major flood events. Programmatic activities such as providing thought leadership on NFIP financial reform, thoroughly reporting on the NFIP's financial capabilities, exploring innovative methods to track financial information, and effectively managing investments will ensure the NFIP remains in operation and is financially solvent.

In FY 2024, FID will commence a reorganization that will build upon and deliver its enhanced mission, including the incorporation of new responsibilities, structure, and staff as well as the continued development of various capabilities and deployment of resources. Looking forward, FID will further mature as an organization that promotes innovation and diverse thinking through proper execution of organized and functional structures. FID will also begin the process of evaluating the effectiveness of the reorganization to determine if there are future improvement opportunities. In FY 2024,



FID will design the evaluation approach, begin to collect data, and perform initial analyses after beginning to operate in the new organizational model.

**GAO High-Risk Area: Ensuring the Cybersecurity of the Nation (Government-wide)**

**Overview:** Federal agencies and our Nation’s critical infrastructure—such as power distribution, water supply, telecommunications, and emergency services—rely extensively on computerized information systems and electronic data to carry out their operations. Risks to information systems include continuing insider threats from employees and business partners, escalating and emerging threats from around the globe, the ease of obtaining and using hacking tools, the steady advance in the sophistication of attack technology, and the emergence of new and more destructive attacks. Safeguarding these systems and data is essential to protecting national and economic security, as well as public health and safety. This safeguarding of federal computer systems and the systems that support critical infrastructure—referred to as cyber-Critical Infrastructure Protection (CIP)—is a continuing concern.

Federal information security has been on GAO’s list of high-risk areas since 1997. In 2003, GAO expanded this high-risk area to include cyber-CIP and, in 2015, added protecting the privacy of personally identifiable information. The DHS Cybersecurity and Infrastructure Security Agency (CISA) continues to prioritize the security of critical infrastructure systems through: (1) Binding Operational Directives and Emergency Directives, whose application extend throughout the federal civilian executive-branch space; (2) services to aid entities in identification of critical vulnerabilities; (3) assessments of High-Value Asset Systems; (4) audits of Domain Name System infrastructure; (5) intrusion detection and prevention services; and (6) the overall improvement of the federal and private sector cybersecurity postures.

**Lead Office and Official:** CISA, Office of Strategy, Policy, and Plans (SPP), Valerie Cofield, Chief of SPP

**Progress:** In March 2023, the Biden Administration released the new National Cybersecurity Strategy<sup>15</sup> (NCS). While past cyber strategies have been built on a foundation of information sharing and public-private collaboration and have all been essential efforts, this strategy seeks to outpace our adversaries and set a national agenda. To ensure implementation of the NCS, the National Cybersecurity Strategy Implementation Plan (NCSIP) was developed to document and track actions against the NCS. Much of CISA’s critical work to improve the cybersecurity of the nation is captured within the NCSIP, with CISA having a role in initiatives across four of the five pillars included in the NCS.

Where the NCS and its accompanying implementation plan call for foundational shifts to help America outpace its adversaries and set a national agenda, CISA’s Cybersecurity

<sup>15</sup> <https://www.whitehouse.gov/briefing-room/statements-releases/2023/03/02/fact-sheet-biden-harris-administration-announces-national-cybersecurity-strategy/>



Strategic Plan<sup>16</sup> focuses on the specific actions CISA can take and how those actions may be measured.

In addition, CISA has released and is actively promoting a cybersecurity framework through Cross-Sector Cybersecurity Performance Goals (CPGs)<sup>17</sup>. The CPGs are high-impact, high-priority practices for critical infrastructure owners that address common adversary tactics, techniques, and procedures and manage risks to IT and operational technology (OT) that CISA commonly observes. The CPGs were developed based on CISA's operational data, widely published research on the current threat landscape, and collaboration with government, industry groups, and private sector experts to receive input and feedback. With the CPGs, CISA seeks to give the critical infrastructure community, across both public and private sectors, a prioritized set of security outcomes and associated actions essential to securing both IT and OT assets. The CPGs are intended to enable effective risk reduction and prioritization of cybersecurity outcomes.

Since the CPGs were released, CISA has taken steps to encourage adoption, from the Ransomware Vulnerability Warning Pilot<sup>18</sup> and the Shields Up<sup>19</sup> campaign to our CPG Assessments<sup>20</sup>. These are intended to encourage adoption of CPGs and reduce the prevalence and impact of cyber intrusions affecting American organizations. Today, CISA is measuring implementation of two CPGs across Cyber Hygiene-enrolled entities and plans to utilize both internal and commercially sourced data to measure an additional four CPGs by the end of 2023.

Key to ensuring adoption of CPGs is being able to ensure the privacy of our partners is protected. CISA has a full-time privacy officer and staff, responsible for the privacy policy and compliance of the agency, who works with CISA's various programs and offices to incorporate privacy and data protection into the work, service offerings, and advice of the agency. CISA's privacy officer works with the DHS Chief Privacy Officer to provide the public with transparency and accountability of CISA's cybersecurity operations.

Also critical to these actions is building the nation's cyber workforce. The United States has hundreds of thousands of vacant cybersecurity jobs, with about 40,000 vacancies within the Federal government. To address those vacancies, CISA is implementing the Cyber Talent Management System (CTMS) authority to have greater flexibility to hire based on aptitude and attitude, which will also help increase retention with compensation for new hires being more competitive with the private sector. CISA also created a new Cyber Innovation Fellows program that offers external opportunities. This program welcomes private sector experts to enhance their own skills and knowledge. Fellows become a part of the CISA team on a short term, part-time basis, and they're able to share their wisdom, perspectives and skills while gaining a better understanding of the cyber threat landscape from the Federal government's view. Lastly, CISA is engaged in unique and valuable public and private partnership efforts, such as one with CYBER.ORG and Girl Scouts of the USA to create a Cyber Awareness Challenge. Through the challenge, female students across the country were given direct access to fun activities designed to

<sup>16</sup> <https://www.cisa.gov/cybersecurity-strategic-plan>

<sup>17</sup> <https://www.cisa.gov/cross-sector-cybersecurity-performance-goals>

<sup>18</sup> <https://www.cisa.gov/stopransomware/Ransomware-Vulnerability-Warning-Pilot>

<sup>19</sup> <https://www.cisa.gov/shields-up>

<sup>20</sup> <https://www.cisa.gov/downloading-and-installing-cset>



strengthen their skills and interest in cybersecurity and get them thinking about careers in cybersecurity at an earlier age.

**Planned Actions and Key Milestones:** In FY 2024, CISA will:

- Continue to implement actions from its Cybersecurity Strategic Plan;
- Continue to build the nation’s cyber workforce; and
- Complete measurement of four additional CPGs by December 31, 2023.

**GAO High-Risk Area: Strategic Human Capital Management (Government-wide)**

**Overview:** Addressing national challenges requires a high-performing federal workforce able to safeguard the homeland against national threats and emergencies. However, current budget and long-term fiscal pressures, declining levels of federal employee satisfaction, the changing nature of federal work, and a potential increase of employee retirements could produce gaps in leadership and institutional knowledge. Mission-critical skills gaps impede federal agencies from cost-effectively serving the public and achieving results. Additional efforts are needed to coordinate and sustain efforts to close critical skill gaps and better use workforce analytics to predict emerging skills gaps. DHS has taken significant steps during the past year to develop and demonstrate sustained progress in implementing a results-oriented human capital plan that identifies Departmental human capital goals, objectives, and performance measures, and is also linked to the Department’s overall strategic plan.

**Lead Office and Official:** MGMT, Office of the Chief Human Capital Officer (OCHCO), Roger Brown, Deputy Chief Human Capital Officer

**Progress:** DHS OCHCO continues to support the U.S. Office of Personnel Management's (OPM) efforts to address this government-wide area by identifying and formally documenting human capital requirements for high priority missions. These efforts include utilizing innovative approaches to attract and retain talent to address skills gaps in key disciplines such as those for cybersecurity professionals and border security and immigration officers.

GAO favorably recognized the Department’s efforts to fully address all human capital outcomes within the separate “Strengthening Department of Homeland Security Management Functions”<sup>21</sup> area on the High-Risk List. The Department continues to demonstrate sustained progress by implementing a strategic human capital plan, structured workforce planning for mission critical occupations, enhanced employee engagement activities, and improvements in enterprise leader development, and undertaking human capital strategic planning activities and leveraging competencies and individual performance in human capital decision-making.

Other noteworthy efforts include:

<sup>21</sup> In their 2023 High-Risk Series, GAO narrowed and renamed this High-Risk area, “Strengthening Department of Homeland Security IT and Financial Management Functions.”



- DHS conducts quarterly Human Resources Statistics reviews with each Component to better understand workforce data and potential mission impacts. These reviews also help identify challenges and opportunities where the Department can leverage best practices to address common challenges. The collaborative nature of these reviews allows for both DHS headquarters and Component input into the types of measures and metrics that are most useful and how that data can help inform decision making.
- OCHCO issued action planning guidance, and implemented a monitoring framework for Component employee engagement action plans. Throughout the two-year action planning cycle, Components have taken substantive steps to align with the guidance, improve action plans, and address OCHCO’s feedback. The new monitoring framework includes in-depth reviews and assessments of Component employee engagement action plans, as well as training and technical support.
- DHS Components and Headquarters have established Employee Engagement Steering Committees, which include participation by executives, supervisors, employees, and unions, to discuss current and planned engagement initiatives and to share ideas and best practices.
- Building on existing efforts, the Secretary’s priority on employee morale and engagement led to the creation of a new Employee Experience Framework. Key elements within the framework include:
  - Focus groups with employees from across the Department;
  - A quarterly pulse survey program that provides opportunities beyond the Federal Employee Voice for employees to provide direct feedback, including open-ended questions; and
  - Field tests that explore innovative ways to address key areas of the Employee Experience Framework. Three field tests have involved “jump teams” that bring DHS and Component headquarters personnel into the field to better understand and address the basic needs of the frontline workforce. A fourth field test brought field employees to headquarters for an intensive two-day workshop to address gaps in understanding between headquarters and field work in formulating and implementing policy.

**Planned Actions and Key Milestones:** In FY 2024, DHS will:

- Continue field engagements and survey efforts initiated under the new Employee Experience Framework;
- Ensure Components submit bi-annual Engagement Action Plans that are assessed by DHS OCHCO and signed by Component leadership;
- Continue quarterly Human Resources Statistics reviews with a focus on increasing data accuracy and using data to driver better mission outcomes; and
- Continue efforts to fill Mission Critical Occupations, including through the expansion of the DHS CTMS – a new approach to federal talent management that features flexibilities for defining jobs and critical skills, conducting hiring, and providing market-sensitive compensation.



**GAO High-Risk Area: Managing Federal Real Property (Government-wide)**

**Overview:** GAO designated federal real property as a high-risk government operation in 2003, citing: (1) retention of excess and underutilized properties; (2) an over-reliance on costly leasing to meet long-term space needs; (3) the use of unreliable data to support decision-making; and (4) risks to facility security. In March 2019, GAO provided a high-risk update,<sup>22</sup> which identified three remaining high-risk areas of focus for Federal real property: (1) excess and underutilized property; (2) data reliability; and (3) facility security. For each risk area in this government-wide designation, DHS demonstrated the senior leadership commitment required, the capacity, appropriate action plans, compliance monitoring capabilities, and material progress toward addressing them.

The DHS real property portfolio is spread over 5,000 different locations and consists of more than 55,000 individual asset records. It is comprised of more than 100 million square feet of building space, 40,000 structures, and 90,000 acres of land. The portfolio has a variety of mission use types to support the diverse missions of the Department.

Real property is a major cost driver for DHS, at more than \$4 billion per year. Of this amount, the average annual allocated resources for acquisitions or improvements to land and structures is \$1 billion, for leased rental payments is \$2 billion, and the remaining \$1 billion funds operations and maintenance activities.

The responsibilities of DHS’s Senior Real Property Officer (SRPO) are designated to DHS’s Chief Readiness Support Officer (CRSO). As part of the CRSO’s authorities delegated from the USM, the Office of the Chief Readiness Support Officer (OCRSO) is responsible for providing Departmental strategy, policy, oversight, and coordination of the DHS Components with delegated real property operating authority. There are 12 DHS Components with delegated real property operating authority, all of which have their own SRPO, funding structures, maturities, means, and strategies to deliver their real property programs in line with Departmental policies. Further, the Department’s Federal Protective Service (FPS) provides integrated security and law enforcement services to federally owned, leased, or operated buildings, facilities, property, and other assets.

**Lead Office and Official:** MGMT, OCRSO, Tom Chaleki, CRSO

**Progress:** In FY 2023, DHS put a new structure into place to oversee and coordinate implementation of a newly developed workplace strategy focused on space optimization. The strategy will allow for a more cost-effective delivery of flexible and adaptable workspace, while improving mission delivery and employee productivity and morale. Aspects of the strategy include facility improvements, sustainable and resilient facilities, and a “workspace of the future” that aligns with and supports evolving workforce flexibilities. The Department is optimizing real property financial resources to support its workplace strategy through the DHS planning, programming, budgeting, and execution (PPBE) process.

**Excess and Underutilized Property**





In FY 2023, the Department revised the Facility Condition Assessment (FCA) Instruction 119-02-04 to mature the standardized process for conducting FCAs by developing metrics and best practices to monitor resources for recapitalizations, deferred maintenance, and operational readiness. DHS will also establish a bi-annual committee of internal stakeholders for implementation of the approved FCA Instruction.

**Data Reliability**

DHS OCRSO is utilizing the Department’s Program Budget Review process to connect real property financial data within the Office of the Chief Financial Officer’s (OCFO) “OneNumber” financial system, and will continue to employ several strategies to improve real property management, reduce leasing costs, and reduce excess and underused property. In FY 2023, DHS developed and instituted a Real Property Data Warehouse (RPDW) Data Quality Improvement Scorecard for rating Component agency quarterly data submissions, and increased efficiency and reduced costs by automating the process of RPDW Component agency quarterly data submissions.

**Regional Planning - National Capital Region (NCR)**

DHS is implementing an NCR real property strategy that will consolidate DHS Headquarters tenancies in the NCR over a ten-year timeframe. Since FY 2019, DHS has reduced its NCR portfolio by 1.16 million Rentable Square Feet (RSF), and DHS will reduce its portfolio by another 1.75 million RSF during the next six years. Through oversight of the NCR Real Property Strategy, the NCR Executive Committee, chaired by the Deputy Under Secretary for Management, will become the executive sponsor for emphasizing portfolio strategy objectives across the enterprise and promote transparency and accountability to real property management.

**Facility Security**

FPS protects and delivers integrated law enforcement and protective security services to the buildings, grounds, and property that are owned, occupied, or secured by the Federal Government. FPS participates and provides substantial contributions to the Interagency Security Committee’s “Risk Management Process For Federal Facilities: An Interagency Security Committee Standard,”<sup>23</sup> and has partnered with the United States Marshal Service and the Administrative Office of the United States Courts to support new initiatives and actions related to security responsibilities in federal Courthouse facilities. The FPS Facility Security Assessment program has been adopted by many other agencies throughout the Executive Branch.

FPS has oversight of approximately 17,000 Protective Security Officers (PSOs), (e.g., contract guards), who, who provide the most visible day-to-day component of FPS’s facility security protection. FPS developed the Post Tracking System (PTS) to manage the PSO program by ensuring officers are properly trained and prepared to stand post, which is now in place in all 11 Regions and the DHS Headquarters. Since the release of the 2022-2026 FPS Strategic Plan in December 2022, FPS has worked to develop performance measures and targets within the Strategic Plan. FPS has made significant progress on

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<sup>23</sup> “The Risk Management Process For Federal Facilities: An Interagency Security Committee Standard,” dated 2021; <https://www.cisa.gov/publication/risk-management-process>



completing the design of all performance measures and targets including specific measures for Infrastructure Modernization.

**Planned Actions and Key Milestones:** DHS continues to improve the management, oversight, and physical security of its real property inventory. Specific initiatives in FY 2024 include:

**Excess and Underutilized Property**

DHS will continue evaluating disposal capabilities and authorities to streamline removal of excess property from the inventory. As one example, the U.S. Coast Guard continues pursuing reductions of its owned excess and underutilized building assets—primarily housing and lighthouse assets.

**Data Reliability**

DHS will codify and implement the Real Property Asset Management System Manual and revise the DHS Real Property Manual to provide consistent Department-wide policy and promote improvement in program efficiency.

**Regional Planning - National Mission Support**

DHS is pursuing opportunities to implement Joint Mission Support Centers to allow Components to share access to common mission support requirements such as firing ranges, Sensitive Compartmented Information Facility (SCIFs), and training centers. The Department’s first Joint Mission Support Center in San Antonio was implemented in May 2023 and provides SCIF access through cost sharing to multiple DHS entities in the area.

**Data Reliability**

FPS is on track to fully implement the Post Tracking System on all PSO contracts by the end of Fiscal Year 2024.

**GAO High-Risk Area: Improving the Management of IT Acquisitions and Operations (Government-wide)**

**Overview:** The federal government spends over \$80 billion annually on IT. GAO has determined agencies continue to struggle with IT projects due to overly broad scopes, delivery of functionality several years after initiation, and ineffective executive-level IT governance and oversight in general.

DHS has launched numerous improvements on multiple fronts to enhance overall management of IT projects, acquisitions and resources since the issuance of M-15-14<sup>24</sup> consistent with the intent of Federal IT Acquisition Reform Act provisions.

<sup>24</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>



**Lead Office and Official:** MGMT, Office of the Chief Information Officer (OCIO), Robert Dorr, Executive Director, Business Management Directorate

**Progress:** DHS continues to enhance OCIO oversight of the \$10 billion IT portfolio. Since 2015, DHS OCIO has:

- Updated DHS IT management policies and processes to support OCIO oversight across all phases of the PPBE process;
- Standardized operating procedures to improve the transparency and management of IT acquisitions; and
- Strengthened strategic alignment of IT resources across DHS through cross-functional, executive steering councils, among other accomplishments.

In FY 2023, the DHS OCIO:

- Introduced an IT resource allocation framework that requires alignment of new IT budget requests to the DHS Unified Cybersecurity Maturity Model, enabling a risk-based approach to investment selection;
- Supported OCFO and OCRSO development of Financial Management Policy Manual (FMPM) § 2.13, which set forth the rules on using funds for IT system modernization projects and facilities infrastructure improvements projects;
- Partnered with the DHS Financial Systems Modernization Program Management Office and conducted requirements improvement efforts to help ensure required capabilities and functionality are delivered for new planned systems;
- Revamped the IT Acquisition Review structure to include subject matter experts in Artificial Intelligence, SecDevOps, and other critical areas for alignment with policy, strategic initiatives, and best practices;
- Instituted a formal Headquarters and MGMT Chief Information Officer through new delegation to improve effectiveness of all aspects of IT resource management; and
- Formalized and executed Lead Technical Authority oversight for DHS MGMT IT acquisition programs to evaluate technical feasibility and program maturity.

**Planned Actions and Key Milestones:** In FY 2024 and beyond, DHS OCIO will continue to:

- Leverage the NEF to fund IT modernization projects that meet the intent of the Modernizing Government Technology Act;
- Execute Technology Modernization Fund funds for Southwest Border Technology Integration and Information Sharing projects;
- Mature the DHS IT Acquisition Review process to provide more granular visibility into IT spending across the Department; and
- Partner with OCFO to enhance OCIO engagement across the PPBE process.

In addition, DHS OCIO will:

- Implement the Unified Cyber Security Maturity Module to evaluate cyber investments against risk posture improvement; and



- Work with the Office of Program Accountability and Risk Management and DHS Components to revise existing operational analysis guidance to embed stronger post-Full Operational Capability oversight for all Major Programs (both IT and non-IT).

**GAO High-Risk Area: Government-wide Personnel Security Clearance Process (Government-wide)**

**Overview:** In January 2018, GAO designated the government-wide personnel security clearance process as a High-Risk Area. The process faces significant challenges related to: (1) the timely processing of clearances; (2) measuring investigation quality; and (3) ensuring IT security, among other things. A high-quality and timely government-wide personnel security clearance process is essential to minimize the risks of unauthorized disclosures of classified information, and to help ensure information about individuals with a criminal history, or other questionable behaviors, is identified and assessed. While the ongoing reforms in this area are promising, challenges remain regarding the timely processing of clearances, a lack of performance measures to assess quality at all stages of the process, and addressing IT system challenges in this government-wide high-risk area.

DHS has been actively involved with the government-wide personnel security reform effort, Trusted Workforce (TW) 2.0, since the initiative began in 2018, and the Department remains dedicated to successfully implementing the resulting changes and continues to actively engage with interagency partners regarding this extensive reform. In concert with the interagency focus on implementing TW 2.0, and as a continuation of DHS’s 2022 “Secretary’s Infrastructure Transformation” initiative, the Department’s “Secretary’s 2023 Priorities” includes overhauling the personnel security process to drive efficiency and effectiveness. As DHS continues to advance and modernize personnel security within the Department, the DHS TW 2.0 Working Group, which was established in June 2020 and is composed of personnel security practitioners from all DHS Operational Components, remains an integral part of implementation efforts.

DHS is implementing TW 2.0 requirements while also making progress on internal DHS personnel security-related initiatives and continues to not have a background investigations backlog. In addition to providing updates within DHS on personnel security program improvements, the DHS Office of the Chief Security Officer (OCSO) provides regular briefings regarding DHS personnel security-related matters to staff from the U.S. House of Representatives Permanent Select Committee on Intelligence and the U.S. Senate Select Committee on Intelligence.

**Lead Office and Official:** MGMT, OCSO, Richard D. McComb, Chief Security Officer

**Progress:** The Department has achieved 95 percent enrollment of its national security population into the Office of the Director of National Intelligence Continuous Evaluation System (CES). CES includes automated record checks for criminal, financial, foreign travel, terrorism, and public records. DHS achieved the goal prior to April 2023 and has



continued to maintain or exceed this enrollment level month after month with the enrollment at 97 percent as of the end of FY 2023.

DHS enrolled 78 percent of eligible fingerprints for DHS personnel into the Noncriminal Justice Rap Back Service (or the equivalent), which is managed by the FBI’s Criminal Justice Information Services Division, as of the end of FY 2023. Rap Back Service alerts agencies of any associated records, such as criminal activity, for the agency’s enrolled personnel.

The Department pursued opportunities to automate its internal personnel vetting processes through the Enterprise Security Forms System (eSFS), which streamlines inputting applicant information in the contractor onboarding process through a web-based platform. ESFS modernization will include end-to-end transparency for stakeholders such as personnel security practitioners, program managers, and contractors.

DHS delivered the application and requisite training for the DHS Continuous Vetting and Analytics Service (CVAS), enabling 200 or more role-based personnel security end users to adjudicate alerts from CES as of January 2023. CVAS analyzes security alert data, performs identity resolution, and provides risk scoring analysis based on personnel security adjudication policies and applicable business rules. This automation allows end users to focus on other significant actions when an individual may pose a risk to a trusted workforce.

At the end of FY 2023, DHS onboarded 95 percent of applicants—contractors and federal employees—who did not require a polygraph in an average of 17 days. For cases that met reciprocity criteria, applicants were onboarded in an average of 7 days.

**Planned Actions and Key Milestones:** In FY 2024, DHS will:

- Achieve TW 1.5 requirements for the entire DHS national security population by the end of CY 2023;
- Issue a Supplement to the “Department of Homeland Security Trusted Workforce 2.0 Implementation Plan” (July 14, 2021) in FY 2024, Quarter 1, addressing accomplishments and identifying key future milestones;
- Continue implementing recommendations from the DHS Personnel Security Operations Task Force;
- Transition the Department from the Electronic Questionnaires for Investigations Processing, to the National Background Investigation Services’ e-Application program;
- Pilot eSFS with contractor personnel;
- Draft DHS policy to align with Continuous Vetting initiatives to transition the Department from TW 1.25 to TW 1.5;
- Begin enrolling the DHS public trust population in Continuous Vetting;
- Work on replacing the DHS enterprise personnel security case management system to satisfy evolving industry standards and requirements;
- Strengthen CVAS by increasing data source interfaces and developing processes that will meet and enhance TW 2.0 requirements; and
- Remain engaged with the Performance Accountability Council Program Management Office and Department of Defense regarding IT shared services for personnel security processing, and any recommendations from the continued TW 2.0 efforts.



# Appendices



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# Acronym List

## A

ADA – Americans with Disabilities Act  
AFR – Agency Financial Report  
AGA – Association of Government Accountants  
AI – Artificial Intelligence  
AITF – Artificial Intelligence Task Force  
AMO – Air and Marine Operations  
APB – Acquisition Program Baseline  
APG – Agency Priority Goal  
API – Application Programming Interface  
APP – Annual Performance Plan  
APR – Annual Performance Report  
ARPA – American Rescue Plan Act, 2021  
ATON – Aids to Navigation

## B

BCA – Benefit-Cost-Analysis  
BFCT – Biometric Facial Comparison Technology  
BOD – Binding Operational Directive  
BRIC – Building Resilient Infrastructure and Communities  
BRS – Blended Retirement System

## C

CAA – Consolidated Appropriations Act  
CARES – Coronavirus Aid, Relief, and Economic Security Act, 2020  
CBP – U.S. Customs and Border Protection  
CBRN – Chemical, Biological, Radiological and Nuclear  
CBRNE – Chemical, Biological, Radiological, Nuclear, and Explosive  
CDL – Community Disaster Loans  
CDP – Center for Domestic Preparedness  
CEAR – Certificate of Excellence in Accountability Reporting

CEIU – Child Exploitation Investigations Unit  
CFIUS – Committee on Foreign Investment in the United States  
CFO – Chief Financial Officer  
CFTF – Cyber Fraud Task Force  
CIO – Chief Information Officer  
CIP – Construction in Progress  
CISA – Cybersecurity and Infrastructure Security Agency  
COBRA – Chemical, Ordinance, Biological, and Radiological  
COBRA – Consolidated Omnibus Budget Reconciliation Act, 1985  
COLA – Cost of Living Allowance  
COP – Common Operating Picture  
COTS – Commercial Off-the-Shelf  
CPI – Consumer Price Index  
CPSS – Checkpoint Property Screening System  
CSEA – Child Sexual Exploitation and Abuse  
CSRB – Cyber Safety Review Board  
CTMS – Cybersecurity Talent Management System  
C-UAS – Counter Unmanned Aircraft Systems  
CVAS – Continuous Vetting and Analytics Service  
CWMD – Countering Weapons of Mass Destruction Office  
CX – Customer Experience

## D

DADLP – Disaster Assistance Direct Loan Program  
DCIA – Debt Collection Improvement Act, 1996  
DEF – Disaster Emergency Fund



DEIA – Diversity, Equity, Inclusion, and Accessibility

DHS – Department of Homeland Security

DOD – Department of Defense

DOJ – Department of Justice

DOL – Department of Labor

DRF – Disaster Relief Fund

DVE – Domestic Violent Extremism

## E

E2C2 – Export Enforcement Coordination Center

ECTF – European Electronic Crime Task Force

EDS – Explosive Detection System

EOIR – Executive Office for Immigration Review

ERM – Enterprise Risk Management

ERO – Enforcement and Removal Operations

eSFS – Enterprise Security Form System

EV – Electric Vehicle

## F

FAA – Federal Aviation Administration

FAA – DHS Financial Accountability Act

FBwT – Fund Balance with Treasury

FCC – Federal Communications Commission

FCEB – Federal Civilian Executive Branch

FCU – Financial Crimes Unit

FECA – Federal Employees Compensation Act, 1916

FEMA – Federal Emergency Management Agency

FERS – Federal Employees Retirement System

FEVB – Federal Employee and Veterans' Benefits

FFMIA – Federal Financial Management Improvement Act, 1996

FFRD – Future of Flood Risk Data

FIFO – First In-First Out

FIMA – Flood Insurance Mitigation Administration

FISMA – Federal Information Security Management Act

FLETC – Federal Law Enforcement Training Centers

FMA – Flood Mitigation Assistance

FMFIA – Federal Managers' Financial Integrity Act

FPS – Federal Protective Service

FSMS – Financial Systems Modernization Solution

FY – Fiscal Year

## G

GAAP – Generally Accepted Accounting Principles

GAO – U.S. Government Accountability Office

GE – Global Entry

GPRRA – Government Performance and Results Act, 1993

GPRAMA – GPRRA Modernization Act, 2010

GS – General Service

GSA – General Services Administration

GTAS – Government-wide Treasury Account Symbol Adjusted Trial Balance System

## H

HART – Humanitarian, Adjustment, Removing Conditions and Travel

HMA – Hazard Mitigation Assistance

HMGP – Hazard Mitigation Grant Program

HSI – Homeland Security Investigations

HVE – Homegrown Violent Extremists



## Acronym List

### I

I&A – Office of Intelligence and Analysis  
ICE – U.S. Immigration and Customs Enforcement  
ICMM – Internal Control Maturity Model  
ICOFR – Internal Control Over Financial Reporting  
IEFA – Immigration Examination Fee Account  
IHP – Individuals and Households Program  
IHSC – ICE Health Service Corps  
IIJA – Infrastructure Investment and Jobs Act, 2022  
INA – Immigration and Nationality Act  
IPE – Information Produced by Entity  
IPERA – Improper Payments Elimination and Recovery Act, 2010  
IPERIA – Improper Payments Elimination and Recovery Improvement Act, 2012  
IPIA – Improper Payments Information Act, 2002  
IT – Information Technology  
ITGC – Information Technology General Controls  
IUC – Information Used in Controls  
IUUF – Illegal, Unreported, and Unregulated Fishing

### J

JCDC – Joint Cyber Defense Collaborative  
JPMO – Joint Program Management Office

### K

KEVS – Known Exploited Vulnerabilities

### L

LECC – Law Enforcement Coordination Council  
LOI – Letter of Intent

### M

MERHCF – Medicare–Eligible Retiree Health Care Fund  
MGMT – Management Directorate  
MHS – Military Health System  
MMPC – Major Management and Performance Challenges  
M-UAS – Medium UAS

### N

NAGC – National Association of Government Communications  
NATO – North Atlantic Treaty Organization  
NCATC – National Criminal Analysis and Targeting Center  
NCFI – National Computer Forensics Institute  
NCP – Normal Cost Percentage  
NCR – National Capital Region  
NDAA – National Defense Authorization Act  
NDD – Non-Detained Docket  
NFIP – National Flood Insurance Program  
NGO – Nongovernmental Organization  
NICE – National Initiative for Cybersecurity Education  
NICS – Next Generation Incident Command System  
NII – Non-Intrusive Inspection  
NIMS – National Incident Management System  
NISAC – National Infrastructure Simulation and Analysis Center  
NOC – National Operations Center  
NPFC – National Pollution Funds Center  
NRCC – National Response Coordination Center  
NRMCC – National Risk Management Center



NSC – National Security Cutter  
NSSE – National Special Security Event  
NTAC – National Threat Assessment Center

## O

OCFO – Office of the Chief Financial Officer  
OCIO – Office of the Chief Information Officer  
OIG – Office of Inspector General  
OM&S – Operating Materials and Supplies  
OMB – Office of Management and Budget  
OPEB – Other Post Retirement Benefits  
OPLA – Office of the Principal Legal Advisor  
OPM – Office of Personnel Management  
ORB – Other Retirement Benefits  
OSA – Office of Homeland Security Situational Awareness  
OSLTF – Oil Spill Liability Trust Fund  
OTA – Other Transaction Agreement

## P

PA – Public Assistance  
PA&E – Program Analysis and Evaluation  
PC&I – Procurement, Construction, and Improvement  
PIIA – Payment Integrity Information Act, 2019  
PM – Performance Management  
PMDf – Performance Measure Definition Form  
POA&M – Plan of Action and Milestones  
POE – Port of Entry  
PP&E – Property, Plant, and Equipment  
PPA – Programs, Projects, and Activities

## Q

QHSR – Quadrennial Homeland Security Review

## R

RPA – Robotic Process Automation  
RSI – Required Supplementary Information

## S

S&T – Science and Technology Directorate  
SBR – Statement of Budgetary Resources  
SEACATS – Seized Assets and Case Tracking System  
SES – Senior Executive Service  
SFFAS – Statement of Federal Financial Accounting Standards  
SFRBTF – Sport Fish Restoration Boating Trust Fund  
SLTT – State, Local, Tribal, and Territorial  
SMD – Strategic Management Division  
SOC – Service Organization Control  
SPM – Service Provider Monitoring  
S-UAS – Small UAS  
SWB – Southwest Border

## T

TAK – Team Awareness Kit  
TBI – Treasury Breakeven Inflation  
TCO – Transnational Criminal Organization  
TIER – Treasury Information Executive Repository  
TSA – Transportation Security Administration  
TSO – Transportation Security Officer  
TSP – Thrift Saving Plan  
TTP – Trusted Traveler Program  
TVS – Travel Verification System



## Acronym List

### U

UAS – Unmanned Aircraft System  
UCMM – Unified Cybersecurity Maturity Model  
UFLPA – Uyghur Forced Labor Prevention Act, 2022  
UN – United Nations  
UPR – Unearned Premium Reserve  
USBP – U.S. Border Patrol  
USCG – U.S. Coast Guard  
USCIS – U. S. Citizenship and Immigration Services  
USFA – U.S. Fire Administration

USM – Under Secretary for Management  
USPS – U.S. Postal Service  
USSGL – U.S. Standard General Ledger  
USSS – U.S. Secret Service

### V

VAP – Victim Assistance Program  
VAV – Virtual Attorney Visitation  
VAYGo – Validate as You Go

### W

WFFR – Wildland Firefighter Respirator  
WYO – Write Your Own

**U.S. CUSTOMS AND BORDER PROTECTION  
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY  
FEDERAL EMERGENCY MANAGEMENT AGENCY  
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT  
TRANSPORTATION SECURITY ADMINISTRATION  
U.S. COAST GUARD  
U.S. CITIZENSHIP AND IMMIGRATION SERVICES  
U.S. SECRET SERVICE  
COUNTERING WEAPONS OF MASS DESTRUCTION OFFICE  
FEDERAL LAW ENFORCEMENT TRAINING CENTERS  
OFFICE OF HOMELAND SECURITY SITUATIONAL AWARENESS  
OFFICE OF INTELLIGENCE AND ANALYSIS  
OFFICE OF INSPECTOR GENERAL  
MANAGEMENT DIRECTORATE  
SCIENCE AND TECHNOLOGY DIRECTORATE**

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