



U.S. DEPARTMENT OF HOMELAND SECURITY

ANNUAL PERFORMANCE REPORT

FY 2024



**WE SAFEGUARD THE NATION ON
LAND, AIR, AND SEA,**



**BEFORE AND AFTER NATURAL DISASTERS
AND OTHER INCIDENTS,**



**ACROSS CYBERSPACE AND
CRITICAL INFRASTRUCTURE,**



**IN SUPPORT OF VICTIMS AS WE COMBAT
CRIMES OF EXPLOITATION AND OTHER FORMS
OF TARGETED VIOLENCE,**



**BY ADMINISTERING AND ENFORCING OUR
NATION'S IMMIGRATION SYSTEM,**



**AND AT PORTS OF ENTRY WHERE VITAL FLOWS
OF PEOPLE, GOODS, AND MONEY ENTER, LEAVE,
AND SUSTAIN OUR COUNTRY EVERY DAY.**

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This report is available online at:

<https://www.dhs.gov/performance-accountability>

If viewing an online copy or abridged version of this year's report, Appendix C and D are provided under separate cover at the above link.

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CONNECT WITH DHS





Connect with DHS

On Our Website and Social Media

QR codes are provided throughout the report to quickly direct readers to [DHS.gov](https://www.dhs.gov) for the most up to date information on the Department’s Mission, structure, leadership, and activities. Additionally, DHS has multiple social media platforms that enable citizens to keep informed about homeland security issues and activities the Department is taking to safeguard the American people, our homeland, and our values.

[Facebook](#) [Flickr](#) [X](#) [YouTube](#)
[Instagram](#) [LinkedIn](#) [Email Sign-Up](#)

Homeland Security Careers

Challenge your mind and use your skills and talents with a DHS career. DHS has unique career opportunities at Headquarters and with Components to help secure our borders, airports, seaports, and waterways; research and develop the latest security technologies; respond to natural disasters or terrorist assaults; and analyze intelligence reports. Explore career opportunities online at [dhs.gov](https://www.dhs.gov)

With DHS Components

DHS’s Operational Components (on the left in **green**) lead the Department’s operational activities to protect our Nation. The DHS Support Components (on the right in **purple**) provide mission support and business support activities to ensure the organization has what it needs 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.

[U.S. Customs and Border Protection \(CBP\)](#)
[Cybersecurity and Infrastructure Security Agency \(CISA\)](#)
[Federal Emergency Management Agency \(FEMA\)](#)
[U.S. Immigration and Customs Enforcement \(ICE\)](#)
[Transportation Security Administration \(TSA\)](#)
[U.S. Coast Guard \(USCG\)](#)
[U.S. Citizenship and Immigration Services \(USCIS\)](#)
[U.S. Secret Service \(USSS\)](#)

[Federal Law Enforcement Training Centers \(FLETC\)](#)
[Science and Technology Directorate \(S&T\)](#)
[Countering Weapons of Mass Destruction Office \(CWMD\)](#)
[Office of Intelligence and Analysis \(I&A\)](#)
[Office of Homeland Security Situational Awareness \(OSA\)](#)
[Office of Health Security \(OHS\)](#)
[Office of Citizenship and Immigration Services Ombudsman \(CISOMB\)](#)
[Office of Immigration Detention Ombudsman \(OIDO\)](#)
[Management Directorate \(MGMT\)](#)
[Office of Inspector General \(OIG\)](#)
[Office of the Secretary and Executive Management \(OSEM\)](#)



ABOUT THIS REPORT





About This Report

The U.S. Department of Homeland Security’s (DHS) Annual Performance Report for fiscal year (FY) 2024 provides a comprehensive assessment of the Department's performance throughout the year. This report includes key performance measure results and insights into our strategic initiatives, reflecting our commitment to enhancing the safety and security of our Nation.

For FY 2024, the Department’s Performance and Accountability Reports consist of the following three reports:

- DHS Agency Financial Report (AFR) | Publication Date: November 15, 2024
- DHS Annual Performance Report (APR) | Publication Date: January 17, 2025
- DHS Annual Performance Plan (APP) | Publication Date: March 2025¹

The FY 2024 APR consists of three major sections with supporting appendices:



Progress by Strategic Objective

Building on the Summaries of Progress by Mission presented in the [AFR](#), the [Summaries of Progress by Strategic Objective](#) in the APR provide a detailed overview of each of the Department’s missions and strategic objectives. This section provides in-depth insights into performance measures aligned with each objective, including explanations of results and any corrective actions taken. Additionally, we outline forward-looking initiatives designed to accelerate progress across all objectives. To help make the Department’s performance tangible for readers, we also include success stories and informative “Did You Know?” vignettes about our Components. To provide context for these summaries, this section begins with an introduction to our mission, core values and guiding principles, strategic framework, and performance management framework. For ease of navigation, our Summaries of Progress by Strategic Objective are organized by mission. Click the following links to quickly navigate to [Mission 1](#), [Mission 2](#), [Mission 3](#), [Mission 4](#), [Mission 5](#), [Mission 6](#), or our [Enabling Mission](#).

¹ Please note that the above dates for Department’s FY 2026 APP is subject to change. The APR and APP are generally published as a single, consolidated document. However, in years where there is a transition in Presidential Administration, performance is reported under the outgoing Administration, while planning activities are conducted under the incoming Administration. Thus, performance targets are not reported in the FY 2024 AFR or APR, but will be included in the FY 2026 APP, which we anticipate being published concurrently with the first full President’s Budget of the new Administration. See Office of Management and Budget, Circular A-11, Part 6, *The Federal Performance Framework for Improving Program and Service Delivery*, Section 210.4



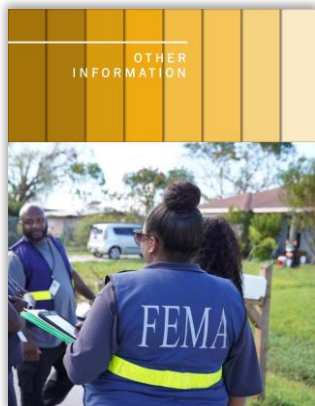


About this Report



Performance Measures

The [Performance Measures](#) section details our performance results for FY 2024, providing insights through up to four years of trend data for each measure, along with descriptions and explanations of outcomes. For measures that did not meet targets, we outline corrective actions being implemented by our Components. In years of Presidential Administration change, the publication of our APR and APP is bifurcated. We anticipate the APP, which sets targets for the next two fiscal years, to be released with the new Administration's first full President's Budget, allowing the outgoing Administration to report on its results in the APR while the incoming Administration establishes new priorities in the APP. DHS continuously enhances its performance measures, introducing and retiring measures as needed, with changes noted in the APP. Given the Department's size and complexity, we maintain over 180 GPRA measures on average, categorized into strategic and management measures. Strategic measures reflect the Department's value to stakeholders, focusing on outcomes that impact national security and community resilience, while management measures provide context on operations within our Components. The APR centers on strategic measures. Management measures will be available alongside our strategic measures in the APP.



Other Information

The [Other Information](#) section highlights key management initiatives undertaken by the Department, including efforts to enhance Customer Experience, implement the Human Capital Operating Plan, and promote equity for underserved communities. Additionally, this section provides a summary of performance challenges and high-risk areas identified by the DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO), along with the progress the Department has made in addressing these critical issues.



Supporting Appendices

The Supporting Appendices provide essential context and resources for understanding the Department's performance. [Appendix A](#) lists acronyms used throughout the report, while [Appendix B](#) acknowledges contributions from key stakeholders. Appendix C includes significant independent audits from GAO and DHS OIG for FY 2024, complete with summaries and links to the full reports. Finally, Appendix D details performance measures, including descriptions, data collection methodologies, and reliability assessments, ensuring transparency and accountability in our reporting processes. If viewing a virtual copy of this year's report, the appendices are provided under separate cover on dhs.gov.



Report Color Coding and Icons

The APR uses color coding and icons to enhance readability and navigation throughout the document. Each section is distinctly marked with a specific color to help readers quickly identify and locate relevant information. This visual organization is particularly beneficial in the Summaries of Progress by Strategic Objective, where icons and graphic design elements further aid in signposting important themes and concepts, making it easier for readers to grasp complex information at a glance. By taking these steps, we aim to improve accessibility and user experience, ensuring that stakeholders can efficiently engage with our performance data.



Fostering Public Trust

DHS is dedicated to fostering public trust and accountability by transparently communicating our successes and challenges to the public and stakeholders. Our financial and performance reports, accessible at dhs.gov, illustrate our commitment to responsible stewardship of resources and the steps we are taking to achieve our mission.



CEAR Award

We are proud to announce that in May 2024 DHS received its eleventh consecutive Certificate of Excellence in Accountability Reporting (CEAR) from the Association of Government Accountants (AGA) for our FY 2023 AFR. This award reflects the Department’s commitment to high standards in performance and accountability reporting. The [CEAR Program](#) was established by the [AGA](#), in conjunction with the Chief Financial Officers Council and the Office of Management and Budget (OMB), to further performance and accountability reporting. AGA is an association for professionals that work in the areas of financial management, accounting, auditing, information technology (IT), budgeting, policy, grants management, performance management, and other business operations areas to help government work more efficiently and effectively.



Prior Year Performance and Financial Reports

Our prior year performance and financial reports provide valuable insights into our achievements, challenges, and financial stewardship, allowing stakeholders to understand how we utilize resources to fulfill our mission. By publicly sharing this information, we foster trust and encourage informed engagement from the communities we serve. We invite you to explore our previous reports to gain a comprehensive view of our progress and the steps we are taking to enhance homeland security. Access them on dhs.gov.



Agency Priority Goals

DHS is committed to achieving its Agency Priority Goals (APGs), which serve as a vital tool for senior leadership to drive results on key initiatives over a short timeframe (e.g., two-year period). Our current APGs focus on combating human trafficking, removing barriers to disaster recovery, and advancing customer experience. DHS collaborates with its Components and OMB to develop APG plans and provide quarterly progress reports. We encourage you to explore these detailed updates at performance.gov.



PROGRESS BY
STRATEGIC
OBJECTIVE





About This Section

The Summaries of Progress by Strategic Objective are an essential element of the APR, offering critical insights and context to our performance.

This section provides a comprehensive overview of DHS, highlighting our strategic direction and providing a detailed analysis of our operational performance. Through this analysis, we aim to deliver a clear understanding of the factors influencing our results and our outlook for the future. We encourage stakeholders to engage with this narrative to gain deeper insights into the opportunities and challenges that lie ahead, and to see the decisive actions we are taking to accelerate progress and ensure the successful delivery of our mission to safeguard the American people, our homeland, and our values.

This section of the APR begins by providing a description of the [DHS Mission](#), [Core Values and Guiding Principles](#), [Strategic Framework](#), [Operational and Support Components](#), [Organizational Chart](#), and [Performance Management Framework](#). This section is then organized by the Department's strategic missions, providing detailed overviews of each mission and associated objectives. Each sub-section dedicated to a DHS mission (see covers below) provides in-depth insights into performance measures aligned with each of its associated objectives, including explanations of results and any corrective actions taken. Additionally, we outline forward-looking initiatives designed to accelerate progress across all DHS strategic objectives. To help make the Department's performance tangible for readers, we also include success stories and informative "Did You Know?" vignettes about our Components.





Mission

With honor and integrity, we will safeguard the American people, our homeland, and our values.

DHS and its homeland security mission are born from the commitment and resolve of Americans across the United States in the wake of the September 11th attacks. In those darkest hours, we witnessed true heroism, self-sacrifice, and unified resolve against evil. We rallied together for our common defense, and we pledged to stand united against threats attacking our great Nation, fellow Americans, and way of life.

Together, we are committed to relentless resilience, striving to prevent future attacks against the United States and our allies, responding decisively to natural and man-made disasters, and advancing American prosperity and economic security long into the future.

In the twenty three since the September 11th attacks, the Department has marshaled this collective vision to face new and emerging threats against the Homeland. To do so, we are instilling a culture of resilience across the United States to harden security for the threats on the horizon, withstand attacks, and rapidly recover. We are raising security baselines across the world, addressing systemic risks, and building redundancies for critical lifelines that enable our prosperity and way of life. Perhaps most importantly, we are forging partnerships to strengthen public, private, and international cooperation and pursuing solutions that outpace the intentions of our adversaries.

As the complex threat environment continues to evolve, the Department and its more than 260,000 employees will embody the relentless resilience of the American people to ensure a safe, secure, and prosperous Homeland.

A Safer, More Secure America

Since it was established in 2002, DHS and its workforce have tirelessly dedicated themselves, made meaningful contributions, and sacrificed much to create a safer, more secure America. Watch a video made last year to celebrate the Department's 20th anniversary and the tireless dedication of our workforce by scanning the QR code or visiting us at dhs.gov



Strategic Framework

Building on our founding mission, six homeland security missions form the core of our strategic framework.

The Quadrennial Homeland Security Review (QHSR) is the capstone strategy document for DHS, which is updated every four years as required by law.² The report offers recommendations on long-term strategy and priorities for homeland security. Each QHSR cycle entails an extensive three-year-long review process before the report is finalized and submitted to Congress. DHS strives to make the QHSR as thorough and inclusive as possible by working with a wide range of stakeholders, both inside and outside government, who share responsibility for safeguarding the Homeland. The QHSR provides the strategic foundation to ensure that DHS is ready to meet future challenges.

Released in 2023, the Third 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. 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.

The Department’s missions and strategic objectives established in the 2023 QHSR are outlined on the following pages. Each strategic objective has an icon associated with it that is used to demonstrate relevant alignments between each strategic objective and information in the APR.

Today, DHS Will...

24/7, 365 days a year, DHS works to keep you safe in the air, on land, at sea, and in cyberspace. Check out the online infographic, “Today, DHS Will...,” to learn more about the work DHS does to achieve its mission. Scan the QR code or visit us online at dhs.gov to explore the infographic. Note that data in the infographic is approximate and represents daily averages based on annual statistics.

Combat crime by arresting 13 gang members and 6 suspects in human trafficking investigations.

Train 2,519 law enforcement officers and agents.

Seize more than 5,000 pounds of narcotics, including nearly 100 pounds of fentanyl, at ports of entry on the border, at checkpoints, and through investigations.

Seize more than \$190,000 in counterfeit U.S. currency.

Complete 5 infrastructure security assessments.

Provide protection to 30 government leaders and foreign dignitaries.

Protect 9,500 federal facilities and 1.4 million employees and visitors.

Welcome 3,800 new citizens at naturalization ceremonies across the country, including 42 members of the U.S. Armed Forces.

Grant legal permanent resident status to 3,100 people daily.

² Pub. L. No. 107-296 provides the legal requirement for the QHSR in Section 707 of the *Homeland Security Act of 2002*, as amended by the *Implementing Recommendations of the 9/11 Commission Act of 2007* (Pub. L. No. 110-53).





Mission 1: Counter Terrorism and Prevent Threats



Objective 1.1: Collect, Analyze, and Share Actionable Intelligence and Information



Objective 1.2: Prevent and Disrupt Terrorist and Nation State Threats



Objective 1.3: Protect Leaders and Designated Individuals, Facilities, and Events



Objective 1.4: Identify and Counter Emerging Chemical, Biological, Radiological, and Nuclear Threats

Mission 2: Secure and Manage Our Borders



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



Objective 2.2: Expedite Lawful Trade and Travel



Objective 2.3: Counter Transnational Criminal Organizations and Other Illicit Actors



Mission 3: Administer the Nation's Immigration System



Objective 3.1: Administer the Immigration System



Objective 3.2: Enforce U.S. Immigration Laws

Mission 4: Secure Cyberspace and Critical Infrastructure



Objective 4.1: Support the Cybersecurity of Federal Civilian Networks



Objective 4.2: Strengthen the Security and Resilience of Critical Infrastructure



Objective 4.3: Assess and Counter Evolving Cyber and Emerging Technology Risks



Objective 4.4: Combat Cybercrime





Mission 5: Build a Resilient Nation and Respond to Incidents



Objective 5.1: Coordinate Federal Response to Incidents



Objective 5.2: Strengthen National Resilience



Objective 5.3: Support Equitable Community Recovery



Objective 5.4: Enhance Training and Readiness of First Responders

Mission 6: Combat Crimes of Exploitation and Protect Victims



Objective 6.1: Enhance Prevention through Public Education and Training



Objective 6.2: Identify, Protect, and Support Victims



Objective 6.3: Detect, Apprehend, and Disrupt Perpetrators



Enabling Mission: Enable Mission Success by Strengthening the Enterprise



Objective E.1: Mature Organizational Governance



Objective E.2: Champion the Workforce



Objective E.3: Harness Data and Technology to Advance Mission Delivery

As described in the 2023 QHSR, the Department’s missions are growing ever more complex as new threats emerge with increasing speed and with even greater potential for harm. In our increasingly interconnected world, our work to reinforce our homeland security has never been more important to our national security. The changes described in the QHSR reflect a Department and a homeland security enterprise that is more prepared, more secure, more resilient, more capable, more adaptable, and more forward-looking to meet this moment than ever before. It is a Department and enterprise that is focused firmly on preparing for the challenges of the future while confronting the challenges of today, ensuring that our actions fit into and align with the broader efforts of the U.S. Government and our partners. It is a Department that is more fit for purpose than ever to meet today’s threats and challenges based on the core competencies of DHS and our homeland security enterprise partners.

Implementing this strategic vision will require the combined work of the more than 260,000 employees of DHS, together with our stakeholders and partners across the homeland security enterprise. We are ready for the challenge; the work is already well underway.

Read more in the 2023 QHSR here: <https://www.dhs.gov/publication/2023-quadrennial-homeland-security-review-qhsr>





Operational and Support Components

The Department is made up of eight Operational Components that lead our operational activities to protect the Nation. DHS Support Components and other offices provide mission support to ensure the Operational Components have what they need to accomplish the DHS mission.

Operational Components

U.S. Customs and Border Protection (CBP)

CBP's priority mission is to protect the American people, safeguard our borders, and enhance the nation's economic prosperity. See more at: <https://www.cbp.gov>

Cybersecurity and Infrastructure Security Agency (CISA)

CISA leads the national effort to understand, manage, and reduce risk to our cyber and physical infrastructure. See more at: <https://www.cisa.gov>

The video player interface displays a grid of DHS components: OPE, PRIV, CISOMB, USSS, USCIS, CBP, S&T, MGMT, PLCY, FEMA, ICE, OHS, FLETC, CRCL, OSA, I&A, CWMD, OLA, OIDO, OPA, TSA, CISA, USC, and OIG. The video title is "Who We Are". The description reads: "See how the events of September 11th, 2001 shaped the lives of those who joined DHS at its inception, how 22 agencies were unified under a single Department with a common mission, and how the mission of DHS protects America today. Watch the "Who We Are" video to learn more by scanning the QR code or visiting us at dhs.gov". A QR code is provided for scanning.



Federal Emergency Management Agency (FEMA)

FEMA helps people before, during, and after disasters, and 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. See more at: <https://www.fema.gov>

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. See more at: <https://www.ice.gov>

Transportation Security Administration (TSA)

TSA protects the Nation's transportation systems to ensure freedom of movement for people and commerce. See more at: <https://www.tsa.gov>

U.S. Coast Guard (USCG)

The U.S. Coast Guard 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. See more at: <https://www.uscg.mil>

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. See more at: <https://www.uscis.gov>

U.S. Secret Service (USSS)

The Secret Service protects national leaders, visiting heads of state and government, designated sites, and National Special Security Events, and safeguards the nation's financial infrastructure and payment systems to preserve the integrity of the economy. See more at: <https://www.secretservice.gov>





Support Components

Federal Law Enforcement Training Centers (FLETC)

FLETC provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently. See more at: <https://www.fletc.gov>

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. See more at: <https://www.dhs.gov/science-and-technology>

Countering Weapons of Mass Destruction Office (CWMD)

CWMD leads DHS efforts and coordinates with domestic and international partners to safeguard the United States against weapons of mass destruction (WMD) and chemical, biological, radiological, and nuclear (CBRN) threats. See more at: <https://www.dhs.gov/countering-weapons-mass-destruction-office>

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, and is the only element of the U.S. Intelligence Community statutorily charged with delivering intelligence to our state, local, tribal, territorial, and private sector partners. See more at: <https://www.dhs.gov/office-intelligence-and-analysis>

Office of Homeland Security Situational Awareness (OSA)

OSA serves as a bridge for sharing critical information – delivering strategic situational awareness, a common operating picture, and decision support – to DHS Leadership, all levels of government, and other partners involved in homeland security (i.e., the Homeland Security Enterprise). See more at: <https://www.dhs.gov/office-homeland-security-situational-awareness>

Office of Health Security (OHS)

OHS is the principal medical, workforce health and safety, and public health authority for DHS. See more at: <https://www.dhs.gov/office-health-security>



Office of Citizenship and Immigration Services Ombudsman (CISOMB)

CISOMB serves as a liaison between the public and USCIS. The office assists individuals and employers in resolving problems experienced when seeking immigration benefits from USCIS, gathers feedback to identify systemic trends and issues, and submits recommendations to USCIS to mitigate identified issues and enhance processes.³ See more at: <https://www.dhs.gov/topics/cis-ombudsman>

Office of Immigration Detention Ombudsman (OIDO)

OIDO examines immigration detention to promote safe and humane conditions. The Office assists individuals with complaints about the potential violation of immigration detention standards or misconduct by DHS or contract personnel, provides independent oversight of immigration detention facilities, and tracks trends and systemic issues across facilities.² See more at: <https://www.dhs.gov/office-immigration-detention-ombudsman>

Management Directorate (MGMT)

MGMT is responsible for budget, appropriations, expenditure of funds, accounting, and finance; procurement; human resources (HR) and personnel; IT systems; facilities, property, equipment, and other material resources; biometric and identity capabilities, services, and expertise; and identification and tracking of performance measures related to the responsibilities of DHS.⁴ See more at: <https://www.dhs.gov/management-directorate>

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. See more at: <https://www.oig.dhs.gov>

³ An ombudsman analyzes, reports on, and raises complaints, concerns, and recommendations to the appropriate agency for resolution. This work is done with a commitment to neutrality, independence, and confidentiality. The ombudsman offices are separate and distinct from the agencies they oversee.

⁴ Among its lines of business, MGMT also includes the Federal Protective Service (FPS), which uses its security expertise and law enforcement authority to protect federal government facilities and safeguard the millions of employees and visitors who pass through them every day. See more at: <https://www.dhs.gov/federal-protective-service>





Office of the Secretary and Executive Management (OSEM)

The Office of the Secretary oversees DHS's work to enhance security, protect cyberspace, administer the immigration system, and respond to disasters. See more at:

<https://www.dhs.gov/office-secretary>

OSEM includes many key offices that provide support functions for the Department, including but not limited to:

- [Office for Civil Rights and Civil Liberties \(CRCL\)](#): Provides legal and policy advice to Department leadership on civil rights and civil liberties issues, investigates and resolves complaints, and provides leadership to Equal Employment Opportunity Programs.
- [Office of the Executive Secretary \(ESEC\)](#): Provides all manner of direct support to the Secretary and Deputy Secretary, as well as related support to leadership and management across the Department. This support takes many forms, the most well-known being accurate and timely dissemination of information and written communications.
- [Office of the General Counsel \(OGC\)](#): Integrates over 3,000 attorneys from throughout the Department into an effective, client-oriented, full-service legal team. OGC comprises a headquarters (HQ) office with subsidiary divisions and the legal offices for nine DHS Components.
- [Office of Legislative Affairs \(OLA\)](#): Enhances the ability of the Department to prevent, protect against and respond to threats and hazards to the nation, as well as to ensure safe and secure borders, by providing timely information about the Department of Homeland Security to Members of Congress, working with the White House and within the Executive Branch.
- [Office of the Military Advisor](#): Provides counsel and support to the Secretary and Deputy Secretary in affairs relating to policy, procedures, preparedness activities, and operations between DHS and the Department of Defense (DOD).
- [Office of Partnership and Engagement \(OPE\)](#): Coordinates the Department's outreach efforts with key stakeholders nationwide, ensuring a unified approach to external engagement.
- [Privacy Office](#): Protects individuals by embedding and enforcing privacy protections and transparency in all DHS activities.
- [Office of Public Affairs \(OPA\)](#): Coordinates the public affairs activities of all the Department's Components and offices and serves as the federal government's lead public information office during a national emergency or disaster.
- [Office of Strategy, Policy, and Plans \(PLCY\)](#): Serves as a central resource to the Secretary and other Department leaders for strategic planning and analysis, and facilitation of decision-making on the full breadth of issues that may arise across the dynamic homeland security enterprise.
- [Office for State and Local Law Enforcement \(OSLLE\)](#): Provides DHS with primary coordination, liaison, and advocacy for state, local, tribal, territorial, and campus law enforcement.
- [Office of the Counterterrorism Coordinator \(CTCO\)](#): CTCO sits within the Immediate Office of the Secretary. CTCO is led by the Counterterrorism Coordinator, who is the Department's most senior official charged with coordinating counterterrorism-related activities—including intelligence, planning, operational, and policy matters—across DHS agencies and representing the Department's relevant equities across the interagency and externally.

OSEM is supported by other entities as well, including task forces, action groups, and other [advisory panels and committees](#) that provide recommendations on mission-related topics from academic engagement to privacy.

For the most up to date information on the Department's structure and leadership, visit our website at: <https://www.dhs.gov/organization>



Organizational Chart

This chart shows how DHS, its Components, and a majority of our key offices are organized.

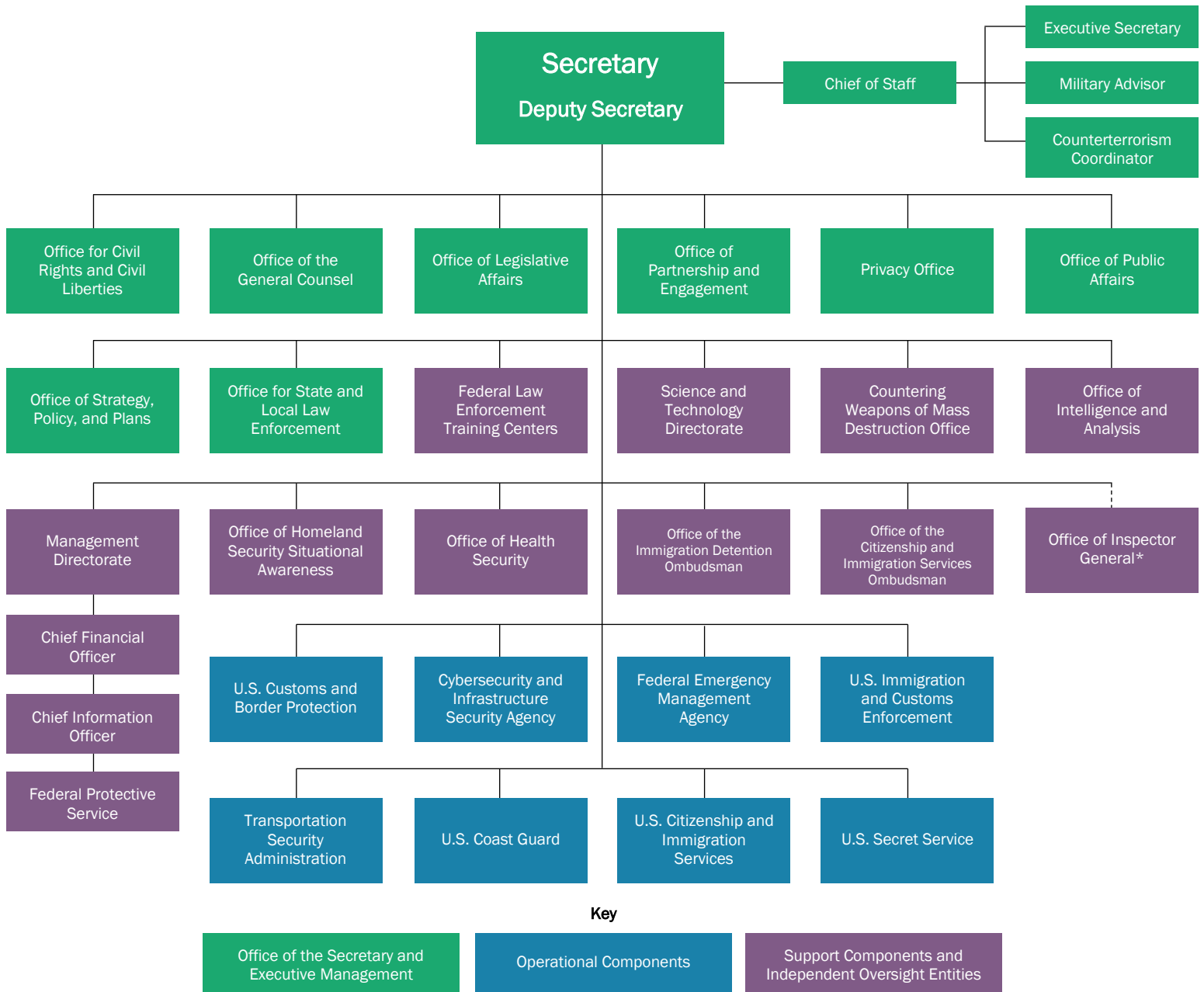


Figure 1: DHS Organizational Chart

* Please note that OIG is an independent oversight entity that reports directly to the DHS Secretary and Congress and is grouped with other oversight entities in the above organizational chart for display purposes only.





Performance Management Framework

DHS collects and shares performance data to align with our strategy and resource planning, boosting transparency, accountability, and understanding of how our budget is used.

Overview

In 2016, DHS established a common appropriation structure to unify the management of its various fund types, including Research & Development (R&D), Procurement, Construction, and Improvement (PC&I), and Operations & Support (O&S). This reorganization aimed to streamline budget analysis and enhance consistency across the Department. At the core of this structure are Level 1 Programs, Projects, and Activities (PPAs), simply referred to as “programs.” Programs are the fundamental unit of analysis in our organizational performance management and budget framework and are critical for understanding the Department’s overall effectiveness.⁵ | ⁶

Programs, or Level 1 PPAs, are:

- Groups of activities that work in concert to accomplish a specific high-level outcome external to DHS;
- Externally recognizable (e.g., Homeland Security Investigations);
- Linked to a DHS Component (e.g., U.S. Immigration and Customs Enforcement);
- Include operational processes, skills, technology, human capital; and
- Reflect all costs generally associated with the sustained performance required to meet the objectives of the program (e.g., salaries, support infrastructure).

⁵ A full listing of the Department’s programs is available in the DHS Budget at: <https://www.dhs.gov/dhs-budget>. The DHS Budget is further subdivided into Level 2 PPAs, which detail the individual projects, investments, and specific activities that fall under each Level 1 program, providing a more granular view of the operations and expenditures involved.

⁶ With the enactment of the *Government Performance and Results Act of 1993* (GPRA), federal agencies were required for the first time to develop Strategic Plans, APPs, and Annual Performance and Accountability Reports [AFR and APR] to communicate progress made against strategic plan goals and objectives to the public and other stakeholders. Government-wide efforts continued to mature the organizational performance management framework, resulting in the passage of the *GPRA Modernization Act of 2010* (GPRAMA), which sets the statutory foundation for the Federal Performance Framework as we know it today.

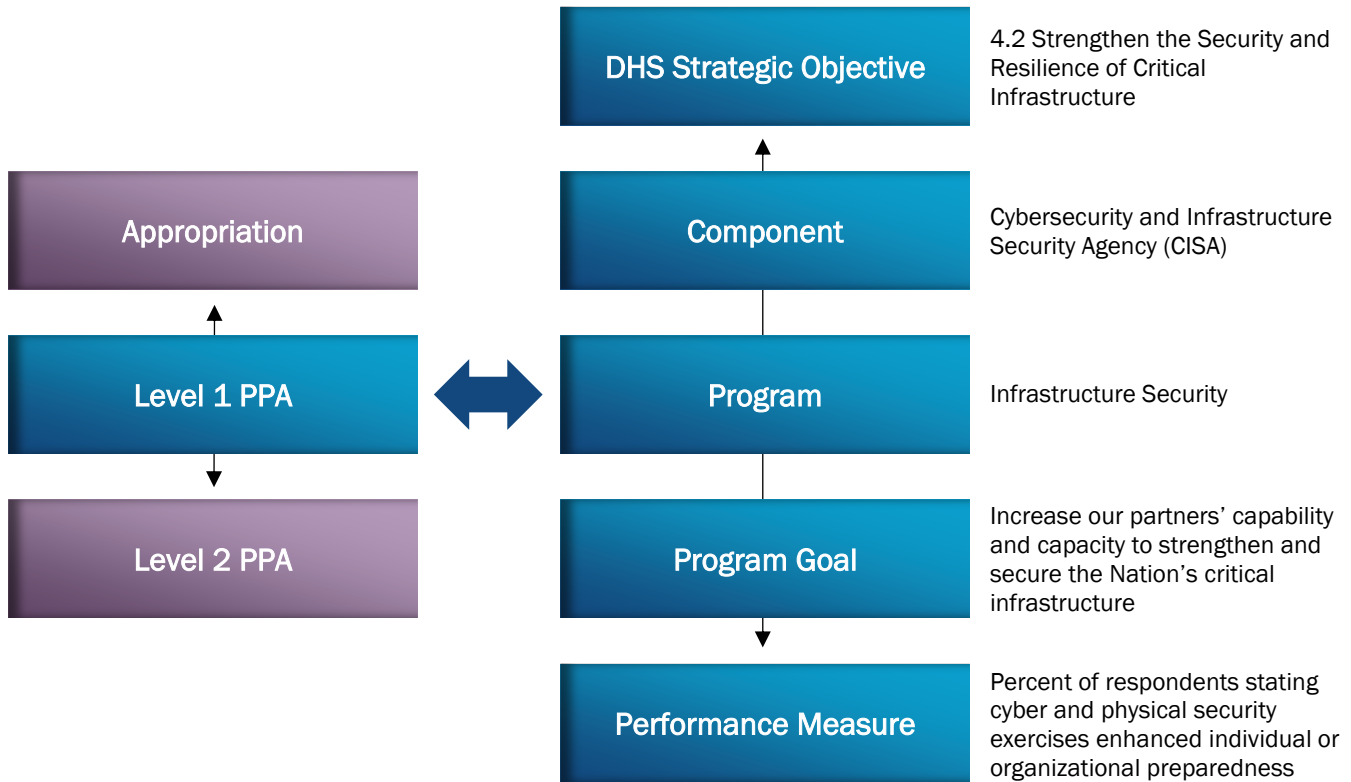


Figure 2: Programs as the Primary Unit of Analysis for the DHS Performance Budget Framework

As shown above with the example in Figure 2, every program is guided by a high-level goal statement that outlines its desired outcomes, accompanied by performance measures and targets aligned with both the program goal and a DHS strategic objective.⁷ This framework serves two key purposes.

First, it allows the Department to gather, analyze, and share performance data that aligns with DHS strategy and resource allocation processes, enhancing transparency, accountability, and insight into our budget execution. Second, it facilitates the collection and analysis of performance information from a Component and program-centric perspective. Given the complexity and scale of DHS, this operational and program-centric perspective provides essential context that complements and balances the strategic and budgetary dimension of the framework. Programs are the fundamental unit of analysis in our organizational performance management framework, critical for understanding the Department's overall effectiveness.

⁷ Annually, all programs must define, validate, and/or update goals and establish performance measures with targets for the next two fiscal years as part of the Department's APP and for the next five fiscal years as part of the Future Years Homeland Security Program (FYHSP). As noted, each of these measures is also aligned to the DHS strategy and support broader efforts to leverage data and evidence to help define and monitor success for the organization, ensure measure results are reliable, engage leaders to support decision-making, and drive the delivery of value to external stakeholders.





Accordingly, the DHS organizational performance management framework is structured around our eight Operational Components—CBP, CISA, FEMA, ICE, TSA, USCG, USCIS, and USSS—along with major Support Components (e.g., CWMD, FLETC, I&A, MGMT, OSA, and S&T) and their associated programs. This inclusive approach ensures we capture, report on, and support decision-making related to the relationship between operations, mission support, and outcome delivery in the Departments AFR and APR. See below for a listing of most major DHS programs (Figure 3).



Figure 3: List of Most Major Programs by Component



Performance Community

The DHS Performance Community is the primary entity for leading and implementing all GPRA and GPRA Modernization Act Performance Initiatives. 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 (see Figure 4 below). The DHS Performance Community meets quarterly to discuss the implementation of key initiatives and share best practices.

DHS Component PIOs, APG Leads, and Strategic Review Assessment Leads are senior leaders driving performance management efforts in their respective Components. Component Performance Leads, Strategic Review Lead Assistants, and Program Managers are responsible for implementing GPRA and GPRAMA initiatives at the Component and program level (see Figure 4 below).

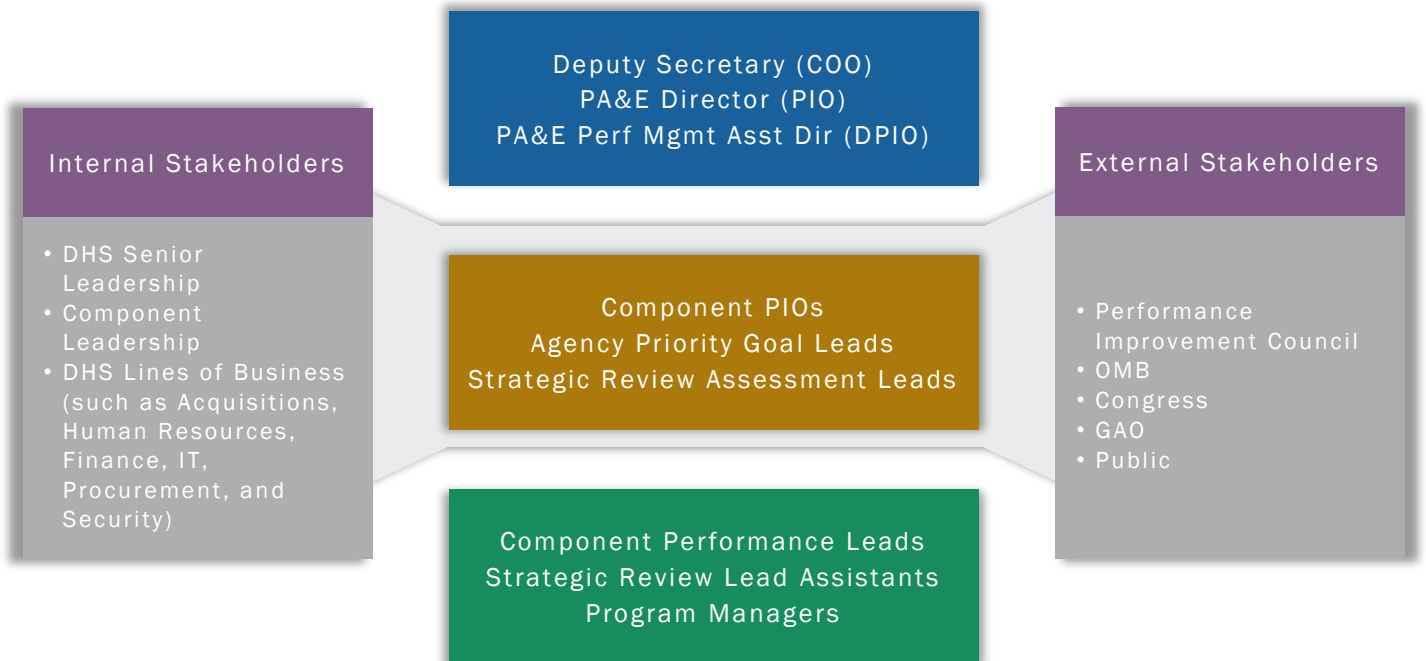


Figure 4: DHS Performance Management Stakeholders





Measure Improvement

Each spring, PA&E initiates an annual measure improvement process aimed at enhancing our publicly reported measures collectively known as the APP (see Figure 5 below). While the Department maintains a robust set of enduring measures within the APP that reflect core mission areas and programs, it is crucial that the APP remains dynamic to enable the introduction of measures that reflect shifting priorities and initiatives. Measure improvement ideas are derived from multiple sources, including:

- **DHS and Component Strategic Plans**
- **Administration and Leadership Priorities**
- **GAO and OIG Recommendations**
- **OMB Insights** for enhancing program performance visibility and resource allocation
- **President’s Management Agenda and Customer Service Initiatives**
- **Consultations with Congress**
- **Identified Gaps from Strategic Review Findings**
- **Elevation of Internal Data** to publicly reported status
- **Budgetary Adjustments**
- **Reviews of Existing Measures** for alignment with current operations and guidelines
- **Collaborative Development of Measures**

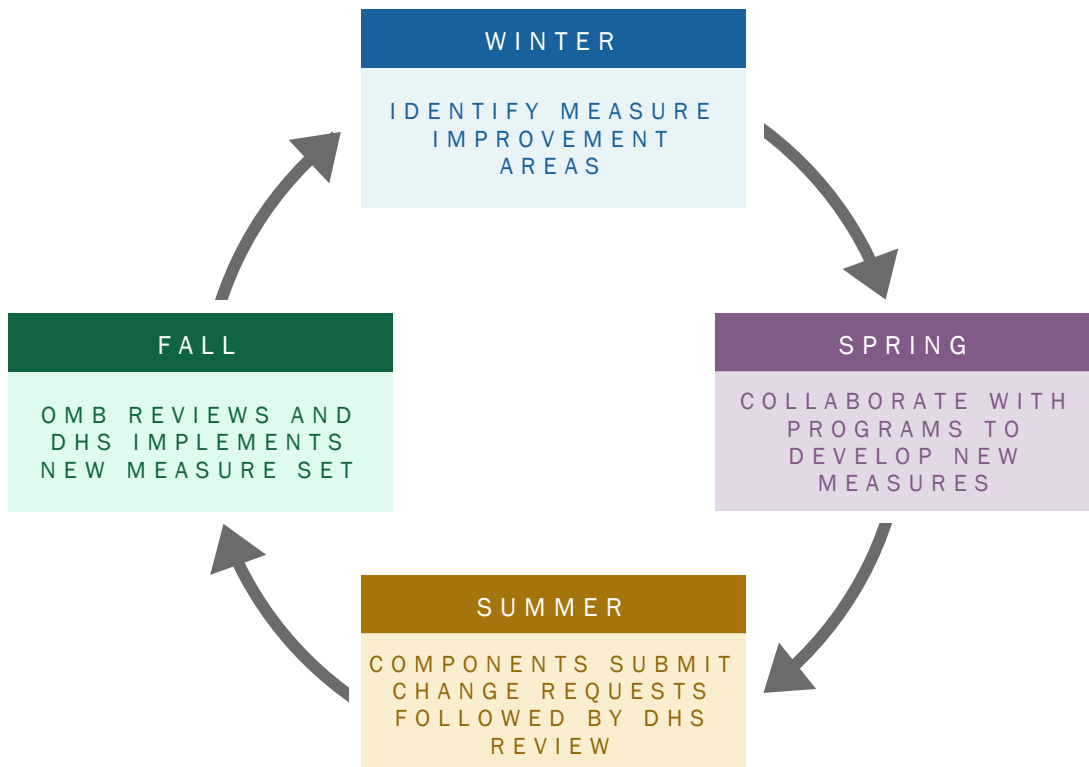


Figure 5: Annual Measure Improvement Cycle



PA&E uses the Performance Measure Definition Form (PMDF) as a change control tool and artifact for our measure improvement process, enabling the proposal of new measures, modifications to existing ones, the retirement of outdated measures, as well as designation of measure alignment to the Department's Strategic Missions and Objectives. Once measures are approved by DHS and OMB for inclusion in the APP, measure information from the PMDFs are published in Appendix D of the DHS APR, the Overview chapter of each Component's Congressional Budget Justification (accessible in the [DHS Budget](#)), and the FYHSP Report.⁸

Internal Controls for Measure Completeness and Reliability

The Department recognizes the critical importance of complete, accurate, timely, and reliable performance data that is shared with both leadership and external stakeholders. Performance data are deemed reliable when transactions and other supporting information for reported performance measures are properly recorded, processed, and summarized in accordance with criteria established by management. OMB Circular A-136, which outlines Financial Reporting Requirements, OMB Circular A-11 on the *Preparation, Submission, and Execution of the Budget*, and the *Reports Consolidation Act of 2000* (Public Law No. 106-531) further delineate this responsibility by requiring agencies to implement management assurance procedures that ensure the completeness and reliability of the performance data they report.

To effectively mitigate risks and reinforce processes that enhance the Department's capability to report complete and reliable data for performance measure reporting, DHS has adopted a multi-pronged approach of internal controls. This approach includes:

- An annual measure improvement and change control process, as detailed above, utilizing the PMDF.
- The Performance Management IT system that serves as the centralized repository for reporting performance measure data.
- Completeness and Reliability assessments conducted by an independent review team on a subset of our measures annually.
- The Performance Measure Checklist for Completeness and Reliability, a self-assessment of Component compliance with PA&E performance planning and reporting criteria.
- Quarterly performance reporting.

⁸ DHS adheres to the requirements set forth in OMB Circulars A-11 and A-136 to produce the AFR and APR. Both reports are publicly accessible on [dhs.gov](https://www.dhs.gov) upon publication. The Overview Chapter of each Component's Congressional Budget Justification, referred to as the Strategic Context, includes program descriptions and their associated measures. Measures are also published in the Executive Summary section of the FYHSP Report to Congress, highlighting the connection between funding and performance.





Component program managers collaborate with Component performance staff to collect, review, and enter results, forecasts of the likelihood of meeting measure targets, and meaningful explanations into the Performance Management System on a quarterly basis, or as specified in the measure's data collection methodology. This information is shared quarterly with the DHS PIO and Deputy PIO, posted on a DHS intranet site, and made available to all DHS senior leaders and program managers to support their ongoing program management activities. Additionally, many Components implement their own internal processes and reporting mechanisms to regularly review performance data for effective management and decision-making.

Strategic Review Highlights

The Strategic Review is an annual, data-informed assessment of progress made in executing DHS's missions, strategic objectives, and priorities, while identifying areas for improvement. DHS PA&E implements the review process using a robust methodology to uncover both recurring and emerging issues and risks that may require leadership attention to ensure continued progress.⁹

Each Component Deputy appoints Senior Executive Service (SES) Assessment Team Leads, who are responsible for driving accountability and overseeing the review within their respective Components. These leads designate Lead Assistants to manage Assessment Teams, which represent Component programs and comprise senior leaders, program managers, subject matter experts (SMEs), and technical representatives. This structure ensures diverse perspectives and comprehensive assessments of progress toward achieving desired outcomes.

The insights and assessments generated during the Strategic Review yield a rich body of qualitative and quantitative information essential for informed decision-making. This review process also highlights interrelationships and trade-offs across the enterprise, providing critical perspectives that DHS and its Components consider when planning, programming, budgeting, and prioritizing efforts in a resource-constrained environment.

In FY 2024, the Strategic Review engaged over 450 individuals across 33 Assessment Teams representing 33 DHS programs, utilizing more than 550 data and evidence sources, including performance measures, program evaluations, and independent audits, among others. Notably, 100% of assessment teams incorporated data and evidence into their reviews, underscoring a strong commitment to enhancing the objectivity of findings and leveraging data to drive insights.

⁹ The review is statutorily mandated under GPRAMA, and OMB sets implementing guidance in Circular A-11, Part 6, Section 260. The Strategic Review integrates other key legislation such as the *Foundations for Evidence-Based Policymaking Act of 2018* (Evidence Act) and the *Program Management and Accountability Improvement Act of 2016* (PMIAA) and incorporates disciplinary perspectives from fields such as evaluation research, performance management, and Enterprise Risk Management (ERM).



The results of the Strategic Review serve as valuable resources for budget justification, offering insights into existing and emerging risks that can guide management and operational decisions. Moreover, the Strategic Review functions as a pivotal mechanism for fostering continuous improvement and strategic alignment across the Department.

Assessment Teams self-assign progress ratings based on their assessment of program efforts to deliver intended outcomes. The scope of the FY 2024 Strategic Review encompassed FY 2023 and FY 2024 Q1. Across DHS, 33 programs participated in the review and self-assigned progress ratings. Seven received noteworthy progress ratings (an increase of one from FY 2023), 22 were rated satisfactory (a decrease of two from FY 2023), and four were designated as focus areas (an increase of one from FY 2023). This distribution aligns with historical trends in the Department's progress ratings.¹⁰ Note that the lack of progress made and designation of programs as "focus areas" are significantly influenced by growing risks in the external environment that programs cannot directly manage, as well as capacity constraints.

During the FY 2024 Strategic Review, DHS PA&E identified four key themes reflecting successes across the enterprise:

- First, DHS is committed to the continued execution of its longstanding core functions and critical services. While addressing transformative global challenges and emerging threats, DHS Components are adapting strategies to ensure the delivery of essential services operates at the highest levels.
- Second, the Department is enhancing customer experience, equity, and accessibility through innovative initiatives. By digitizing forms, implementing user-friendly online portals, and streamlining procedures, DHS aims to improve service delivery, particularly for historically underserved communities.
- Third, DHS is at the forefront of combating transnational criminal organizations and the threat posed by illicit drugs, particularly fentanyl. Over the past two fiscal years, DHS has stopped more illicit fentanyl and made more arrests for fentanyl-related crimes than in the previous five years combined, demonstrating a strong commitment to keeping American communities safe.
- Fourth, integrating a victim-centered approach has been pivotal in the DHS Center for Countering Human Trafficking's (CCHT) efforts. By prioritizing the safeguarding and respect of victims, DHS can better detect, investigate, and prosecute crimes of exploitation.

¹⁰ Assessment Teams use specific criteria to assign final progress ratings to their programs, as prescribed in OMB guidance. A rating of "Noteworthy" indicates that program operations are functioning well with significant progress, substantial innovation, significant accomplishments, notable results in enhancing customer and stakeholder experience, relevant performance measures, effective risk mitigation, and positive external recognition. A "Satisfactory" rating reflects that program operations are somewhat effective, with some progress, innovation, and partial accomplishments in customer experience, as well as managed challenges. A "Focus Area" rating signifies minimal progress, minimal innovation, little results in customer experience, few relevant performance measures, poorly managed challenges, excessive risk uncertainty, and significant Congressional and oversight scrutiny.





While notable progress has been made, challenges remain. DHS faces risks that, while managed, require further attention to enhance outcomes. This includes:

- DHS is working to overcome challenges related to infrastructure, tools, and technology in order to advance mission delivery. To address these issues, the Department is actively deploying innovative technologies, enhancing partnerships for critical infrastructure resiliency, and pursuing holistic solutions in emerging technologies such as artificial intelligence (AI).
- The evolving demands on DHS services are driven by external factors such as technological innovations, geopolitical instability, climate change, and emerging infectious diseases. In response, DHS is adapting strategies, enhancing capabilities, and looking to the future to uphold national security and resilience.
- Coordination with federal, as well as state, local, tribal, and territorial (SLTT) agencies and international partners, is crucial for mission delivery. DHS is leveraging incentives to strengthen partner capacities but recognizes that voluntary adoption of initiatives may limit potential benefits. To that end, the Department is extending support to historically underserved communities and enhancing infrastructure resiliency against cyber threats, among other initiatives.
- In addressing workforce challenges, DHS is focused on hiring, retaining, and supporting a skilled workforce. Initiatives include employee wellness programs, enhanced career opportunities, and efforts to reduce hiring timelines, while continuing to champion a culture of excellence through the Department's recruitment and talent management processes.
- DHS is committed to ongoing regulatory and policy updates to meet the evolving needs of stakeholders. By coordinating with Congress on legislative reforms, DHS aims to remain agile and capable of addressing current and future homeland security demands.
- Lastly, as global migration has evolved over the past decade, DHS has continued its efforts to respond to changing demographics and migratory patterns that impact the U.S. immigration system. To address these challenges, key actions taken by DHS include enhancing border security, supporting the workforce involved in these operations, and revitalizing the legal immigration process.

Through these initiatives and ongoing efforts, DHS remains committed to enhancing mission delivery and safeguarding the nation in an increasingly complex and interconnected threat landscape.

As the report moves into the Summaries of Progress by Strategic Objective, it is essential to recognize that insights from the Strategic Review help illuminate ongoing progress and priorities. The upcoming sections offer a detailed overview of the Department's achievements and challenges, as assessed through performance measures aligned with its programs and findings from the Strategic Review. This organized approach enhances transparency, accountability, and clarity about how budgetary resources are allocated to achieve strategic outcomes.



Given the size and complexity of DHS, the primary narrative focuses on the eight Operational Components—CBP, CISA, FEMA, ICE, TSA, USCG, USCIS, and USSS—as well as key Support Components such as CWMD, I&A, MGMT (including FPS), OSA, and S&T. These Summaries of Progress by Strategic Objective are integral to the APR, providing in-depth overviews, explanations of results and corrective actions for all key measures, and forward-looking initiatives for all strategic objectives.

The Summaries of Progress by Strategic Objective in the APR build on the Summaries of Progress by Mission in the AFR, demonstrating how program outcomes align with the strategic framework outlined in the QHSR. Each summary provides an overview of the Department’s missions and strategic objectives, complemented by success stories and key metrics that highlight achievements tied to each objective. These examples reflect the collaboration, innovation, and commitment that drive our efforts to enhance national security.

By highlighting real-world achievements and innovative initiatives, our progress summaries not only clarify the Department's contributions to national security and community resilience but also promote a shared understanding of the outcomes delivered to the nation.

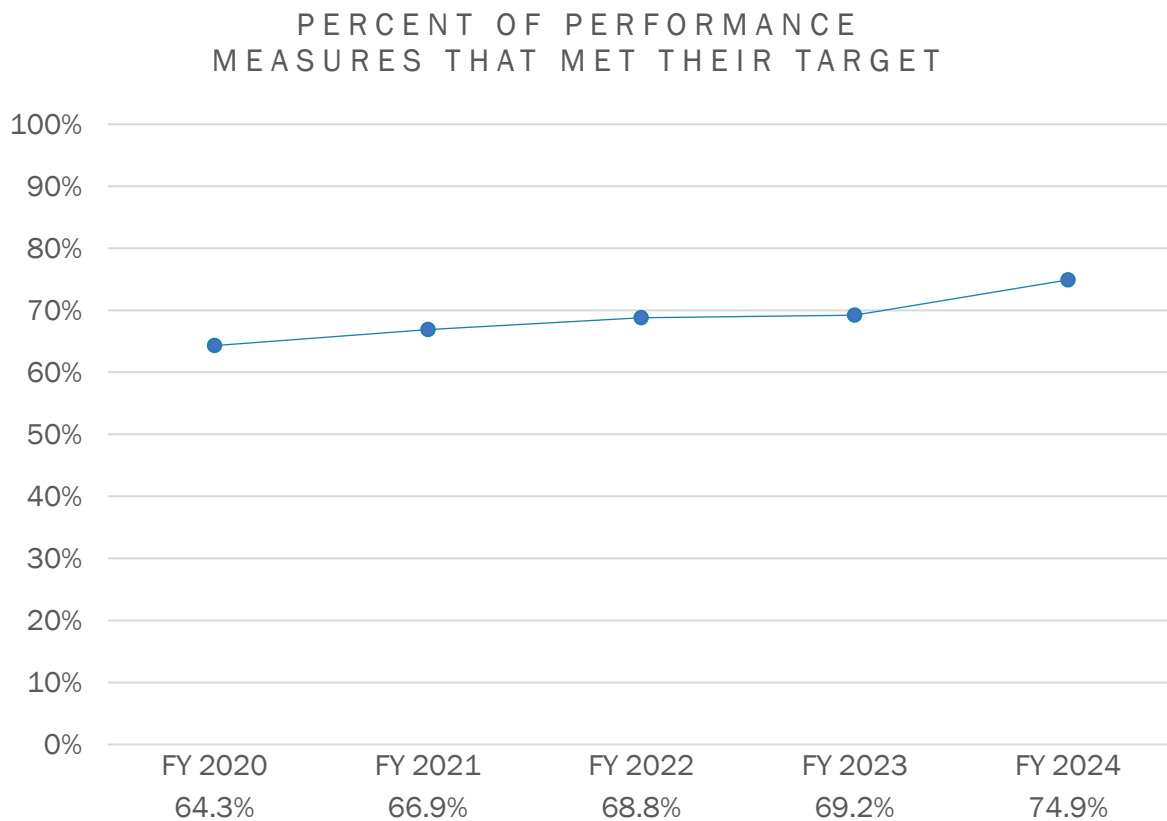




Summary of Results

At the end of FY 2024, our analysis indicates that 74.9% of the Department's GPRA performance measures met their targets, as detailed in the table below. Regardless of whether individual performance measures met their targets, 59.0% showed improvement compared to the previous year, highlighting the Department's commitment to continuous improvement and ambitious target-setting as part of the Department's overall approach to organizational performance management.

The chart below illustrates that the percentage of measures meeting their targets annually ranged from 64.3% to 74.9% from FY 2020 to FY 2024. These results align with our programs that set ambitious performance targets and reflect the Department's ongoing efforts to demonstrate the value we provide to our stakeholders.¹¹



¹¹ From the Department's suite of GPRA performance measures, 239 strategic and management measures in total are being assessed in the above trend chart for FY 2024. The FY 2020 sample size was 156 measures; FY 2021 was 141; FY 2022 was 207; and FY 2023 was 224. In addition to these trend charts, the APR communicates the Department's final performance results and explanations for our FY 2024 strategic measures. To serve as the Department's FY 2026 APP, we anticipate providing a full listing of all GPRA measure (106 strategic and 133 management measure) results, explanations, and targets with the Overview Chapter of the DHS Congressional Budget Justification (referred to as the Strategic Context), published concurrently with the President's Budget Request.



Mission 1: Counter Terrorism and Prevent Threats

Overview

Protecting Americans from terrorism and other homeland security threats is one of the Department's top priorities. This involves preventing both domestic and international actors engaged in terrorist or criminal activities from posing a threat to 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.

In recent years, terrorists and criminals have increasingly adopted new techniques and advanced tactics to circumvent homeland security and threaten the safety, security, and prosperity of the American public and our allies. The rapidly evolving threat environment demands a proactive response by DHS and its partners to identify, detect, and prevent attacks against the United States.

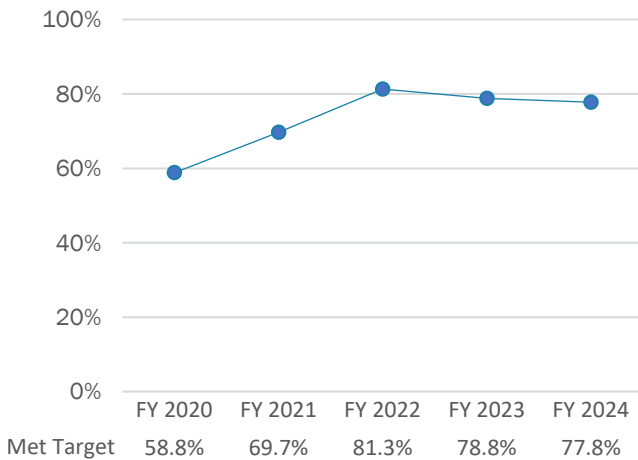


FPS officers display courage during Kansas City active shooting incident

On February 14, 2024, during the Super Bowl Victory Parade in downtown Kansas City, FPS Region 6 Law Enforcement Officers (LEOs) were securing federal buildings when they encountered an active shooter. Their swift response was crucial, showing bravery and dedication to public safety. Unfortunately, the incident resulted in one death and several injuries, highlighting the dangers FPS and other LEOs face in their duties. The courage and bravery displayed by these FPS officers likely prevented more loss of life. FPS remains committed to protecting our nation and working closely with other DHS law enforcement agencies, and this incident underscores the vital role of DHS and partner law enforcement capabilities in maintaining safety during high-profile events.



PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 1)



In FY 2024, 77.8% of DHS performance measures aligned to Mission 1 met their target. This is 1.0% below FY 2023. Independent of whether performance measures met or did not meet their targets, 42.6% of measures improved over prior year results, demonstrating the Department’s commitment to continuous improvement.¹² Additional information regarding Mission 1 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases

where measures did not meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.



TSA implements final rule for its Flight Training Security Program

On May 1, 2024, TSA implemented a final rule for the Flight Training Security Program (FTSP). The FTSP was originally established in 2004 following a recommendation from the 9/11 Commission to ensure that TSA vets individuals seeking flight training at Federal Aviation Administration (FAA) certified flight schools. The 2024 updates to the FTSP streamline the vetting process for both TSA and applicants, as a Security Threat Approval (STA) will now cover an applicant for five years. The final rule also requires the designation of a Security Coordinator for every FAA certified flight school, which will strengthen relationships between TSA and schools and enhance TSA and partner ability to enforce critical safety and security protocols for flight training.

¹² Mission 1 is associated with 54 GPRAs. The FY 2024 APR presents the Department’s finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President’s Budget Request, will establish outyear targets for all GPRAs. Additionally, the APP will include the Department’s management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.





Mission 1



Objective 1.1: Collect, Analyze, and Share Actionable Intelligence and Information

Overview

Key measures aligned to I&A and OSA

Effective homeland security operations rely on timely and actionable intelligence to accurately assess and prevent threats against the United States. Accordingly, DHS works diligently to improve intelligence collection, integration, analysis, and information sharing capabilities to ensure partners, stakeholders, and senior leaders receive the actionable intelligence and information necessary to inform their decisions and operations. A critical and statutorily charged mission of DHS is to deliver intelligence and information to federal and SLTT governments, as well as private sector partners. Our customer base for intelligence products of various subjects and classification requirements is broad and multifaceted. This responsibility requires an integrated intelligence network to eliminate redundancies and a mission-focused approach to producing and sharing intelligence.



I&A provides analysis to support DHS counter fentanyl efforts

In 2024, I&A assembled a team of expert analysts to boost support and analysis in the fight against fentanyl. This effort involved working closely with DHS Components, the Intelligence Enterprise, and the Intelligence Community. The analysts produced intelligence reports and briefings on new issues and smuggling trends, sharing these with law enforcement, intelligence agencies, and the Office of National Drug Control Policy (ONDCP). These actions improved understanding of the fentanyl threat, enhanced cooperation among key stakeholders, and led to more effective counternarcotics strategies and better data collection on the domestic synthetic market. These and other DHS efforts have significantly strengthened the nation's ability to combat the fentanyl crisis and protect public safety.



Key Measures

Component		Program		Measure Name			
I&A		Intelligence and Analysis		Percent of intelligence reports rated satisfactory and useful by customers			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target ¹³	FY 2024 Result	Met Target	Improved ¹⁴
--	90%	89%	93%	80%	99%	✓	✓
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			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
97.7%	94.6%	94.2%	96.5%	94.0%	99.8%	✓	✓



OSA hosts monthly leadership forums to expand depth and reach of the situational awareness it provides DHS

OSA holds a monthly forum that brings together senior leaders from across DHS to enhance information sharing, spotlight best practices, and address issues affecting multiple DHS Components. Topics covered in these forums include AI, national exercises, and election security. Participation in the forum is voluntary, but it has seen increasing involvement, with representation from all DHS Operational Components and most headquarters elements. This collaboration helps ensure that key issues are tackled effectively and that best practices are shared throughout DHS.

¹³ 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.

¹⁴ “Met Target” is checked in our key measure tables if the measure met its target for FY 2024. “Improved” is checked in our Key Measure tables if the measure improved over the prior year result.





Explanation of Results

I&A provides the homeland security enterprise and federal, SLTT, and private industry partners with the timely intelligence and information needed to keep the nation safe, secure, and resilient. In FY 2024, I&A received 99 feedback forms related to its intelligence production, with 98 ratings being "Very Satisfied" or "Somewhat Satisfied." In FY 2025, I&A plans to enhance the response rate of SLTT and intelligence community (IC) members providing feedback on both classified and unclassified networks to inform future production. This collaborative approach has already yielded improved performance and positive responses from homeland security customers, ensuring that decision-makers receive high-quality intelligence, enabling them to respond more effectively to threats and strengthen national security and public safety.

Did You Know?

OSA not only provides daily updates to the Secretary of Homeland Security and oversees the NOC but also offers crucial situational awareness to support decision-making across the homeland security enterprise. For instance, after the Francis Scott Key Bridge collapse on March 26, 2024, the NOC delivered key reports and graphics to its partners. The White House used these graphics in meetings and a tweet to inform the public that the Administration was mobilizing all federal resources for response and rescue efforts. OSA's quick, clear communication ensures effective and coordinated responses to critical incidents.

In FY 2024, 99.8% of National Operations Center (NOC) incident reports and situational awareness (SA) products were created and shared on time. These updates help senior leaders and the homeland security enterprise make informed decisions. To ensure decision-makers have access to SA products when and where they need them, the NOC uses a web-based system called the DHS Common Operating Picture (COP).



Enhancing private sector security through tailored intelligence and increased engagement

In FY 2024, I&A enhanced its engagement with the private sector by providing sector-specific analysis for critical infrastructure stakeholders and security officials. I&A worked to create intelligence tailored to the needs of each sector, offering clear threat overviews. Following the release of a report on threats to the Transportation Systems Sector (TSS) in May 2024, stakeholders received valuable insights that helped them make informed security decisions. This effort also led to increased interactions with industry partners, enabling I&A to stay updated on emerging priorities. By fostering close collaboration and providing targeted information, I&A is strengthening the resilience of critical infrastructure against evolving threats.



This system can be accessed through the NOC or any computer via the Homeland Security Information Network (HSIN). Only authorized users can access HSIN and use the COP. OSA's incident reports and SA products can be accessed on the COP, and the targeted timeframe for OSA's NOC Watch Team to update the COP is 30 minutes after a Senior Watch Officer determines an incident needs to be posted. Providing the DHS Secretary and decision-makers across the homeland security enterprise with timely, accurate information is crucial for protecting national security and improving coordination among all relevant agencies.

Did You Know?

I&A has intelligence officers assigned to each of the 80 state, local, and territorial fusion centers across the U.S., from Guam to Puerto Rico and Miami to Anchorage, to enhance DHS information sharing. Fusion centers are collaborative entities that integrate and analyze information from various sources to support state, local, and territorial efforts in countering threats. In FY 2024, these officers disseminated threat information to over 26,000 federal, state, local, tribal, territorial, and private sector partners. This engagement supported law enforcement, emergency management, and strategic planning, contributing to safer and more secure communities.

Looking Forward

In collaboration with the DHS Office of the Chief Information Officer (OCIO), I&A is advancing its Secure Remote Solution (SRS) beyond the initial pilot phase. In September 2022, OCIO awarded a major contract to develop a secure system that allows I&A analysts to access classified information safely while working in the field with partners. This system's infrastructure and user features have been completed and approved by the National Security Agency (NSA). The enhanced SRS will enable I&A analysts to work effectively from any location, supporting federal, SLTT, and private sector partners with secure, timely information. This capability, once fully implemented, will improve the Department's ability to help partners respond to and manage critical situations across various sectors. In parallel, OSA continues work to enhance its partnership and engagement with internal customers across the homeland security enterprise, cultivating spaces to enhance situational awareness and share best practices, and ensuring DHS is well positioned to address key and emerging issues.

Both I&A and OSA are also prioritizing workforce initiatives. For example, I&A continues to implement its New Hire Orientation Program (NHOP) to foster a culture of excellence. First implemented in FY 2023 and modeled on best practices from across the federal government, including the IC and DOD, the NHOP offers new hires a two-week structured onboarding that includes virtual and in-person sessions to streamline administrative tasks, deepen their understanding of I&A's culture, and introduce available resources. Following orientation, new hires undergo 3-6 weeks of specialized intelligence training tailored to their roles. This structured approach not only eases new hires into their roles but also strengthens their connection to the DHS mission and enhances overall organizational effectiveness.





Objective 1.2: Prevent and Disrupt Terrorist and Nation State Threats

Overview

Key measures aligned to TSA Aviation Screening Operations, TSA Other Operations and Enforcement, and USCG Maritime Security Operations

Terrorist threats to the United States have evolved considerably since the September 11th attacks. Despite our success in detecting and preventing multi-actor, complex terrorist attacks, terrorists continue plotting in search of any kind of vulnerability that may permit them to conduct an attack against the United States. While this significant threat persists, decentralized terrorist groups have exploited the internet and social media to spread propaganda and training materials that inspire and recruit individuals within the U.S. to radicalize to violence. Terrorist narratives across the ideological spectrum increasingly encourage the use of simple tactics that target large public gatherings using vehicular attacks, small arms, homemade explosives, or chemical, biological, or radiological materials. These attacks often lack overt warning signs, which limits opportunities for intervention or apprehension. To prevent these attacks, the Department and its partners must engage in a comprehensive counterterrorism approach to prevent both foreign and domestic terrorism.



TSA investing in enhanced detection for checkpoints

TSA is working on new technologies to improve checkpoint security and make the screening process more effective and efficient. For example, TSA is developing Bulk Resolution Technology (BRT) systems to help quickly identify whether items like powders, liquids, gels, and aerosols are dangerous or harmless. This technology aims to reduce the need for extra checks and specialist involvement, making the process smoother. BRT also allows for easier updates as new threats are identified. TSA is testing these systems at various airports and has received positive feedback from officers in Salt Lake City and Omaha. By streamlining security procedures and enhancing detection capabilities, BRT technology helps ensure safer and more efficient travel for passengers.



Meanwhile, nation-states are actively attempting to undermine democratic institutions and the prosperity of the American people. Preventing adversaries from exerting direct or indirect influence on the United States is essential to homeland security. DHS is collaborating with federal, SLTT, and private sector partners to disrupt these activities and raise awareness among our citizens, while continuing to enforce protections against foreign investments into the United States that threaten national security. Transnational criminal organizations (TCOs) and their offshoots also pose serious threats to the American people and our international partners. Their crimes include trafficking and smuggling of humans, drugs, weapons, and wildlife, as well as money laundering, corruption, cybercrime, fraud, financial crimes, intellectual property theft, and the illicit procurement of export-controlled material and technology. In collaboration with partners, DHS is using its full breadth of law enforcement, border security, immigration, travel security, and trade-based authorities to proactively prevent, identify, investigate, disrupt, and dismantle these organizations.

Did You Know?

TSA collaborates with Surface Transportation Systems partners to boost cybersecurity resilience by issuing performance-based security directives. These security directives help railroad and pipeline operators protect their critical operations and maintain continuity in the event of a cyberattack. By helping partners strengthen defenses, TSA ensures that essential transportation services remain secure, operational, and prepared to address rapidly evolving cyber threats.



Coast Guard intercepts advanced weapons shipment, enhancing global security

On January 28, 2024, a 154-foot Coast Guard Fast Response Cutter, deployed in a key operational region, intercepted a vessel in the Arabian Sea carrying advanced weapons and military equipment destined for conflict areas controlled by a regional group. The Coast Guard team, working with U.S. Navy forces, boarded the vessel and discovered over 200 packages containing missile parts, explosives, and other military hardware. Crucial Coast Guard operations like these help prevent dangerous weapons from escalating conflicts in volatile regions, thereby contributing to regional stability and enhancing global security.





Key Measures

Component	Program	Measure Name					
TSA	Aviation Screening Operations	Percent of passenger data submissions that successfully undergo Secure Flight watch list matching					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
100%	100%	100%	100%	100%	100%	✓	
TSA	Other Operations and Enforcement	Percent of air carriers operating from domestic airports in compliance with standard security programs					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
86.0%	92.0%	92.0%	92.0%	90.0%	91.8%	✓	



Record-breaking attendance highlights TSA's commitment to crew member self defense training

For the third consecutive year, TSA has achieved a record number of Crew Member Self Defense Training (CMSDT) attendees. Launched in 2005, the program provides free advanced self-defense training to airline crew members. While participation used to average around 900 crew members annually up to 2017, recent years have seen a significant increase, with numbers reaching about 3,000 annually from 2018 to 2021. To address rising demand, TSA has started collaborating with airlines to deliver training at their facilities in-person, boosting overall participation. This growth underscores TSA's ongoing commitment to improving safety for both airline crew members and the traveling public.



Key Measures (continued)

Component		Program		Measure Name			
USCG		Maritime Security Operations		Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
27.0%	32.0%	31.7%	35.5%	40.0%	26.0%		

Explanation of Results and Corrective Action

In FY 2024, TSA's comprehensive security measures played a crucial role in preventing and disrupting potential threats to both air and maritime travel. Every passenger's data was rigorously checked against security watch lists through Secure Flight, ensuring that all individuals traveling domestically or arriving from foreign airports were vetted for security risks. In the fourth quarter alone, TSA processed over 412 million passenger data checks, contributing to a total of over 1.5 billion checks for the year. This thorough vetting helps keep our skies and airports secure from terrorist and nation-state threats. TSA's inspections in FY 2024 revealed that 91.8% of both domestic and foreign airlines at U.S. airports



TSA and AFGE reach historic collective bargaining agreement enhancing officer rights and security at airports

In FY 2024, TSA and the American Federation of Government Employees (AFGE) finalized a new collective bargaining agreement (CBA) for TSA's roughly 44,000 non-supervisory Transportation Security Officers (TSOs), which took effect in spring 2024. This new CBA reflects TSA's commitment to improving the work experience for TSA officers, aligning more closely with federal agency standards. The agreement, negotiated in under a year, significantly expands the topics covered, including new procedures for grievances and arbitration. With 37 articles—more than double the previous agreement—and a seven-year duration, this CBA enhances employee and union rights while ensuring TSA can maintain its vital security operations. These updates not only support a more motivated and satisfied TSA workforce but also contribute to smoother and more efficient security processes for travelers.





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adhered to required security standards. With 32,288 inspections conducted and 29,641 inspections containing no findings, TSA's regulatory and technical oversight ensures swift resolution of any problems, bolstering the safety and reliability of air travel.

On the maritime front, the Coast Guard's efforts in enhancing port and waterway security are equally critical. In FY 2024, the Coast Guard reduced risks by 26.0% across 37 Captain of the Port (COTP) zones, missing the 40% target and decreasing from the previous year. To address this performance gap, the Coast Guard is refining its strategies, increasing training, investing in technology and advanced data analytics to better manage and mitigate risks, and improving coordination with federal and SLTT partners. Both TSA and U.S. Coast Guard efforts are critical to maintaining national safety and security, and both Components will continue to assess and pursue the necessary support to ensure they have the capacity and capability to address evolving challenges across our nation's air and sea ports, waterways, and surface transportation sectors.

Looking Forward

TSA has made significant strides in aviation security and passenger experience, including the implementation of a new Advanced Imaging Technology (AIT) algorithm that has cut false alarms by 50% and increased passenger throughput. TSA has also expanded the use of mobile driver licenses at select airports for quicker identity verification and introduced the PreCheck® Touchless Identity Solution at multiple locations to streamline the screening process. Moreover, TSA is replacing outdated X-ray machines with advanced Computed Tomography (CT) technology to enhance threat detection and reduce the need for secondary screening. Despite these advancements, TSA faces challenges in keeping pace with evolving technology that can present new threats.

To address this challenge, TSA is focused on key next steps to build on its recent successes. The Component plans to expand advanced screening technologies by deploying second-generation Credential Authentication Technology (CAT-2) and continuing the rollout of CT scanners. In coordination with S&T, the Checked Baggage Technology Project will improve explosive detection efficiency and reduce intensive screening. TSA is also updating the Global Risk Analysis and Decision Support (GRADS) and Performance and Results Information System (PARIS) databases, vital for managing regulatory and security information. Field testing for new air cargo screening technologies and the consolidation of the Vetting and Credentialing (VCS) platform are also progressing, enhancing TSA's operational capacity. Additionally, TSA will strengthen cybersecurity measures to address emerging threats and improve the overall travel experience.

Did You Know?

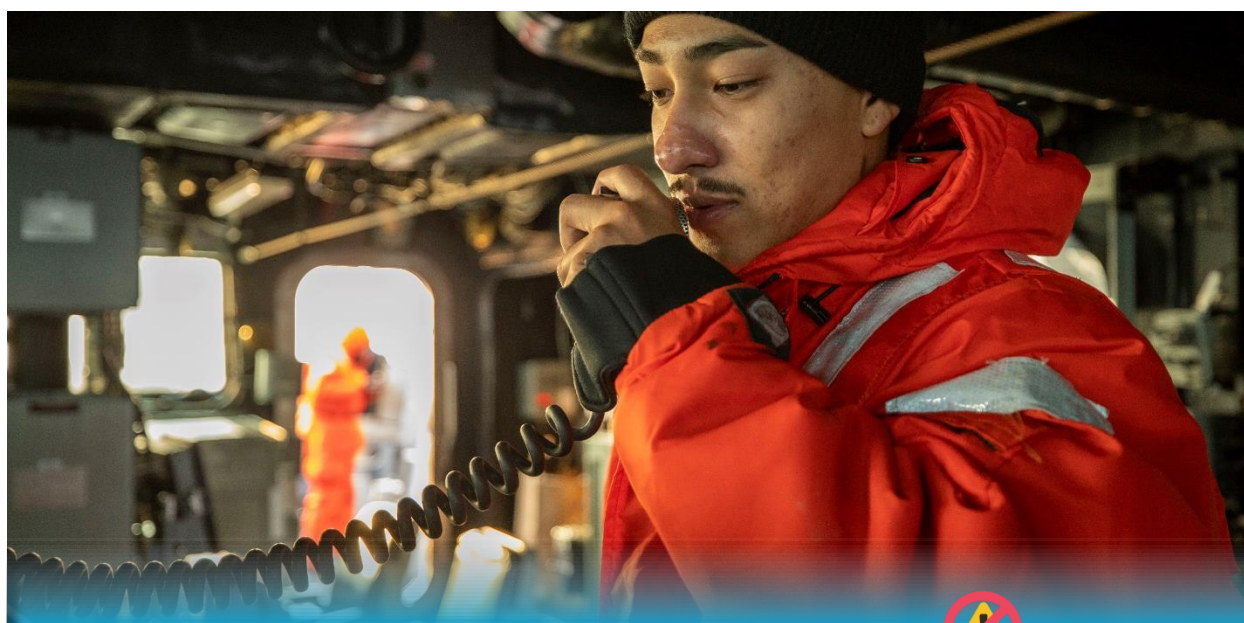
TSA has created a set of targeted cybersecurity counterterrorism guides designed specifically for transportation employees on the front lines. These guides offer practical measures to help them protect their personal information, work-related data, and vehicles from cyberattacks. Distributed to stakeholders nationwide, these resources are complemented by training sessions and security briefings conducted by TSA Surface Transportation Security Inspectors, ensuring that employees are well-equipped to safeguard against potential threats.



The U.S. Coast Guard has also made significant strides in enhancing maritime security and operational readiness. To address the increasing threat of domestic terrorism, the Coast Guard has developed new policies and training to equip commanders for active shooter and active threat scenarios in maritime settings. This training is crucial given the rising frequency of such incidents. Additionally, the Coast Guard is addressing challenges posed by unmanned aircraft systems (UAS) by working with DHS and Congress on the Counter-UAS Authority Security, Safety, and Reauthorization Act of 2024. This legislation aims to expand counter-UAS authorities to better manage evolving threats.

Did You Know?

In FY 2024, the Coast Guard relocated the Harriet Lane, a medium endurance cutter, from Portsmouth, VA to Honolulu, HI. During its first 79-day patrol, the vessel focused on improving maritime security, fighting illegal fishing, and strengthening international cooperation. By working with countries like Samoa, Fiji, Vanuatu, and Papua New Guinea through maritime law enforcement agreements, the Harriet Lane successfully conducted 27 joint boardings. These international partnerships are crucial for countering terrorism and ensuring safety across the region.



Coast Guard completes key arctic exercise to strengthen international security and readiness

The U.S. Coast Guard completed Operation Nanook on August 26, 2024, an annual Arctic exercise led by the Canadian Armed Forces and supported by the U.S. Navy and Coast Guard. This operation is vital for Arctic training and building international partnerships. This year's exercise, Operation Nanook Tuuglaalik, involved multiple allied navies and featured complex maritime operations like interdictions, search and rescue, and gunnery drills. By enhancing Arctic collaboration and readiness, Operation Nanook plays a crucial role as the region becomes increasingly strategic in the face of rising threats, and Coast Guard's engagement aligns with broader DHS efforts to prevent and disrupt terrorist activities and nation-state threats through robust international cooperation and maintaining a secure Arctic environment.





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Looking ahead, the Coast Guard is focusing on several key initiatives. It is advancing its regulatory frameworks and integrating new technologies, including developing a comprehensive Mission Analysis Report (MAR) to identify and address opportunities for improvement and propose updates to policies and operations in response to evolving threats. Additionally, the Coast Guard is enhancing its maritime security operations by pursuing legislative and policy updates to counter emerging technologies and threats. This proactive approach is vital for safeguarding U.S. waterways and enhancing overall public safety.



Objective 1.3: Protect Leaders and Designated Individuals, Facilities, and Events

Overview

Key measures aligned to USSS Protective Operations and FPS

Ensuring the protection and safety of our nation's highest elected leaders is a critical responsibility that requires careful planning, excellence, and continuous improvement. In light of recent threats, DHS is intensifying efforts to enhance security for federal facilities and significant events. The U.S. Secret Service is implementing new measures to address evolving threats, including updated protective strategies and improved collaboration with state, local, tribal, territorial, and campus (SLTTC) partners. These initiatives leverage advanced surveillance technology and real-time data analysis to identify and mitigate potential risks at high-profile gatherings.

By continually refining threat assessment processes and enhancing response capabilities, the Secret Service is committed to ensuring the safety of leaders and dignitaries during significant events. Recognizing the challenges faced, the agency is working to secure additional funding to close operational gaps and strengthen its protective measures.

DHS is dedicated not only to protecting national leaders and visiting dignitaries but also to securing federal facilities and safeguarding the people who work in and visit them across the country. A key player in this mission is FPS, which plays an essential role in ensuring the safety of federal properties and their occupants. FPS conducts comprehensive facility assessments, provides tailored security recommendations, and implements necessary measures, alongside various law enforcement activities.

DHS also uses Counter-UAS (C-UAS) authorities to protect facilities and significant events. The *Preventing Emerging Threats Act of 2018* grants DHS statutory authority to counter credible threats from UAS to the safety or security of a covered facility or asset. Through these authorities, CBP, the Coast Guard, the Secret Service, and FPS have successfully carried out C-UAS operations at National Special Security Events (NSSEs), Special Event Assessment Rating (SEAR) events, in support of state, local, tribal, and territorial (SLTT) partners, and during federal law enforcement investigations and emergency responses.



All C-UAS activities are conducted in a manner that protects individual privacy, civil rights, and civil liberties, as required by law. S&T also operates a program that evaluates C-UAS technologies in both laboratory and real-world environments. This program supports DHS Components by developing and refining requirements, conducting the Congressionally mandated 6 U.S.C. 124n process to test and evaluate C-UAS prototypes at covered assets or missions, and carrying out limited-duration C-UAS technology pilots. Additionally, the program helps guide the development of new technologies to enhance C-UAS capabilities for DHS Components.

Did You Know?

In FY 2024, the Secret Service planned and executed security operations for six NSSEs, involving immense coordination with federal, SLTT, and private partners. Notably, four of these events occurred in the last quarter of the year, including the Republican and Democratic National Conventions for the 2024 Presidential Campaign. Preparation for NSSEs involves months (and in many cases up to a year or more) of detailed planning and collaborative training to ensure safety for participants and attendees. These efforts not only protect key figures but also reinforce public confidence in the nation's security during significant events and gatherings.

In collaboration with SLTT governments, FPS, the Secret Service, and the broader homeland security community, DHS works to protect significant events and improve security at vulnerable locations. This partnership involves intelligence sharing and the creation of best practices to effectively counter potential threats. DHS also uses the SEAR method to assess risks at special events across the country, prioritizing security resources based on the potential risks and importance of each event.

DHS Federal Coordinators are deployed to assist SLTT governments in preparing for SEAR events, ensuring that local agencies receive the necessary support and resources to manage security challenges effectively. As the frequency of special events and National Special Security Events (NSSEs) is expected to rise—especially with upcoming high-profile gatherings such as the 2026 World Cup and 2028 Olympics—DHS is proactively adapting its strategies to meet these evolving demands.

Key Measures

Component		Program		Measure Name			
USSS		Protective Operations		Percent of protectees that arrive and depart safely			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
100%	100%	100%	100%	100%	99.9%		





Key Measures (continued)

Component		Program		Measure Name			
MGMT		FPS ¹⁵		Percent of high-risk facilities that receive a facility security assessment in compliance with the Interagency Security Committee schedule			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
100%	100%	100%	100%	100%	100%	✓	

Explanation of Results and Corrective Action

In FY 2024, the Secret Service succeeded in providing safe arrival and departure for 6,265 out of 6,266 protective visits, resulting in a 99.9% rating for this measure. However, the assassination attempt on President-elect Trump on July 13, 2024, was a mission failure and has resulted in swift and continuous corrective actions to ensure the ongoing safety of the Secret Service’s protectees in this heightened threat environment.

The Secret Service’s operations in a heightened and increasingly dynamic threat environment have mandated elevated protective responsibilities and necessitated that the agency significantly increase its protective footprint. The redefining of how the Secret Service conducts protective operations has led to the creation of a new protective paradigm that acts as a driving force to move the Secret Service from a state of reactivity to a state of readiness. The current operational tempo faced by the Secret Service is not a temporary manifestation of a short-term issue, but a long-term requirement driven by the increase in NSSEs and other special events, and the Secret Service’s paradigm shift will support the sustainment of an enhanced protective posture moving forward. The Secret Service has already started analyzing and prioritizing the various recommendations that have come from ongoing investigations and is developing strategies for implementation. Additional information is available on secretservice.gov.¹⁶

As part of the Department’s efforts to protect federal facilities and the people who work in and visit them, FPS completed 100% of the scheduled Facility Security Assessments (FSAs) for high-risk facilities. Ensuring the safety of federal buildings is a top priority, especially for those classified as Facility Security Levels 3, 4, and 5. An FSA is a thorough assessment that identifies potential threats, such as crime or terrorism, and assesses vulnerabilities in federal buildings.

¹⁵ Support Components are categorized as Level 1 PPAs in the DHS Budget. Consequently, the names of the Support Components and programs frequently overlap, leading to program entries marked as “N/A” in the Key Measure tables to prevent redundancy (see, for example, CWMD under Objective 1.4). In the case of FPS specifically, they are technically an operational entity within DHS MGMT.

¹⁶ For example, refer to the [agency’s website](#) for additional information on the Secret Service’s Mission Assurance Investigation into the assassination attempt.



Each facility is evaluated to determine its current level of protection, and recommendations are made to address any identified gaps. According to Interagency Security Committee (ISC) standards, these assessments are required every three years for high-risk facilities. This work helps ensure that high-risk sites are secure and that the people inside them are protected.

Looking Forward

In addition to the Secret Service’s ongoing commitment to enhancing and refining its protective operations, the agency is proactively investing in its workforce to ensure long-term success. Key initiatives include revising career development plans to provide specialized training and rotational assignments that better equip personnel for the complexities of modern security challenges. The Secret Service is also enhancing its tools and infrastructure, such as improved records management systems, to support its staff more effectively. These efforts align with a broader strategy to attract and retain talented individuals, exemplified by initiatives like recruitment and retention bonuses for Special Agent and Uniformed Division personnel and targeted job opportunities for Special Operations Teams, which aims to increase the number candidates with the essential skills and experiences for law enforcement and protective roles.

Did You Know?

The First Presidential motorcade was a horse and carriage. Later, the U.S. Secret Service began using a revamped railroad horse car that could hold four automobiles. The U.S. Secret Service is responsible for procuring, driving, maintaining, and securing the presidential motorcade. Today’s motorcade vehicles are equipped to provide protectees with a secure mobile environment. The U.S. Secret Service updates these vehicles regularly to reflect the security needs of each generation.



Secret Service coordinates with partners to ensure smooth security for APEC Summit in San Francisco

In November 2023, the U.S. Secret Service managed the security for the Asia Pacific Economic Cooperation (APEC) Summit in San Francisco. APEC is a major international forum that promotes economic integration and cooperation among 21 member economies across the Asia-Pacific region. The summit is crucial for fostering global trade and addressing regional economic challenges. The Secret Service’s protective operations involved meticulous planning and coordination among more than 5,000 personnel from various state, local, and federal agencies, along with private sector partners, to ensure the safety of 29 key figures, including the President, Vice President, and 18 visiting heads of state. The success of this mission reflects the effective management of complex security needs and highlights the critical role of the Secret Service in safeguarding international leaders and ensuring the smooth conduct of NSSes and other high-profile events.





Mission 1

In addition to investing in its workforce and enhancing protective operations, the Secret Service is also prioritizing collaboration with SLTTC partners. By enhancing communication and coordination during protective operations, the Secret Service aims to create a more integrated approach that allows for greater situational awareness and timely responses. Through these combined efforts, the agency is fostering a culture of continuous improvement, ensuring that personnel are adequately supported and equipped to meet the evolving threats we face today.

Did You Know?

FPS plays a crucial role in safeguarding federal facilities across the U.S. Established in 1971, FPS protects approximately 9,000 federal buildings and their occupants, serving approximately 1.5 million visitors daily. With a dedicated team of over 1,200 personnel, along with its contingent of Protective Security Officers (PSOs), FPS conducts security assessments, implements protective measures, responds to calls for service at federal facilities, and collaborates with local law enforcement to ensure safety at high-profile events. Their expertise is essential to the nation's homeland security efforts.

Looking forward, FPS will continue enhancing its capabilities through international collaboration, and in FY 2024 finalized a Memorandum of Understanding with the United Kingdom's College of Policing. This partnership, marking FPS's first international agreement in law enforcement, enables both agencies to share best practices and training to improve public order policing, de-escalation strategies, and leadership skills.

FPS also remains committed to strengthening its role in security management. For example, FPS has supported updates to the HSIN portal for the Government Services and Facilities



FPS gains full voting membership in ISC to enhance federal facility protection

Per Executive Order 14111, FPS is now a full voting member of the ISC. Established in 1995 in response to the devastating Oklahoma City bombing, the ISC was created to strengthen the security of federal facilities across the United States by promoting collaboration and consistency in protective measures. Led by DHS and chaired by CISA, the ISC brings together senior-level representatives from 66 federal departments and agencies to coordinate and make decisions on security measures. Being part of the ISC is crucial for FPS as it enhances their ability to influence and shape security strategies based on comprehensive risk assessments and intelligence. This involvement ensures that FPS can better protect federal facilities and critical infrastructure, which is vital for maintaining safety and security for both the American public and federal employees.



Sector, which has experienced significant growth in use, increasing from fewer than 100 government stakeholder views in FY 2022-2023 to over 8,000 in FY 2024. This rise highlights the demand for critical infrastructure information sharing, which is essential for ensuring that federal and SLTT agencies can effectively respond to potential threats and maintain a secure environment around federal facilities. In addition, DHS will continue to advocate for expanded C-UAS authorities.



Objective 1.4: Identify and Counter Emerging Chemical, Biological, Radiological, and Nuclear Threats

Overview

Key measure aligned to CWMD

The spread of rapidly evolving and innovative technology, equipment, techniques, and knowledge presents new and emerging dangers for homeland security in the years ahead. Terrorists remain intent on acquiring WMD capabilities, and rogue nations and non-state actors are aggressively working to develop, acquire, and modernize WMDs that they could use against the U.S. Meanwhile, biological, and chemical materials and technologies with dual use capabilities are more accessible throughout the global market. Due to the evolution of information and technologies, rogue nations and non-state actors have more opportunities to develop, acquire, and use WMDs than ever before.

DHS is strengthening and integrating its detection and counter-measure capabilities to address this profound risk to the U.S. Similarly, the evolution of UAS, AI, and biotechnology increase opportunities for threat actors to acquire and use these capabilities against the U.S. and its interests. DHS is assessing how these technologies will affect homeland security and developing proactive solutions to limit future risk.

Key Measure

Component		Program		Measure Name			
CWMD		N/A		Percent of Acquisition programs to counter CBRN threats that meet their Acquisition Program Baseline (APB) schedule, cost, and performance thresholds			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	86%	100%	86%		





Explanation of Results and Corrective Action

In FY 2024, 86% of acquisition programs aimed at countering CBRN threats successfully met their cost, schedule, and performance goals. While all seven programs are achieving their performance targets, one program, the RPM RP, has struggled with both cost and schedule due to contractual issues and technical challenges. To address this, the RPM RP updated its cost and schedule baselines in FY 2024, which lifted the program from breach status and ensured it can continue contributing to CBRN threat response efforts effectively.

Looking Forward

CWMD launched the Enlightened Sentry Exercise Series, which focuses on improving coordination and readiness across DHS Components to respond to specific threats. This program, guided by the Department's Operational Executives Group, identifies areas for improvement in crisis response and fosters collaboration that enhances the nation's resilience against weapons of mass destruction and CBRN threats. The ES program has identified over 35 areas needing improvement in crisis response, with many already addressed and efforts underway on others. By enhancing collaboration and readiness, ES will continue to boost the Department's ability to respond quickly and effectively during any emerging WMD crisis, ensuring a unified and efficient government response, strengthening the nation's overall safety and security.



Groundbreaking AI CBRN Report enhances ability to mitigate the risk of AI misuse

On April 26, 2024, DHS finalized a groundbreaking report aimed at advancing efforts to reduce risks at the intersection of AI and CBRN threats. Led by CWMD, this initiative involved collaboration with experts from the federal government, private AI laboratories, academia, think tanks, and third-party model evaluators. These experts provided input to evaluate AI model capabilities to present, mitigate, or guard against CBRN threats. The AI CBRN Report identifies the trends in AI and types of AI models that, if misused, could present or intensify biological and chemical threats to the United States and offers recommendations to mitigate potential threats to national security. This proactive approach equips stakeholders and decision-makers with essential tools to address modern challenges and safeguard Americans.



Moving forward, CWMD plans to expand its training initiatives and incorporate lessons learned from recent exercises to refine strategies. Additionally, the program will enhance partnerships with local, state, and federal agencies to ensure comprehensive preparedness. CWMD is committed to continuously assessing and updating its approaches based on evolving threats, ultimately reinforcing the nation's resilience against WMDs and CBRN threats.



BioWatch Exercise Program enhances local preparedness for biological threats

The BioWatch Exercise Program helps local jurisdictions prepare to respond effectively to potential biological threats. Through tabletop exercises and full-scale drills, the BioWatch Exercise Team collaborates with local planning committees to create realistic scenarios and assess their readiness for a BioWatch Actionable Result (BAR), which occurs after detecting a harmful agent. In FY 2024, the program organized 5 tabletop exercises, 2 full-scale exercises, 7 drills, and 1 seminar, with more events planned to ensure comprehensive training. The program enhances coordination and communication among agencies, ensuring that communities can respond quickly and effectively when a biological threat is detected. By building confidence and streamlining processes, BioWatch prepares partners to act decisively, ultimately keeping the public safer from potential biological incidents.



Mission 2: Secure and Manage Our Borders

Overview

Across the world 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 has continued to take decisive actions to strengthen our nation's border security and deter illegal migration. DHS has enhanced enforcement efforts, disrupted and dismantled smuggling organizations, and taken innovative steps to expand lawful pathways so that individuals do not have to migrate irregularly in the hands of ruthless smuggling organizations. 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.

Over the last few years, DHS has faced new challenges, including rising migration from countries outside the Western Hemisphere and countries to which it has been challenging to remove individuals, like Venezuela. To address these shifts, DHS is implementing a comprehensive strategy that combines deterrence, enforcement, and increased lawful pathways. As an example, in FY 2024, DHS completed more than 700,000 removals and returns, more than any prior fiscal year since 2010. Partnerships are crucial in this effort. DHS collaborates with SLTT partners, as well as international partners, to ensure border operations are safe, humane, and secure.



Enhancing border security through advanced and autonomous technology

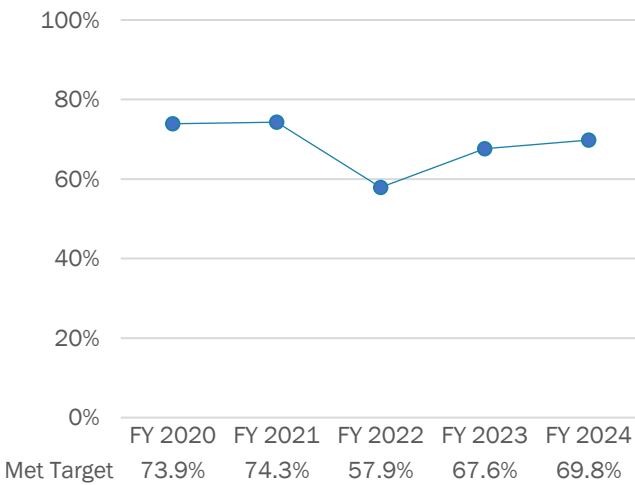
The U.S. Border Patrol is investing in technology to enhance border security, including advanced surveillance towers, mobile systems, and improved communications tools. These advancements are designed to increase the effectiveness, efficiency, and autonomy of border operations. Autonomous technology acts as a force multiplier for CBP, allowing agents to focus on their interdiction mission rather than managing surveillance systems. For instance, thousands of unattended ground sensors have been installed along the U.S. Southwest Border, providing agents with critical insights into illicit activities. This enhanced surveillance and real-time data enable more effective responses to threats, improving safety for both agents and the public. By equipping personnel with cutting-edge tools, DHS is reinforcing border security and fostering a safer environment for communities nationwide.





Mission 2

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 2)



Protecting our borders against illicit activities while facilitating lawful trade and travel is vital for national security and economic prosperity, and DHS is committed to achieving these goals through strong coordination. To that end, DHS also continues to enhance efforts to combat TCOs and trade-based crime, leveraging advanced intelligence and technology to uphold national security and economic stability, as seen in recent operations like Operation Plaza Spike, Operation Artemis, and Operation Blue Lotus.

In FY 2024, 69.8% of DHS performance measures aligned to Mission 2 met

their target. This is 2.2% over FY 2023. Independent of whether performance measures met or did not meet their targets, 57.1% of measures improved over prior year results, demonstrating the Department’s commitment to continuous improvement.¹⁷ Additional information regarding Mission 2 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.



CBP and HSI partner on proactive approach to strengthen cybersecurity for U.S. supply chains

In response to supply chain disruptions caused by cyberattacks on customs brokers, CBP Trade Operations has developed strategies to safeguard the U.S. supply chain, organizing cybersecurity tabletop exercises across DHS, with partner agencies, and with the private sector to simulate responses to potential cyberattacks. These exercises help to identify security vulnerabilities and establish new guidelines to better mitigate risks. CBP is also collaborating with Homeland Security Investigations (HSI) to identify and mitigate cyber threats before they occur. This partnership has proven effective in preventing potential cyberattacks, protecting the trade community and ensuring the efficient flow of lawful cargo. By enhancing cybersecurity and strengthening stakeholder relationships, the CBP, HSI, and the broader homeland security enterprise remain committed to building resilient supply chains and minimizing disruptions for years to come.

¹⁷ Mission 2 is associated with 43 GPRA measures. The FY 2024 APR presents the Department’s finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President’s Budget Request, will establish outyear targets for all GPRA measures. Additionally, the APP will include the Department’s management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.



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

Overview

Key measures aligned to CBP Air and Marine Operations and CBP Border Security Operations

The security of our nation relies on maintaining operational control over our air, land, and maritime borders. This is crucial for preventing threats from terrorists, TCOs, and other malicious actors involved in activities like drug and weapons trafficking and human smuggling. CBP plays a vital role in this mission by enforcing laws against illegal immigration and smuggling, ensuring that our borders remain secure. CBP operates through multiple fronts: officers at 328 ports of entry, U.S. Border Patrol agents securing our land borders, and Air and Marine Operations (AMO) supporting efforts from land, air, and sea. Additionally, agriculture specialists work to protect U.S. agriculture from foreign pests and diseases, while CBP collaborates with international partners to monitor and address potential threats.



CBP strengthening border security through fleet modernization

AMO has made significant strides in enhancing its fleet, delivering six new aircraft and vessels to bolster border security efforts. This includes one Blackhawk helicopter, two All Weather Interceptor vessels, and three Riverine Shallow Patrol Platform vessels, which are utilized by both AMO and U.S. Border Patrol agents. These modern assets are crucial for effectively securing America's borders and enabling operators to respond swiftly to threats. Continued investment in fleet modernization will help the agency adapt to evolving challenges in border security, ensuring it can effectively protect our nation for years to come.





DHS employs a multi-layered strategy to identify, screen, and vet individuals seeking to enter the United States, particularly those who may pose a threat. The Department screens and vets noncitizens prior to their entry to the U.S. and if a noncitizen poses a threat to national security or public safety, we deny admission, detain, remove, or refer them to other federal agencies for further vetting, investigation, and/or prosecution as appropriate. By facilitating legitimate trade and travel while rigorously enforcing customs and immigration laws, DHS also aims to protect both national and economic security. A key part of this effort is combating transnational crime to disrupt the flow of narcotics and violence into the country, as well as intercepting illicit profits. Vigilant inspections at land and maritime ports of entry are essential to reducing the supply of narcotics and preventing human trafficking, ultimately helping to dismantle illicit markets that threaten national safety, security, and economic stability.

Key Measures

Component		Program		Measure Name			
CBP		Air and Marine Operations		Percent of detected conventional aircraft incursions resolved along all borders of the United States			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
100.0%	100.0%	100.0%	100.0%	98.5%	100.0%	✓	
CBP		Border Security Operations		Rate of interdiction effectiveness along the Southwest Border between ports of entry			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
79.4%	82.6%	75.9%	75.6%	81.0%	86.2%	✓	✓

Explanation of Results

In FY 2024, AMO successfully resolved 100% of detected conventional aircraft incursions along all U.S. borders, including Puerto Rico. This accomplishment, which involved the apprehension or turnaround of suspected incursions based on visual or sensor data, highlights AMO's commitment to maintaining operational control of our borders. By effectively detecting and addressing these aircraft incursions, AMO plays a vital role in enhancing national security. AMO's success is bolstered by close collaboration with other federal and state partners, including the DOD, the FAA, and local authorities. This teamwork ensures a coordinated response to border security challenges, demonstrating AMO's dedication to safeguarding our nation's airspace and reinforcing the overall effectiveness of border operations.



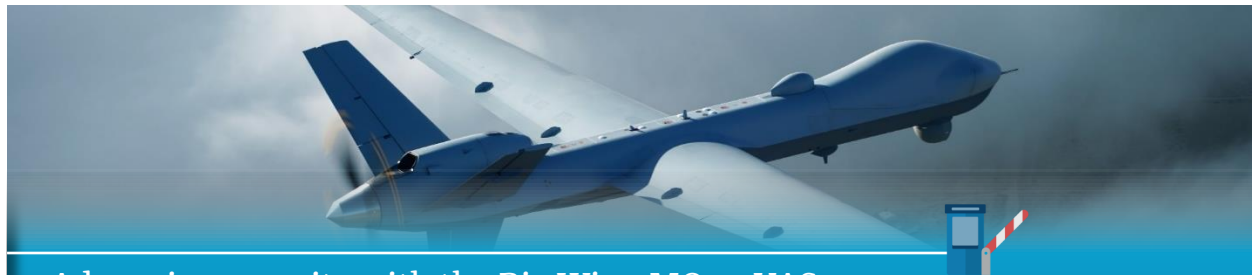
In FY 2024, U.S. Border Patrol achieved an 86.2% interdiction effectiveness rate along the Southwest Border between ports of entry, apprehending 1,589,659 out of 1,845,043 detected illegal entries. This metric highlights the agency's ongoing efforts to manage noncitizen crossings, the patterns of which continue to evolve.

There has been a significant and sustained decrease in unlawful border crossings – including a more than 60% decrease in encounters between ports of entry along the southwest border from May to December 2024. November and December encounters between ports of entry are now at their lowest level since July 2020. In partnership across CBP and ICE, in FY 2024, DHS completed over 700,000 removals and returns, more than any prior fiscal year since 2010. That includes more removals to countries other than Mexico than in any prior fiscal year.

Apprehensions of large groups, which began to rise in mid-FY 2023, accounted for 38% of FY 2024's total volume. Family units and unaccompanied children now represent approximately 42% of those entering irregularly, up from 37% in FY 2023, signaling a continued shift in migration patterns. Furthermore, a significant portion of those apprehended are from countries other than Mexico, underscoring the broader regional influences shaping migration. DHS continues to adjust its border management strategies in response to these evolving trends, balancing enforcement with a commitment to safe, orderly, and lawful migration processes.

Did You Know?

The U.S. Border Patrol plays a vital role in national security while addressing humanitarian concerns. With over 20,000 agents, the agency not only works to prevent irregular crossings and deliver consequences for violations but also engages in rescue operations for migrants in peril. Founded in 1924, the Border Patrol today utilizes cutting-edge technology, including surveillance drones, to monitor the border, helping vulnerable populations while maintaining the rule of law.



Advancing security with the Big Wing MQ-9 UAS

On November 4, 2023, AMO launched its first operational Big Wing MQ-9 UAS from the National Air Security Operations Center in San Angelo. This upgraded drone features expanded wings, enhanced flight control, additional propeller blades, and improved de-icing capabilities, significantly boosting its operational efficiency. The mission utilized the MQ-9 Automated Takeoff and Landing Capability, allowing for a remarkable 27.5-hour flight with enough fuel for over 30 hours of continuous operation. From January 11 to April 19, 2024, the Big Wing MQ-9 played a crucial role in supporting DHS Joint Task Force – East's Operation Sentinel Watch in the Caribbean Sea, leading to the seizure of over 24,192 pounds of cocaine, nine vessel seizures, 141 apprehensions, and two rescues. This advanced technology not only enhances air and maritime security but also exemplifies the agency's commitment to disrupting drug trafficking and protecting communities from the threats posed by organized crime.





Looking Forward

AMO is actively addressing challenges and advancing its mission through a range of initiatives aimed at enhancing workforce resilience and operational effectiveness. For example, AMO has taken steps to enhance its Resilience and Engagement Division, providing vital mental health and wellness programs to support personnel facing demanding mission requirements. AMO is also streamlining recruitment processes and offering career pathways to help retain talent. Additionally, AMO is modernizing its air and maritime domain awareness capabilities by developing advanced surveillance systems and C-UAS to address evolving threats. Key advancements include the “Big Wing” modification for MQ-9 unmanned aircraft, which enhances flight endurance, and the deployment of the WAVE Tactical Communications Application to improve communication coverage. As AMO continues to upgrade its fleet and infrastructure, dedicated investment in new technologies will further enhance its ability to safeguard the U.S. borders effectively.



Strengthening border security and combating human smuggling in FY 2024

In FY 2024, the U.S. Border Patrol made significant strides in enhancing border security, thanks in part to the June 2024 Securing the Border regulation. This regulation enabled the implementation of key policies to limit asylum eligibility for certain noncitizens at the southern border, streamline expedited removal processes, and reduce the burden on Border Patrol agents, who have been deployed in record numbers to address ongoing security challenges. The Border Patrol also achieved historic success in seizing fentanyl, with more confiscated in the past two years than in the previous five combined. This success is attributed to advanced drug detection technology and strengthened partnerships, including with the Government of Mexico, resulting in the extradition of key traffickers to face justice in the U.S. Additionally, efforts to dismantle human smuggling networks have intensified, supported by new penalties and initiatives offering financial rewards for information on these operations. These actions, many of which were made possible by the Securing the Border regulation, demonstrate a strong commitment to border security and protecting vulnerable migrants while ensuring the safety of communities across the nation.



The U.S. Border Patrol is strengthening its operational effectiveness and supporting its workforce through several key initiatives. One important effort is the Border Patrol Processing Coordinator (BPPC) program, which aims to relieve Border Patrol Agents (BPAs) of administrative tasks, enabling them to return to the field and focus more on critical interdiction operations. By filling these entry-level positions, agents can enhance their ability to respond to the complex challenges at the Southwest Border. This shift improves efficiency and enables BPAs to perform their essential law enforcement and border security mission.

Did You Know?

AMO is one of the largest air and marine law enforcement agencies in the world. Employing over 1,800 personnel, AMO operates sophisticated aircraft, including drones and helicopters, alongside high-speed vessels. Their mission not only focuses on detecting and interdicting illegal activities but also involves search and rescue operations, demonstrating their commitment to protecting lives while enforcing U.S. laws.

In addition, the Border Patrol is modernizing its technology and operational systems to bolster its capabilities. Upgrades to the Tracking, Sign Cutting & Modeling (TSM) application will enhance situational awareness, while the Border Enforcement Coordination Network (BECN) will improve coordination and response efforts. These advancements are crucial as the agency continues to address operational demands while balancing the unique needs of migrants, including family units and unaccompanied minors, ensuring that they are treated with dignity and that their rights are protected. Through these initiatives, the U.S. Border Patrol demonstrates its dedication to securing the nation while ensuring that the agency can effectively and efficiently identify and address noncitizens attempting to cross irregularly between U.S. ports of entry.



Objective 2.2 Expedite Lawful Trade and Travel

Overview

Key measures aligned to CBP Trade Operations, CBP Travel Operations, USCG Marine Transportation System Management, and USCG Maritime Law Enforcement

DHS plays a vital role in promoting America's economic security by focusing on the objective of expediting lawful trade and travel. As the U.S. faces challenges such as anticompetitive trade practices, duty evasion, and counterfeit goods, DHS is committed to protecting American interests through enhanced trade enforcement capabilities. This includes modernizing partnerships within the international trade community and implementing robust safeguards to prevent the entry of illicit goods, such as those made with forced labor. By leveraging intelligence from various agencies and industry stakeholders, DHS strengthens supply chain security and ensures that the products available to Americans meet safety and ethical standards.





Mission 2

In addition to trade, DHS prioritizes the security of the nation’s transportation systems, which are crucial for both economic activity and public safety. The agency actively pursues innovative technologies to enhance identity verification for travelers and improve detection capabilities at transportation hubs, particularly in aviation. Acknowledging the persistent threat of terrorism, DHS collaborates with federal, state, and local partners to elevate security standards across all forms of mass transit, including seaports and railways. Through these comprehensive efforts, DHS underscores its commitment to fostering a secure environment that facilitates safe and efficient trade and travel, ultimately supporting the nation’s economic growth.

Key Measures

Component	Program	Measure Name					
CBP	Trade Operations	Percent of imports compliant with U.S. trade laws					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
98.37%	99.96%	99.69%	99.35%	97.50%	99.46%	✓	✓
CBP	Travel Operations	Percent of Global Entry members with no security-related violations					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
99.7%	99.9%	99.8%	99.8%	99.5%	99.8%	✓	
USCG	Marine Transportation System Management	Availability of maritime navigation aids					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
96.50%	96.20%	96.30%	95.49%	97.50%	94.70%		
USCG	Maritime Law Enforcement	Observed fishing regulation compliance rate					
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
97.4%	97.2%	98.9%	99.1%	97.0%	99.4%	✓	✓

Explanation of Results and Corrective Action

In FY 2024, CBP reported that 99.46% of imports complied with U.S. trade laws, ensuring all entries met legal requirements and contained no major discrepancies. This metric reflects how compliant the trade community is with U.S. laws and regulations. The estimated number of major transactional discrepancies was low with revenue violations being the most prevalent. CBP's Office of Trade was successful at enforcing U.S. trade laws through both informational outreach and strategic targeting and enforcement campaigns.

Additionally, in FY 2024, an impressive 99.8% of Global Entry (GE) members had no security-related violations, underscoring the GE program's success in upholding a high level of security and ensuring compliance with relevant laws and regulations.



Strengthening enforcement against forced labor in global supply chains



CBP's Forced Labor Division plays a crucial role in combating forced labor by enforcing laws that prohibit the importation of goods produced under such conditions. Engaging with various stakeholders strengthens enforcement and encourages compliance. In FY 2024, the division conducted approximately 300 outreach activities, connecting with the public, civil society, trade associations, and foreign governments. This proactive engagement has prompted the trade community to enhance due diligence programs and shift sourcing away from high-risk countries. A notable recent action was the withhold release order issued on April 10, 2024, against Shanghai Select Safety Products Company and its subsidiaries, based on credible information indicating the use of convict labor in producing work gloves. With an estimated 28 million workers globally suffering under forced labor conditions, these actions send a clear message: the U.S. will not tolerate exploitation in its supply chains and will continue to support efforts to safeguard human rights worldwide. Enforcing forced labor related laws also protects domestic producers and workers by ensuring a level playing field for businesses and further reinforces the U.S. commitment to upholding human rights.





Most members are adhering to the guidelines necessary to remain in the program; however, a total of 17,355 members were revoked from GE, which serves over 10 million participants. These figures demonstrate CBP's ongoing commitment to maintaining the integrity of the program while facilitating efficient travel for compliant members.

The Coast Guard also reported significant achievements in FY 2024, achieving a fishing regulation compliance rate of 99.4%, surpassing the 97.0% target. This measure reflects the percentage of boardings conducted at sea where no significant violations of domestic fisheries regulations were found, helping to protect the health of U.S. fisheries and marine species.

Did You Know?

After the Internal Revenue Service (IRS), CBP is the second largest collector of government revenue. This is made possible through the Collections module of the Automated Commercial Environment (ACE), a centralized system connecting CBP with the trade community and partner agencies. Released initially on November 4, 2023, CBP achieved a major milestone with the implementation of ACE by fully integrating revenue and trade entry processes, allowing the retirement of CBP's prior legacy system, streamlining operations, and enhancing efficiency in trade management.



Coast Guard takes strong action against sexual assault and harassment in maritime industry



The Coast Guard is taking a strong stand against sexual assault and harassment in the commercial shipping industry, leading crucial compliance efforts to create a safer maritime environment. By implementing new reporting requirements, the Coast Guard aims to tackle mariner misconduct before it escalates into serious offenses that could compromise vessel safety or lead to marine casualties. Before the Safer Seas Act, the Coast Guard addressed fewer than 10 harassment-related cases over five years. As of June 2024, however, the Coast Guard is actively investigating 161 harassment cases, a significant increase that underscores their commitment to this issue. Several cases have already been adjudicated, resulting in sanctions ranging from revocation of mariners' Merchant Mariner Credentials to letters of warning for minor offenses. This proactive approach reflects a dedication to ensuring accountability and fostering a safer working environment for all maritime professionals.

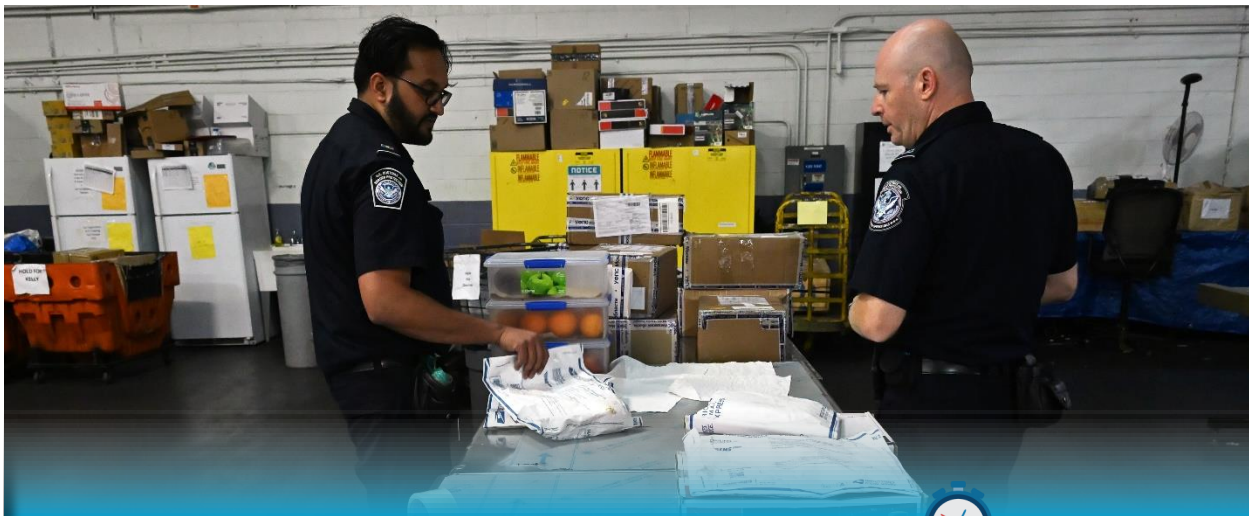


To maintain and improve this high compliance rate, the Coast Guard is focusing on enhancing enforcement efforts, increasing education and outreach to the maritime industry, and continuing regular monitoring to ensure adherence to regulations. These actions highlight the Coast Guard's commitment to sustainable fishing practices and the protection of marine resources.

Lastly, the Coast Guard achieved an Aids to Navigation (ATON) availability rate of 94.70% in FY 2024, which fell short of the 97.50% target. This measure assesses the availability of federal navigational aids essential for safe waterway navigation, but it has been below the target since 2016, primarily due to challenges with major fixed aids that require complex repairs.

Did You Know?

The U.S. Coast Guard manages Vessel Traffic Services (VTS) to enhance safety and efficiency in busy waterways. VTS operates like air traffic control for vessels, providing real-time information on navigation, weather, and traffic conditions. By monitoring maritime traffic and coordinating vessel movements, the Coast Guard helps prevent collisions and ensures safe passage through critical areas. This proactive management is vital for protecting both lives and the environment, making waterways safer for commercial and recreational users alike.



Textile production verification team enhances trade compliance and protects U.S. industry

The Textile Production Verification Team plays a crucial role in CBP efforts to enforce compliance with trade preference programs, essential for protecting the integrity of U.S. trade agreements. During FY 2024, CBP coordinated with HSI and prioritized visits to ensure compliance with the United States-Mexico-Canada Agreement and the United States-Dominican Republic-Central America Free Trade Agreement, both of which allow duty-free imports of textiles. The U.S. textile industry relies on a network of producers for inputs like thread and fabric, linking it to garment production across the Western Hemisphere. When importers exploit these agreements without meeting requirements, it undermines both U.S. economic interests and those of partner countries. By conducting thorough verification visits, the team helps combat unfair trade practices, ensuring a level playing field for legitimate importers and safeguarding the American textile industry. To date, the team has visited over 100 factories in five countries, supporting nearly \$1.6 billion in textile trade, with more visits planned to enhance enforcement and compliance.





To address this issue, the Coast Guard is actively implementing several corrective actions aimed at enhancing service efficiency. These initiatives include conducting ATON Mission Analysis and Fleet Mix Studies, optimizing electronic navigational aids (e-ATON), and exploring modern solutions such as next-generation buoys and moorings. Through these efforts, the Coast Guard is dedicated to improving navigational aid availability to better serve the public and promote safety on the waterways.

Looking Forward

In recent years, CBP has made significant strides in enforcing trade laws and protecting human rights. One notable achievement includes efforts to combat forced labor, which has improved living and working conditions for tens of thousands of workers and resulted in the repayment of over \$62 million in wages and fees. These initiatives reflect CBP's commitment to upholding international labor standards while enforcing U.S. prohibitions against goods produced with forced labor. Additionally, while the volume of imports and exports processed by CBP has fluctuated, the value has remained relatively stable,



Reimbursable Services Program strengthens public-private partnerships for enhanced border security

The Reimbursable Services Program is a shining example of a public-private partnership that enhances the capabilities of CBP beyond its traditional budget. By enabling private sector and government entities to reimburse CBP for additional services, the program effectively addresses the unique needs of stakeholders involved in commercial and cargo traffic, as well as international traveler arrivals. This year, numerous new stakeholder agreements were executed, with many existing partners expanding their service locations. Feedback from stakeholders indicates that the program has significantly helped them achieve their business goals, and there's strong intent to continue participation. As of FY 2024, CBP has engaged more than 450 stakeholders across 256 ports of entry, providing over 1.4 million service hours through more than 508,000 officer assignments. This partnership not only boosts efficiency but also strengthens the overall security and functionality of our borders, benefiting the economy and facilitating smoother international trade and travel.

indicating resilience amid external challenges such as geopolitical sanctions. These efforts are essential as CBP aims to ensure fair trade practices and maintain the integrity of U.S. supply chains.

The agency is also taking steps to enhance its operational efficiency by exploring opportunities to integrate its various databases and systems. By improving data compatibility and information sharing, CBP hopes to streamline its operations further. This is particularly important given the growing complexity of trade and the rapid rise of e-commerce, which has led to a surge in low-value shipments. In response, CBP is prioritizing compliance efforts in the de minimis cargo environment, where illicit goods can often be concealed. Through collaboration with supply chain partners, CBP is actively working to address compliance issues and advance e-commerce technologies, demonstrating a proactive approach to evolving trade dynamics.



Enhancing cybersecurity resilience in the Marine Transportation System

The U.S. Coast Guard is making commendable strides in enhancing the cybersecurity posture of the Marine Transportation System (MTS) through the establishment of Cyber Protection Teams (CPTs). Launched in 2021, these teams play a crucial role in supporting industry stakeholders in addressing cyber threats and safeguarding the U.S. supply chain and maritime safety. The Coast Guard's recent Notice of Proposed Rulemaking (NPRM) outlines minimum cybersecurity requirements for U.S.-flagged vessels, ports, and terminals, also affecting foreign-flagged vessels entering U.S. waters. While uptake of CPT services has been limited, with only 36% of Coast Guard sectors engaging stakeholders for these resources, the Coast Guard is proactively developing a strategic action plan to strengthen collaboration with private industry partners. Additionally, new cybersecurity regulations and specialized training for personnel are being introduced to bolster expertise. These initiatives reflect the Coast Guard's commitment to building resilience against cyber threats, ensuring the security and effectiveness of the MTS as it supports the U.S. economy amidst evolving challenges.





Environmental crimes represent another critical area of focus for CBP, as these violations can have devastating impacts on ecosystems and public safety. By implementing its Green Trade Strategy, CBP is enhancing coordination with interagency partners to strengthen enforcement capabilities and prevent these crimes before they reach U.S. shores. However, the clandestine nature of many environmental offenses poses significant detection challenges. To combat this, CBP is committed to increasing outreach and awareness among importers, exporters, and consumers about the importance of responsible sourcing and the role they play in holding the marketplace accountable.

Did You Know?

CBP's Non-Intrusive Inspection (NII) technology is revolutionizing cargo security. NII uses advanced imaging techniques, like X-ray and gamma-ray systems, to scan containers and vehicles without opening them. This method enhances the efficiency of inspections, allowing CBP to detect contraband and ensure compliance with safety regulations while minimizing disruptions to trade. By streamlining the inspection process, NII not only protects the nation's borders but also facilitates smoother and safer international commerce.

Similarly, the Coast Guard is dedicated to addressing contemporary challenges in maritime safety and security, with a strong emphasis on combating sexual misconduct within the maritime industry. The Coast Guard is taking major steps to bolster its investigative capabilities, improve coordination with partners, and raise awareness about sexual misconduct. In FY 2023, the agency released a comprehensive bulletin outlining reporting mechanisms for incidents of sexual misconduct, encouraging victims to come forward safely. This initiative is part of a broader commitment to ensure the safety and well-being of individuals at sea, and the Coast Guard is conducting ongoing outreach to educate maritime personnel about these new reporting options.

In addition to tackling sexual misconduct, the Coast Guard is also exploring innovative technologies to enhance its ice tracking capabilities and improve navigation. It has published guidance to support Offshore Renewable Energy Installations (OREI), ensuring that the expansion of green technologies does not compromise safety or environmental standards. As the maritime environment continues to evolve with new industries and technologies, the Coast Guard is adapting its approaches to promote resilience. This includes monitoring and considering the regulatory needs of emerging sectors, such as OREI development and space-related operations.

Overall, both CBP and the Coast Guard are committed to leveraging technology and partnership to address emerging threats and enhance their operations. From biometric systems to unmanned vessels for maritime awareness, both Components are actively adapting to meet the challenges of the 21st century. As CBP and the Coast Guard continue to innovate and improve, the support of partners and stakeholders will remain vital to their missions. Together, these efforts promote a safer, more equitable, and environmentally sustainable future.



Objective 2.3 Counter Transnational Criminal Organizations and Other Illicit Actors

Overview

Key measure aligned to ICE Homeland Security Investigations

DHS is actively countering TCOs and other illicit actors through a comprehensive strategy that employs advanced technology and international partnerships. This approach includes forward-deployed border security operations, such as cutter patrols and customs investigations, alongside efforts to enhance passenger screening and share intelligence with global counterparts. Initiatives like Operation Sentinel focus on dismantling TCOs engaged in activities such as human smuggling, which threaten both national security and the safety of vulnerable populations.

Through collaboration with various federal agencies and international partners, DHS aims to identify, investigate, and prosecute human smuggling and trafficking networks. Efforts like the Border Enforcement Security Task Force (BEST) and Joint Task Force Alpha bring together diverse resources to disrupt TCOs at multiple levels. Recent initiatives have seen significant increases in drug seizures, particularly fentanyl, underscoring the commitment to combat drug trafficking and safeguard U.S. borders. Furthermore, DHS is investing in NII technology at ports of entry to enhance drug interdiction capabilities, reflecting a proactive stance in addressing the challenges posed by transnational organized crime. By building capacity with international partners, DHS seeks to mitigate threats before they reach U.S. soil, fostering safer communities both domestically and globally.

Key Measure

Component		Program		Measure Name	
ICE		Homeland Security Investigations		Number of disruptions or dismantlements resulting from significant HSI investigations	
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
---	---	---	---	New Measure ¹⁸	

Targets will be reported in the FY 2026 APP

Explanation of Results

While there are no key measure results to report for Objective 2.3, DHS has nonetheless made significant strides in combating TCOs and addressing the ongoing crisis of illicit drug

¹⁸ We anticipate publishing measures newly added to the Department's FY 2026 APP alongside the FY 2026 DHS Budget, including measure descriptions and targets for FY 2025 and FY 2026.





trafficking. Major operations like Operation Plaza Spike, Operation Artemis, and Operation Blue Lotus showcased successful coordination among CBP, ICE, and other federal partners, resulting in the seizure of substantial quantities of narcotics, including record amounts of fentanyl and methamphetamine. These operations also led to numerous arrests, dismantled drug labs, and significant financial disruptions to criminal networks. Such achievements not only underscore the effectiveness of our collaborative efforts but also reflect a strategic commitment to maintaining the safety and security of American communities.

Did You Know?

CBP plays a crucial role in combating TCOs and drug trafficking. Recently, CBP AMO coordinated operations with Mexican law enforcement, leading to the seizure of over 700 pounds of narcotics and the arrest of five suspects. Their ARGOS system in Texas also tackles illegal fishing, while a February 2024 operation resulted in the seizure of significant amounts of methamphetamine and fentanyl. These efforts highlight AMO's proactive approach to safeguarding communities and disrupting illicit activities.

Additionally, the establishment of specialized units, such as the Government Supply Chain Investigations Unit and the Wildlife and Environment Crimes Unit, reflects the Department's commitment to addressing emerging threats, from counterfeit goods to wildlife trafficking. Collaboration with international law enforcement and the expansion of task forces have enhanced capabilities to target TCOs effectively. The launch of the Cross-Border Financial Crime Center, which facilitates partnerships across sectors, exemplifies how we can harness collective strengths to combat financial crimes that fund illicit activities.



Coast Guard Cutter Waesche returns after successful mission against drug trafficking and to promote maritime safety

On December 10, 2023, the crew of the U.S. Coast Guard Cutter Waesche returned to its homeport in Alameda, California, after an 89-day mission patrolling nearly 20,000 nautical miles in Central and South American waters. This vital patrol resulted in the seizure of over 18,000 pounds of cocaine and the successful interdiction of a self-propelled semi-submersible, a sophisticated vessel often used by traffickers. Additionally, the crew showcased their commitment to maritime safety by rescuing crew members from a disabled sailing vessel more than 300 nautical miles west of San Diego. These efforts underscore the Coast Guard's essential role in safeguarding national security, protecting lives at sea, and combating the illicit drug trade that threatens American communities.

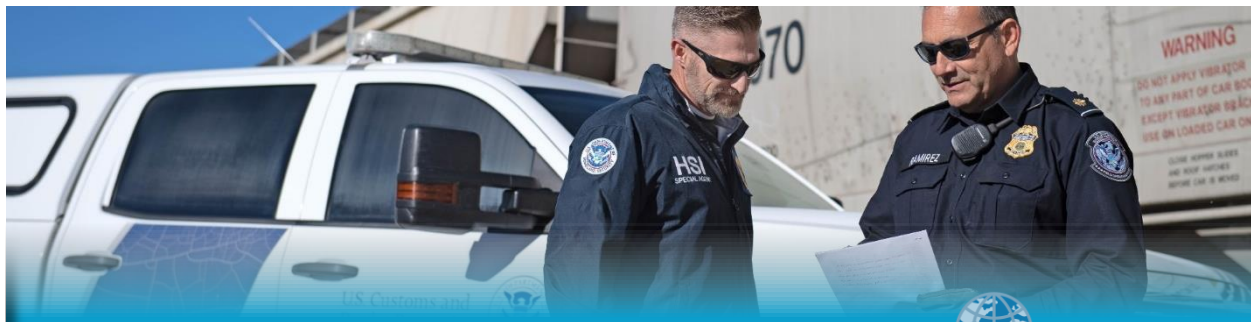


While challenges remain, including the evolving tactics of smugglers leveraging advanced technologies, DHS remains steadfast in its mission to protect American communities and maintain border security, demonstrating resilience in the face of adversity.

Looking Forward

Looking to the future, DHS is well-positioned to build on its successes while addressing ongoing challenges in combating illicit activities. The release of CBP's Strategy to Combat Fentanyl and Other Synthetic Drugs, along with ICE's Strategy for Combatting Illicit Opioids, emphasizes a unified approach to disrupting the production and distribution networks of these dangerous substances. Efforts will continue to expand initiatives like HSI's National Gang Unit and the Violent Gang Task Force Initiative, enhancing collaboration with local, state, and international partners. By fostering these relationships, DHS aims to create a coordinated front against the complex web of criminal networks that threaten public safety.

To further this mission, DHS advocated for changes to current law where appropriate, including independent Title 21 authority for HSI and the "Detect and Defeat" legislative proposal that would give CBP tools to more effectively target millions of low-value shipments coming across the border, a loophole that drug traffickers exploit. Continued investment in advanced technologies—such as NII systems and enhanced aerial surveillance—will also improve detection and interdiction efforts at ports of entry. With a steadfast commitment to public safety, DHS will proactively address the multifaceted challenges posed by transnational crime, working to anticipate and mitigate threats before they reach our borders. Through strategic planning and innovative solutions, DHS aims to strengthen national security for a safer tomorrow.



Strengthening the frontlines with HSI's expansion of the Violent Gang Task Force Initiative and BESTs

ICE's expansion of its Violent Gang Task Force Initiative and BESTs marks a significant step in the fight against TCOs. By opening new offices and enhancing recruitment efforts, ICE has strengthened its collaboration with federal, state, local, tribal, and territorial law enforcement agencies. This united approach has led to increased intelligence sharing and more effective operations. With nearly 100 BESTs now operational, these interagency task forces consist of over 1,000 law enforcement personnel dedicated to dismantling violent gangs and addressing their impact on communities. The expansion has not only improved operational capabilities but also fostered vital partnerships that enhance local and national security. Through these concerted efforts, ICE is effectively disrupting gang activities, making neighborhoods safer, and ensuring that those involved in organized crime face justice.





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 lawful migration, respond to unprecedented global humanitarian crises, and address U.S. labor needs.

In recent years, DHS has continued to lead comprehensive efforts in managing immigration challenges. The Uniting for Ukraine initiative allows Ukrainians with supporters in the U.S. to travel, stay temporarily, and secure work permits. Additionally, DHS implemented processes to pre-screen and approve nationals from Cuba, Haiti, and Nicaragua in early 2023, and Venezuela in late 2022, for advanced authorization to travel to the U.S. Strengthened consequences for unauthorized border crossings were established through the Securing the



USCIS expands citizenship support and empowers communities through grant initiatives

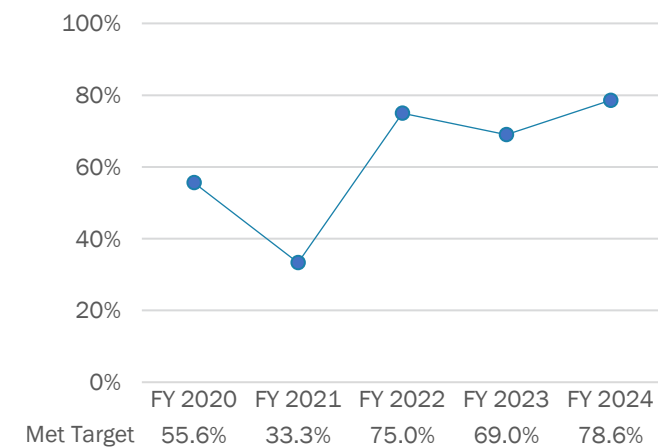
Since 2009, the USCIS has overseen the Citizenship and Integration Grant Program (CIGP). This vital initiative aims to enhance citizenship preparation resources and expand access to quality instruction and support for naturalization. To date, the CIGP has awarded approximately \$155 million through 644 competitive grants to immigrant-serving organizations across 41 states and the District of Columbia, assisting over 350,000 lawful permanent residents on their path to U.S. citizenship. In FY 2024, USCIS launched a new funding opportunity called the Citizenship and Integration Training Academy, targeting organizations that have not previously received USCIS grants. Beyond financial support, USCIS offers comprehensive training to help these organizations develop high-quality citizenship programs. This initiative not only empowers communities but also strengthens our democracy by fostering a more informed and engaged citizenry, ultimately enriching the social fabric of our nation.



Border and Circumvention of Lawful Pathways regulations, as well as measures that streamline expedited removal and increase voluntary returns. Family reunification efforts have also been enhanced through updated parole processes eligible nationals of certain Western Hemisphere countries, facilitating lawful migration pathways while bolstering national security through effective screening and vetting.

DHS has collaborated with the Department of State to broaden access to legal pathways for migrants seeking opportunities or protection in the U.S., while also supporting reintegration efforts for returnees. The Central American Minors program has been a vital avenue for U.S.-based parents and guardians to petition for their children to access lawful pathways. Labor pathways have been further promoted through the H-2A and H-2B temporary worker programs, with additional H-2B visas allocated to meet U.S. labor demands. As migratory flows have evolved, DHS has been committed to developing innovative solutions to longstanding challenges in processing and detention for those seeking protection, ensuring that immigration benefits and services remain accessible to all who qualify. Ultimately, these initiatives reflect our commitment to a fair and efficient immigration system that respects both the rule of law and our humanitarian responsibilities.

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 3)



In FY 2024, 78.6% of DHS performance measures aligned to Mission 3 met their target. This is 9.6% over FY 2023. Independent of whether performance measures met or did not meet their targets, 76.2% of measures improved over prior year results, demonstrating the Department’s commitment to continuous improvement.¹⁹ Additional information regarding Mission 3 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not

meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.

¹⁹ Mission 3 is associated with 42 GPRAs. The FY 2024 APR presents the Department’s finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President’s Budget Request, will establish outyear targets for all GPRAs. Additionally, the APP will include the Department’s management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.



Objective 3.1: Administer the Immigration System

Overview

Key measure aligned to USCIS Employment Status Verification, USCIS Fraud Prevention and Detection, and USCIS Immigration Services

DHS is committed to effectively and efficiently administering immigration benefits with USCIS leading the charge in providing vital services to U.S. citizens, business, and individuals throughout the world. USCIS processes certain immigration-related applications, petitions, and requests, ensuring that every case receives careful attention. In addition to naturalization, USCIS is essential for driving economic growth by managing visa programs that allow companies to bring in foreign workers. Through collaboration with the Department of Labor (DOL), USCIS ensures that these programs remain accessible while upholding protections for both domestic and foreign workers.



USCIS implements key fee adjustments to enhance service delivery

USCIS has taken a significant step forward in enhancing its operational efficiency and service delivery by adjusting immigration and naturalization benefit request fees for the first time since 2016. Given that approximately 96% of USCIS funding comes from these fees, this crucial change allows the agency to recover its operating costs more effectively. With the final rule published on January 31, 2024, and now in effect as of April 1, 2024, USCIS is poised to streamline the processing of new applications. This proactive approach not only better ensures that applicants receive timely service but also strengthens the agency's ability to adapt to future demands. By securing the necessary funding, USCIS is reinforcing its commitment to supporting individuals and families seeking to navigate the immigration process, ultimately fostering a more efficient and responsive immigration system.



Furthermore, USCIS administers humanitarian programs that offer protection to individuals fleeing persecution, trafficking, and other serious threats. The agency also plays a vital role in maintaining the integrity of the immigration system, employing rigorous screening and fraud prevention measures to safeguard national security and public safety. By leveraging data-sharing initiatives like the E-Verify program and the Systematic Alien Verification for Entitlements program, USCIS enhances transparency and efficiency, ensuring that the immigration process remains fair and secure for all.

Did You Know?

Since 2006, USCIS has managed the Outstanding Americans by Choice (ABC) Initiative. This program honors the remarkable contributions of naturalized U.S. citizens who exemplify civic participation, professional success, and responsible citizenship. Notable recipients include former Secretary of State Madeleine Albright and celebrity chef José Andrés, both of whom inspire the 9.1 million lawful permanent residents eligible for naturalization. This fiscal year alone, USCIS awarded 9 ABC recognitions to individuals who have significantly impacted their communities and our nation.

Key Measures

Component		Program		Measure Name			
USCIS		Employment Status Verification		Percent of workers determined to be Employment Authorized after an initial mismatch			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
0.23%	0.13%	0.11%	0.13%	≤ 0.30%	0.18%	✓	
USCIS		Fraud Prevention and Detection		Percent of completed social media checks found in compliance with applicable privacy policies			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
--	--	--	--	95.00%	97.72%	✓	
USCIS		Immigration Services		Percent of approved applications for naturalization that were appropriately decided			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
99.00%	0.00%	100.00%	100.00%	100.00%	100.00%	✓	



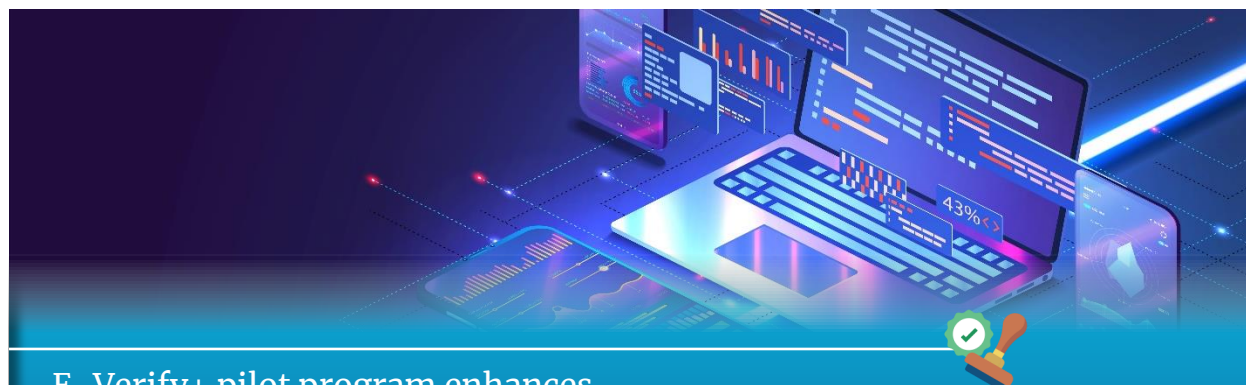
Explanation of Results

In FY 2024, the Employment Status Verification program achieved remarkable results, with a rate of 0.18% of workers being classified as "Employment Authorized" after an initial mismatch. This figure not only exceeds the agency's target of maintaining mismatches at 0.30% or lower, but also underscores the effectiveness of the E-Verify system in accurately identifying eligible workers. This feedback mechanism is vital in ensuring that individuals entitled to work in the U.S. are not adversely affected by initial mismatches, while also reinforcing the program's commitment to upholding the integrity of the immigration system by effectively detecting unauthorized employment.

The E-Verify program continues to excel in matching employees with their government records during the initial electronic verification phase. When mismatches occur, it is uncommon for applicants to contest the results and subsequently be verified as employment authorized. To further enhance accuracy, USCIS has implemented improvements such as mismatch letter notifications to employees and the Self Check service, which allows individuals to verify their own employment eligibility. These enhancements aim to streamline the verification process and empower individuals to address potential issues proactively.

Did You Know?

By June 2024, USCIS officers in the Refugee, Asylum, and International Operations Directorate had interviewed nearly 116,000 refugee applicants from 69 different nationalities. This marks a significant increase compared to around 67,000 applicants from 72 nationalities at the same point last year and just 44,600 applicants from 62 nationalities throughout all of FY 2022. This progress reflects USCIS's commitment to addressing global displacement and providing essential support to those seeking refuge in the United States.



E-Verify+ pilot program enhances employment eligibility verification

The E-Verify+ pilot program is an innovative service that transforms and simplifies the employment eligibility process for employers and employees alike. By providing a unified platform, E-Verify+ modernizes compliance with both the Form I-9 and E-Verify procedures, enabling employers to quickly and easily confirm that new hires are authorized to work in the United States. This streamlined approach not only reduces the administrative burden for businesses but also empowers employees by giving them greater control over their employment eligibility verification. With E-Verify+, both employers and employees can navigate the hiring process with confidence and efficiency.



Additionally, the Fraud Prevention and Detection program conducted extensive social media checks in FY2024, complying with privacy policies while assessing immigration requests. These checks are essential for detecting and investigating potential immigration fraud and are performed based on established policy guidelines. Monthly privacy assessments validate adherence to privacy oversight requirements, demonstrating USCIS's commitment to maintaining both security and privacy in its operations. In FY 2024, 97.72% of completed checks were found to be in compliance with applicable privacy policies.

Focusing on the Immigration Services program, USCIS has demonstrated remarkable resilience and adaptability in overcoming challenges stemming from COVID-19 and other global events that have driven unprecedented migration in recent years. Significant improvements in the Electronic Immigration System (ELIS), including enhanced online bandwidth and expanded video interviewing capabilities, have streamlined processes and minimized the potential for human error. Moreover, by increasing staffing levels, USCIS has bolstered its adjudicative capacity, enabling it to better manage the rising workload effectively.



Strengthening immigration integrity through strategic partnerships with law enforcement



USCIS's Fraud Detection and National Security (FDNS) Directorate is enhancing the integrity of the nation's immigration system by embedding personnel as liaisons within various federal agencies. These dedicated professionals serve as vital connections between USCIS and key partners in law enforcement and intelligence, providing essential immigration information and expertise. By collaborating with organizations such as INTERPOL, the FBI's Terrorist Screening Center, and the Department of State's Kentucky Consular Center, FDNS helps to safeguard national security and ensure a more secure immigration process. This proactive approach not only strengthens the immigration system but also contributes to the safety of communities across the country.



Together, these initiatives ensure that immigration benefit services provided are not only reliable but also responsive to the diverse needs of applicants during a time of heightened demand.

Looking Forward

USCIS has made significant strides in its Fraud Prevention and Detection efforts and Immigration Services. The agency has trained over 600 personnel to identify and report suspected human trafficking, with expectations for even greater participation in FY 2025 trainings. Additionally, USCIS has effectively managed benefit claims for vulnerable populations, including robust support for refugees and asylum seekers. This commitment reflects USCIS's dedication to providing timely access to vital immigration benefits, especially through initiatives like the Uniting for Ukraine process, which has facilitated the safe arrival of thousands.

Did You Know?

USCIS operates over 200 offices across the United States and around the world. These locations, including Application Support Centers and Field Offices, provide vital services to millions of immigrants and their families, ensuring they can access essential resources no matter where they are. Additionally, USCIS plays the primary role in the naturalization process, adjudicating the citizenship applications of more than 1 million individuals each year. This not only strengthens communities but also enriches the cultural fabric of the nation, as new citizens bring diverse backgrounds and perspectives to the American experience.

While these successes are commendable, USCIS recognizes ongoing challenges related to staffing and operational capacity. The allocation of resources to address the increase in Credible Fear (CF) screenings has resulted in increased backlogs in other critical areas, such as affirmative asylum cases. Moreover, occasional system outages within ELIS can disrupt operations and hinder effective information sharing. However, USCIS is actively working to stabilize the system and enhance its functionality, ensuring that processes remain efficient and reliable as it moves forward.

Looking ahead, USCIS is poised to accelerate progress through a series of forward-looking initiatives. The launch of the E-Verify+ pilot program aims to streamline employment eligibility verification, providing both employers and employees with enhanced control and efficiency. Updates to the employment eligibility verification process will also accommodate hybrid and remote work arrangements, reflecting the evolving demands of today's workforce. Furthermore, USCIS is enhancing customer service through new online tools, such as a self-service biometrics appointment scheduler, which has already shown promising results in reducing wait times and phone inquiries.

Unlike many other federal agencies, USCIS is almost entirely fee funded, with about 96% of agency funding coming from filing fees, and only about 4% from congressional appropriations. On January 31, 2024, USCIS published a final rule that, for the first time since 2016, adjusts certain immigration and naturalization benefit request fees. With the final rule, USCIS is better positioned to recover its operating costs more fully and support timely processing of new applications. This final rule went into effect on April 1, 2024.





Objective 3.2: Enforce U.S. Immigration Laws

Overview

Key measure aligned to ICE Enforcement and Removal Operations and ICE Office of the Principal Legal Advisor

ICE is at the forefront of DHS efforts to enforce U.S. immigration laws, with ICE’s Enforcement and Removal Operations (ERO) and the Office of the Principal Legal Advisor (OPLA) playing critical roles. ERO is dedicated to identifying and removing noncitizens without a legal basis to stay in the U.S., including criminal individuals and immigration fugitives. This targeted approach is vital for maintaining community safety and ensuring compliance with immigration laws.

OPLA serves as the legal backbone for immigration enforcement, providing representation and legal advice in removal proceedings. With a team of over 1,300 attorneys, OPLA handles complex cases involving serious offenders, ensuring that legal standards are upheld throughout the process. The outcomes achieved by OPLA directly support the enforcement efforts of ERO, contributing to a structured and fair legal framework. Collectively, ERO and OPLA's coordinated efforts emphasize the importance of upholding immigration laws, thereby strengthening the overall integrity of the U.S. immigration system.



ICE launches new dashboard, enhancing transparency and accountability

On December 29, 2023, ICE introduced its first online statistical dashboard, offering the public an easy way to explore enforcement data dating back to October 1, 2020. This tool marks a significant step toward transparency, allowing users to view and analyze statistics on arrests, detentions, removals, and Alternatives to Detention (ATD) programs. Updated quarterly, the dashboard features interactive filters for users to explore data by fiscal year, field office, country of citizenship, and criminal background. Users can also download data for deeper analysis, moving away from the previous practice of providing annual PDF reports. With its second major system update on May 16, 2024, ICE showcased the dashboard’s capabilities, reinforcing the agency’s commitment to making its operations more accessible and understandable to the public. Explore the dashboard at: <https://www.ice.gov/spotlight/statistics>



Key Measures

Component		Program		Measure Name			
ICE		Enforcement and Removal Operations		Total number of noncitizen returns and removals from the U.S.			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
--	--	--	--	120,000	271,484	✓	
ICE		Office of the Principal Legal Advisor		Client satisfaction based on the annual OPLA Voice of the Client Survey			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
--	--	--	83.0%	72.0%	87.0%	✓	

Explanation of Results

In FY 2024, ERO successfully returned and removed 271,484 noncitizens from the U.S. to 188 countries, surpassing the target of 120,000 repatriations; as noted previously, DHS completed over 700,000 removals and returns, more than any prior fiscal year since 2010. In partnership with other DHS offices and government agencies, ERO also demonstrably improved the cooperation it receives from certain foreign governments on the timely issuance of travel documents and the acceptance of removals and charter flights. In FY 2024, it was determined that the number of uncooperative countries decreased, with improvements from several nations. This achievement highlights ERO’s effectiveness in enforcing immigration laws by identifying and processing individuals without a legal basis to remain in the United States. The measure includes both the return and removal of noncitizens, reflecting the agency’s commitment to maintaining the integrity of U.S. borders and ensuring compliance with immigration regulations.

Additionally, OPLA achieved an impressive client satisfaction rate of 87.0% in its annual Voice of the Customer (VOC) survey, exceeding the target of 72.0%. This measure indicates OPLA's effectiveness in providing high-quality legal advice and training to ICE personnel, ensuring they are well-equipped to conduct immigration law enforcement.

Did You Know?

ERO’s National Fugitive Operations Program (NFOP) focuses on targeted enforcement efforts against noncitizens who pose significant risks to national security, public safety, and border security. In FY 2024, NFOP conducted several national operations, resulting in the apprehension of more than 1,500 individuals with serious criminal convictions. These include offenses related to crimes against children, sex offenses, drug trafficking, human rights violations, and involvement with transnational gangs. This initiative highlights ICE's commitment to enhancing community safety and effectively addressing threats.



The feedback gathered from clients offers valuable insights that OPLA can use to adapt its services and address any identified gaps, ultimately enhancing OPLA's operational effectiveness and responsiveness to the needs of its clients in ICE and DHS.

Looking Forward

As ERO and OPLA look to the future, they are committed to strengthening their efforts in immigration enforcement and legal support. Following the end of the Title 42 public health Order on May 11, 2023, ERO successfully removed a significant number of noncitizens while prioritizing the expeditious processing of individuals who pose national security and public safety risks. ERO is dedicated to refining its operations and ensuring efficient removal processes for noncitizens subject to removal.

Did You Know?

In FY 2024, the ICE Health Service Corps (IHSC) provided direct care to noncitizens in 18 designated facilities nationwide, offering medical, dental, mental health, and public health services. Upon arrival, noncitizens receive a health screening within 12 hours and a complete assessment within 14 days. Many noncitizens come with undiagnosed chronic conditions and histories of trauma, often lacking access to care that meets U.S. medical standards. For many, this is their first interaction with qualified healthcare professionals, highlighting the importance of the services provided while in ICE custody. Balancing healthcare access with enforcement responsibilities is crucial to ensuring the humane treatment of individuals within the immigration system.



Modernizing immigration services with ERO eFile and ODLS

On February 28, 2024, ICE took a significant step toward modernizing the immigration process with the launch of ERO eFile, a new web-based system that allows immigration attorneys and accredited representatives to securely submit information regarding their eligibility to represent noncitizens in ICE custody. This initiative has quickly gained traction, with nearly 1,500 registered users and over 2,000 electronically filed G-28 forms by June 2024. Additionally, on June 6, ICE introduced the Online Detainee Locator System (ODLS), which enables family members, friends, and attorneys to easily find individuals currently or recently in ICE custody. Previously, this information could only be accessed by directly contacting an ERO office. Now available 24/7 in multiple languages, ODLS enhances transparency and accessibility, significantly improving the experience for those trying to locate loved ones. These advancements reflect ICE's ongoing commitment to enhancing service delivery and ensuring that the immigration system is more responsive to the needs of individuals and their families.



In tandem with enforcement efforts, ICE is enhancing access to legal resources for detained noncitizens. Initiatives like the expanded Virtual Attorney Visitation program and the upcoming ERO eFile system are designed to streamline legal services and reduce administrative burdens. As OPLA navigates a substantial backlog of immigration cases, it remains focused on managing its dockets efficiently while prioritizing cases related to public safety, national security, and border security. The high client satisfaction scores reflect OPLA's effectiveness in supporting ICE's mission, despite ongoing staffing challenges.

To foster community safety, ICE is also enhancing outreach and collaboration with state and local law enforcement agencies. By building partnerships that emphasize shared goals, ICE aims to improve cooperation and public safety outcomes while upholding its commitment to enforcing immigration laws. This collaborative approach is essential for addressing the complexities of immigration enforcement in today's landscape.

Looking ahead, both ERO and OPLA recognize the necessity for continued modernization and enhancements to their capacities and capabilities. OPLA is actively pursuing recruitment initiatives to address staffing gaps, particularly in field locations, and is leveraging hiring programs to attract new legal professionals. By prioritizing collaboration with partner agencies and optimizing internal processes, ICE is positioned to adapt to the evolving challenges of immigration enforcement. Through these strategic initiatives, ICE will continue its efforts to ensure compliance with immigration laws while fostering a more effective and responsive immigration system.



Protecting lives while upholding immigration laws

The IHSC Special Operations Unit plays a crucial role in supporting ICE Air Operations during repatriation flights, prioritizing the safety and well-being of noncitizens as they return to their home countries. In FY 2024, IHSC officers participated in numerous flights, transporting thousands of individuals. Simultaneously, Operation Vigilant Sentry, part of the Homeland Security Task Force – Southeast, focuses on interdicting illegal maritime migration in the Caribbean while safeguarding lives at sea. This operation not only addresses urgent humanitarian needs but also effectively deters illegal attempts to reach the U.S. by sea. Migrants often undertake perilous journeys in overcrowded and unsafe vessels, underscoring the need for swift and decisive agency responses. By collaborating closely with the U.S. Coast Guard and other federal, state, and local partners, ICE contributes to the broader DHS efforts to prevent maritime tragedies and reinforce the importance of legal migration pathways, ultimately fostering safer communities and a more effective immigration system.



Mission 4: Secure Cyberspace and Critical Infrastructure

Overview

DHS is dedicated to safeguarding the American people from active cyber threats while bolstering the nation's resilience against cyber incidents. As nation-state actors and cybercriminals increasingly target government agencies and critical infrastructure, DHS collaborates with federal, state, and local partners to bolster cybersecurity. This includes ongoing efforts to protect election infrastructure and support vulnerable entities such as businesses, schools, and healthcare facilities from a range of cyber threats. Establishing a skilled cybersecurity workforce is also a priority, ensuring readiness to effectively confront evolving threats.

As the interconnectivity of critical infrastructure expands, the risks posed by cyber adversaries have intensified. Sophisticated adversaries exploit vulnerabilities in essential sectors like energy, water, and healthcare, threatening national security and public safety. The rise of hybrid attacks, which combine physical and cyber elements, complicates the threat landscape further. To address these challenges, DHS, through CISA, leads a coordinated national effort focused on managing cyber risks and enhancing resilience.



Combating ransomware threats with RVWP

To combat the growing threat of ransomware attacks, CISA has launched the Ransomware Vulnerability Warning Pilot (RVWP), a key initiative under the *Cyber Incident Reporting for Critical Infrastructure Act of 2022*. This program works alongside the Joint Ransomware Task Force, an interagency body that brings together experts from CISA, the FBI, and other federal agencies to share intelligence and coordinate efforts against ransomware threats. The RVWP aims to proactively reduce risks by sending timely alerts to federal and SLTT governments, as well as critical infrastructure sectors, about vulnerabilities that could be exploited by ransomware. From its launch in January 2023 through 2024, the RVWP identified and notified over 2,400 vulnerable systems across 14 of the 16 critical infrastructure sectors. A crucial component of the RVWP is CISA's Cyber Hygiene Vulnerability Scanning, which assesses internet-connected devices for known vulnerabilities. This scanning helps identify weaknesses that might otherwise go unnoticed, enabling organizations to address them before they can be exploited. By integrating these capabilities, the RVWP enhances overall cybersecurity and fosters a collaborative environment where stakeholders can effectively defend against ransomware attacks. This initiative is vital not just for securing critical services but also for protecting communities and the economy from the disruptive impact of ransomware.





Mission 4

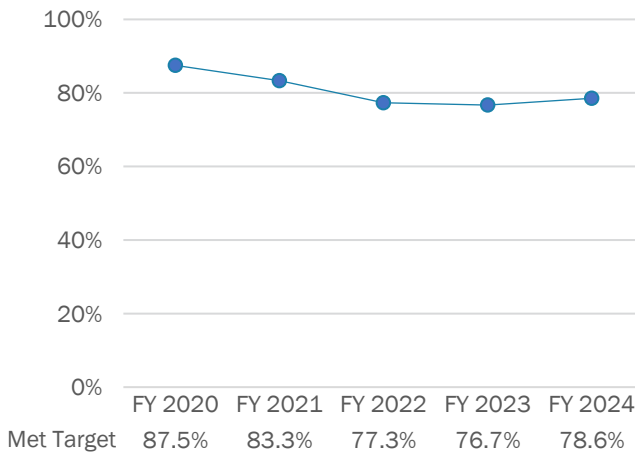
This approach emphasizes collaboration with the private sector and other agencies, recognizing that the vast majority of critical infrastructure is privately owned. Additionally, the U.S. Secret Service plays a critical role in investigating cybercrime and protecting financial systems, further strengthening the overall DHS strategy against cyber threats.

By fostering robust public-private partnerships and implementing a national plan to address the expanding scale of both cyber and terrorism challenges, DHS aims to enhance collective capabilities against potential attacks. Ongoing engagement with international partners is also crucial for strengthening global cybersecurity efforts, as threats often transcend borders. Through these efforts, DHS seeks to mitigate risks and cultivate a safer digital environment for all Americans, ensuring their well-being in an increasingly interconnected world.

Did You Know?

CISA played a vital role in supporting the U.S. government's Joint Operations Center for the 2024 Summer Olympics in Paris, France. Under the leadership of the U.S. State Department's Diplomatic Security Service, Integrated Operations Division Security Advisors collaborated with various federal agencies to ensure safety and security through critical infrastructure protection and cybersecurity measures. This effort not only safeguarded the Paris Games but also paves the way for future collaborations in preparation for the 2026 Winter Olympics, the FIFA World Cup, and the 2028 Olympics in Los Angeles, California.

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 4)



In FY 2024, 78.6% of DHS performance measures aligned to Mission 4 met their target. This is 1.9% over FY 2023. Independent of whether performance measures met or did not meet their targets, 60.7% of measures improved over prior year results, demonstrating the Department's commitment to continuous improvement.²⁰ Additional information regarding Mission 4 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not

meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.

²⁰ Mission 4 is associated with 28 GPRAs. The FY 2024 APR presents the Department's finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President's Budget Request, will establish outyear targets for all GPRAs. Additionally, the APP will include the Department's management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.



Objective 4.1: Support the Cybersecurity of Federal Civilian Networks

Overview

Key measure aligned to CISA Cybersecurity

CISA is the primary operational entity responsible for ensuring the cybersecurity of federal civilian networks, which are essential for effective government operations. These networks contain significant amounts of sensitive information, including national security data and personal information of American citizens. Consequently, cyber actors often target these networks, seeking to access information, disrupt services, or compromise systems. The evolving landscape of cyber threats includes activities from both nation-state actors and cyber criminals utilizing readily available tools, which can present challenges for various institutions, including schools, hospitals, and government agencies.

In addressing these challenges, CISA promotes the adoption of common, risk-based policies and best practices across the U.S. government. The agency collaborates with various federal departments to enhance capabilities for intrusion detection, unauthorized access prevention, and real-time cybersecurity risk reporting. By prioritizing assessments and security measures, CISA focuses on protecting systems that are vital to national security and public health.

CISA and the broader homeland security enterprise are dedicated to strengthening the nation’s cyber resilience while fostering collaboration among federal agencies, the private sector, and international partners. Through ongoing efforts to support election officials and secure election infrastructure, as well as addressing recent cyber incidents, DHS and CISA aim to uphold the integrity of systems that serve the American people and contribute to a secure future.

Key Measure

Component		Program		Measure Name			
CISA		Cybersecurity Division		Percent of vulnerable systems notified under the Ransomware Vulnerability Warning Pilot that have been mitigated			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	---	40%	44%	✓	





Explanation of Results

In FY 2024, the RVWP identified and notified stakeholders regarding more than 1,800 vulnerable systems at risk for ransomware attacks. Of these, 776 IP addresses were removed from Shodan or had their associated ports closed, achieving a mitigation rate of 44% (Shodan is a search engine that indexes internet-connected devices, enabling users to find systems based on their IP addresses and open ports). CISA's proactive approach enables the agency's regional cybersecurity personnel to inform system owners about vulnerabilities, promoting timely actions that enhance overall cyber resilience. This data underscores the significance of the RVWP in supporting the protection of critical infrastructure and reflects CISA's ongoing commitment to strengthening the national cybersecurity landscape.

Looking Forward

CISA continues to make significant strides in enhancing the nation's cybersecurity posture while also facing challenges that require attention. In FY 2024, CISA successfully leveraged the Cybersecurity Talent Management System (CTMS), enabling the agency to expedite hiring processes and compete effectively with private sector compensation packages.



CISA launches enhanced portal for streamlined cyber incident reporting



On August 29, 2024, CISA unveiled its new CISA Services Portal, designed to enhance the process of reporting cyber incidents. This secure platform streamlines reporting with features like the ability to save and update reports, share them with colleagues for third-party reporting, and engage in discussions with CISA representatives. By integrating with login.gov credentials, the portal ensures a seamless and secure user experience. CISA emphasizes the importance of reporting cyber incidents, as this enables the agency and its partners to offer critical resources for response and recovery. When organizations share information about attacks, it helps disrupt adversaries' tactics and strengthens the cybersecurity community. The new portal, along with comprehensive reporting resources, empowers organizations to protect themselves and contribute to a safer cyber ecosystem for all.



This initiative has led to the onboarding of a substantial number of new personnel to fill staffing gaps in cyber specialties. Additionally, CISA's Continuous Diagnostics and Mitigation (CDM) program maintains strong enrollment, with a notable majority of Federal Civilian Executive Branch (FCEB) agencies participating, which helps fortify their cybersecurity defenses. While the CDM program faces some limitations regarding the long-term sustainability of licensing costs after the initial two-year enrollment period, CISA is actively seeking solutions to maintain its momentum. Looking ahead, CISA is committed to implementing the Cyber Analytics Data System (CADS), which will modernize legacy systems and enhance analytic capabilities by serving as a centralized repository for mission-critical data, allowing analysts to efficiently assess threats and vulnerabilities. Additionally, CISA is strengthening collaboration with industry partners to develop Endpoint Detection and Response (EDR) Persistent Access Capability (PAC), improving real-time risk identification and response across participating agencies.

Did You Know?

CISA is enhancing its ability to identify and test vulnerabilities across the FCEB by leveraging new technical approaches, including a cloud-based vulnerability scanner. This innovative technology has significantly reduced scan times from 2-4 days to just a few hours, with some scans completing in as little as 10 minutes. This improved efficiency is vital for CISA as it addresses ongoing cybersecurity challenges and helps respond to cyber events, ensuring a more secure environment for federal operations.

CISA acknowledges the challenges faced by SLTT partners, particularly related to funding and local expertise in implementing cybersecurity recommendations. To address these issues, CISA continues to explore strategies that combine incentives and regulatory measures, as seen in recent directives requiring agencies to remediate known vulnerabilities. These actions reflect CISA's proactive approach to securing federal networks and enhancing overall resilience. While meaningful progress has been made in improving the cybersecurity landscape, ongoing collaboration and adaptive strategies will be essential to address evolving cyber threats, ultimately ensuring a more resilient cyber ecosystem for all Americans.



Objective 4.2: Strengthen the Security and Resilience of Critical Infrastructure

Overview

Key measures aligned to CISA Emergency Communications Division, CISA Infrastructure Security Division, CISA Integrated Operations Division, and CISA Stakeholder Engagement Division

CISA is at the forefront of strengthening the security and resilience of our nation's critical infrastructure, which forms the backbone of our economy and communities. These essential systems—ranging from transportation and energy to healthcare—are vital for national security, economic stability, and public safety.





Mission 4

Recognizing the growing risks posed by evolving threats, including potential nation-state adversarial actions, CISA works closely with public and private owners and operators to enhance their defenses. Through intelligence sharing, incident response support, vulnerability assessments, and the development of proactive technologies, CISA equips stakeholders with the tools and knowledge necessary to safeguard their operations against diverse threats.

A key player in this mission is the CISA Emergency Communications Division (ECD), which focuses on enhancing communication systems for first responders and critical infrastructure operators. ECD ensures that emergency communication strategies are robust and reliable, fostering better coordination during crises. CISA's Infrastructure Security Division (ISD) further contributes by coordinating efforts across various sectors and conducting vulnerability assessments, helping operators understand and mitigate risks. This collaboration promotes a comprehensive approach to security that integrates insights from multiple perspectives, enhancing overall effectiveness.

Additionally, the Integrated Operations Division (IOD) provides 24/7 situational awareness and operational support, ensuring that stakeholders have timely access to vital information and resources for effective threat management.



Strengthening national cyber resilience through Cyber Storm IX



CISA's Cyber Storm IX National Cyber Exercise showcases its dedication to strengthening the nation's cyber resilience. A National Cyber Exercise is a comprehensive event designed to simulate significant cyber incidents, often lasting over a period of time and spanning multiple geographic locations and events. For Cyber Storm IX, 2,500 participants from 35 federal agencies, 13 states, over 100 private companies across 12 critical infrastructure sectors, and ten partner nations collaborated to identify ways to enhance their responses to cyber threats. As the second exercise designated as a National Cyber Exercise, Cyber Storm IX included a series of events, such as a capstone functional exercise in April 2024 and operational coordination tabletop exercises in September 2023 and June 2024. The scenarios focused on cloud-based vulnerabilities, particularly in the Food and Agriculture sector, underscoring the importance of securing essential services. By fostering collaboration and testing our collective response capabilities, Cyber Storm IX not only prepares stakeholders for potential threats but also emphasizes the crucial role of teamwork in protecting America's critical infrastructure from cyber risks.



CISA also fosters collaboration through the Stakeholder Engagement Division (SED), which builds partnerships and promotes information sharing to enhance overall resilience. Targeted exercises conducted for government agencies, industry partners, and critical infrastructure operators improve preparedness, test response strategies, and strengthen security protocols.

Through these comprehensive efforts, CISA is committed to securing the systems that are vital for the well-being of all Americans. By fostering a culture of collaboration and resilience, CISA aims not only to protect these critical assets but also to ensure a safer and more secure future for the nation as a whole.

Key Measures

Component	Program	Measure Name							
CISA	Emergency Communications Division	Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network							
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved		
99.70%	99.50%	99.50%	99.12%	99.00%	98.32%				
CISA	Infrastructure Security Division	Percent of respondents stating cyber and physical security exercises enhanced individual or organizational preparedness							
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved		
--	--	--	--	79%	90%	✓			
CISA	Integrated Operations Division	Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements							
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved		
86%	85%	91%	93%	85%	86%	✓			
CISA	Stakeholder Engagement Division	Number of Stakeholder Relationship Management user adoptions							
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved		
--	--	--	522	558	639	✓	✓		





Explanation of Results

In FY 2024, CISA made important strides in enhancing the security and resilience of the nation's critical infrastructure. Notably, 86% of facilities reported plans to integrate vulnerability assessment information into their operations, underscoring the ongoing importance of understanding and mitigating risks. This proactive approach empowers facilities to better safeguard their assets, ultimately contributing to national security and public safety and reinforcing CISA's commitment to critical infrastructure, even as results reflect a decline from the previous year.

In a related effort, the Government Emergency Telecommunications Service (GETS) proved vital during emergencies, achieving a remarkable 98.32% call completion rate in FY 2024. This high success rate demonstrates GETS's reliability in connecting National Security/Emergency Preparedness (NS/EP) users during times of network congestion caused by disasters or attacks. Such effective communication is crucial for safeguarding national interests and enhancing public safety.



Enhancing emergency communications through collaboration and inclusion

In June 2024, ECD led a pivotal nationwide meeting for State Alerting Officials, fostering collaboration with FEMA's Integrated Public Alert & Warning System (IPAWS) and the Federal Communications Commission (FCC). This national meeting provided a vital platform to enhance interoperable communications, focusing on improving the resilience and security of emergency response systems. By uniting three key government agencies, the initiative streamlined efforts to share insights and deliver essential content to participants. Alerting officials exchanged valuable lessons learned, forged new partnerships, and collaborated on multi-regional strategies. Recognizing the needs of all citizens, remarks were delivered in American Sign Language to underscore the importance of inclusive planning. This commitment to accessibility aims to integrate these objectives into the upcoming update of the National Emergency Communications Plan, ensuring that all individuals, including those with accessibility challenges, are effectively supported during disaster events. Through these efforts, CISA is reinforcing a more resilient and inclusive emergency communications framework for all.

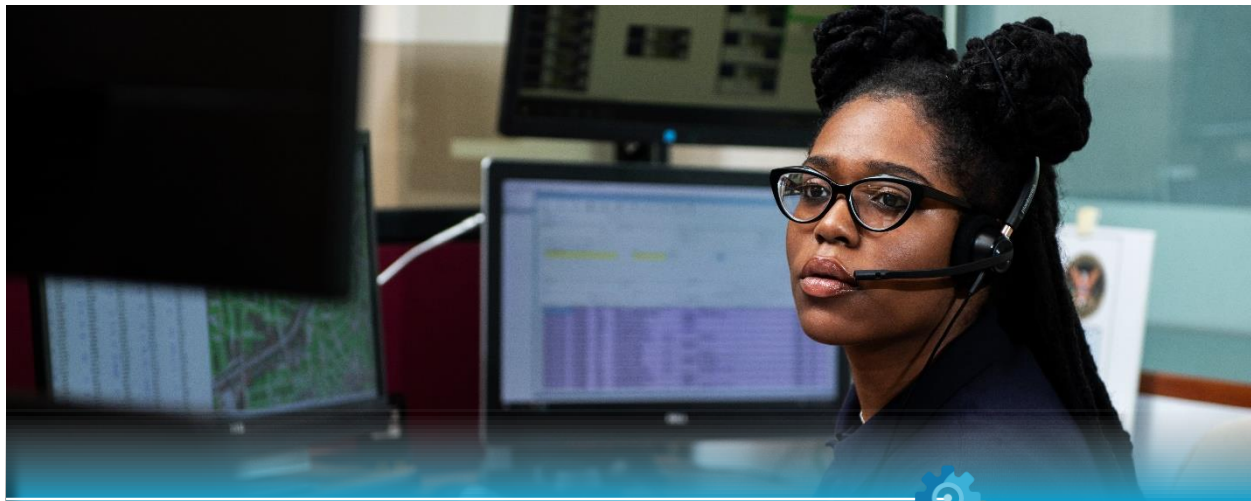


The adoption of the Stakeholder Relationship Management (SRM) tool surpassed its target, with 639 of the targeted 558 adopting the tool. The SRM tool is essential for planning and analyzing stakeholder engagements, allowing CISA to track interactions, gather insights, and improve collaboration with partners across sectors. Its limited uptake highlights a need for improved outreach and training among staff. CISA is addressing this by enhancing training programs and providing clearer guidance on the tool's importance, ensuring it can effectively support stakeholder engagement.

Did You Know?

In June 2024, CISA brought together over 100 leaders from various federal agencies, industry, and four partner nations for a dynamic tabletop exercise focused on enhancing collaboration in response to AI security incidents. This immersive event aimed to identify opportunities and establish protocols for effective public-private information sharing. The insights gained will shape the creation of an AI Security Incident Playbook, designed to formalize operational collaboration among government, industry, and international partners.

Additionally, 90% of participants in CISA's cyber and physical security exercises reported improved preparedness. These exercises play a critical role in enhancing the readiness of both individuals and organizations, demonstrating CISA's effectiveness in strengthening



Enhancing resilience of critical infrastructure through CISA's risk reduction activities



CISA's Security Advisors are essential in bolstering the security and resilience of critical infrastructure within their communities, leveraging strong relationships to enhance collaboration. In FY 2024, CISA Regions conducted over 4,000 cybersecurity entity notifications and engaged in 35,000 risk reduction activities, including Special Event Support, Incident Coordination, Security Assessments, Tabletop Exercises, and Stakeholder Assist Visits. A notable tool in this effort is the RVWP, utilized by IOD to alert the federal government to ongoing ransomware threats before data is encrypted or stolen. This proactive approach enables CISA to notify affected organizations and help them implement mitigations, preventing significant damage and effectively deterring cyber incidents before they escalate. By equipping communities with timely information and support, CISA is not only safeguarding critical infrastructure but also fostering a culture of resilience against evolving cyber threats.





collective resilience. By focusing on these areas—maximizing the utility of the SRM tool and continuing impactful trainings, exercises, and engagement with customers and stakeholders—CISA fosters a more secure and resilient critical infrastructure landscape for all Americans.

Looking Forward

CISA is making significant strides in enhancing the security and resilience of the nation's critical infrastructure. By conducting a wide range of exercises with thousands of participants, CISA is leading efforts to improve preparedness against various hazards. Participant feedback consistently highlights the proactive steps being taken to bolster readiness, reflecting CISA's positive influence across both public and private sectors.

Training and education remain central to CISA's mission. The ISC is a collaborative, interagency organization chaired by CISA that establishes policies, monitors compliance, and works to equip stakeholders and customers with the knowledge, skills, and abilities to ensure the security and protection of federal facilities. The ISC is actively delivering training courses to stakeholders, equipping them with essential skills for safeguarding these facilities. In addition, CISA's Regional Advisors are enhancing local security practices through targeted technical and compliance assistance visits, fostering stronger relationships with security practitioners nationwide.

Looking ahead, CISA recognizes the growing demand for its services, particularly in cyber and physical security exercises. To meet this demand, CISA is implementing initiatives aimed at improving responsiveness and expanding capacity, including the establishment of contracts to support exercise services more effectively. The agency is also focused on securing additional resources to strengthen its National Cyber Exercise Program and turn exercise findings into actionable guidance for stakeholders.

CISA is dedicated to advancing emergency communications, promoting priority services across critical sectors to enhance operational readiness. As the agency prepares for major upcoming events, such as the 2026 World Cup, it is ensuring robust coordination among federal and state partners. By adapting to emerging challenges and collaborating closely with various stakeholders, CISA is committed to building a more resilient infrastructure for the future. Through these forward-looking initiatives, CISA aims to enhance the security and resilience of critical infrastructure, ensuring that federal facilities and the communities they serve are well-prepared for any challenges that may arise.

Did You Know?

CISA is committed to strengthening emergency communications for tribal communities by offering fee-free technical assistance and Priority Services. Tribes can request CISA support for a variety of needs, including planning, training, technical assessments, and exercises aimed at building resilient, interoperable communication systems. Additionally, during times of increased network traffic on cellular and landline networks, CISA is ready to assist tribes through our Priority Services, ensuring they maintain vital connectivity when it matters most.



Objective 4.3: Assess and Counter Evolving Cyber and Emerging Technology Risks

Overview

Key measure aligned to CISA National Risk Management Center

As America’s critical infrastructure integrates advanced technologies, it concurrently faces an array of complex and evolving threats. DHS and CISA, through the National Risk Management Center (NRMC), play a crucial role in facilitating collaboration among government entities, industry stakeholders, and international partners. This partnership is essential for advancing best practices and developing collective defenses that enhance security and resilience across the nation’s critical infrastructure and the broader cyber ecosystem. By employing a national risk management approach, DHS and CISA assist in assessing and mitigating cyber risks while formulating tailored strategies to counter specific threats, ensuring that critical networks are effectively protected.

The NRMC's mission is to provide actionable risk analysis that enables stakeholders to strengthen the security and resilience of their operations. By identifying significant risks across all 16 critical infrastructure sectors, the NRMC not only supports immediate risk reduction efforts but also strategically plans for future challenges. As adversaries continually adapt and exploit new vulnerabilities, DHS remains committed to staying ahead of these threats through innovative solutions and proactive strategies. Through this collaborative framework, the NRMC aims to fortify the systems that underpin the nation’s safety and economic stability.

Key Measure

Component		Program		Measure Name			
CISA		National Risk Management Center		Number of Committee on Foreign Investment in the United States related cases reviewed, analyzed, and processed			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	1,183	1,200	1,080		

Explanation of Results and Corrective Action

In FY 2024, CISA successfully reviewed, analyzed, and processed 1,080 cases related to the Committee on Foreign Investment in the United States (CFIUS), highlighting the agency’s crucial role in safeguarding national security, while falling short of the 1,200 cases CISA estimated it would receive in FY 2024.





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CISA plays a supporting role in the CFIUS review process by assisting in the evaluation of foreign investments that could impact U.S. national security. The Foreign Investment Risk Branch (FIRB) within NRMC's Analysis Division manages this process for CISA, conducting reviews of transactions where CISA has equities related to critical infrastructure sectors. FIRB also monitors potential foreign acquisitions through the Non-Notified Transaction Digest, providing early warnings on cases that could affect U.S. interests.

The FY 2024 target of 1,200 CFIUS cases was based on an estimate of the number of cases expected from the interagency process, with the Department of Treasury as co-chair. However, actual results fell short of this target. To better reflect the effectiveness of its efforts, CISA will replace this measure in the FY 2026 APP with a new, outcome-oriented metric. This change is part of CISA's ongoing commitment to improving its approach to foreign investment risks and aligning with evolving national security priorities. By refining this approach, CISA ensures it remains responsive to the dynamic nature of foreign threats, strengthening its capacity to protect critical infrastructure and U.S. economic interests from emerging risks.



Strengthening ICT supply chain resilience

In June 2024, NRMC hosted the inaugural Information and Communications Technology (ICT) Supply Chain Risk Management Task Force Conference, which gathered 160 participants, including national security leaders, cyber experts, and executives from major organizations like NASA, Google, and Lockheed Martin. This event focused on innovations in ICT supply chain management, addressing critical challenges faced by global supply chains. The discussions highlighted emerging technologies and effective risk mitigation strategies essential for safeguarding our interconnected systems. To broaden the impact of the conference, NRMC shared a publicly available recording, ensuring that valuable insights are accessible to a wider audience. This initiative underscores CISA's commitment to enhancing the resilience of ICT supply chains, ultimately strengthening national security and fostering innovation across the sector. By fostering collaboration and knowledge sharing, CISA aims to build a more secure and reliable technology landscape for all.



Looking Forward

NRMC's analysis of foreign investment in the U.S. is just one part of its broader suite of initiatives focused on enhancing security across various domains, including election security, supply chain risk management, and the resilience of critical infrastructure. As the agency continues to evolve, recent advancements in election security services have set the stage for increased utilization of cyber hygiene services and comprehensive physical security assessments in numerous election jurisdictions. The translation of over 35 election risk mitigation products into Spanish will further ensure that vital information remains accessible to diverse voter populations.

In the realm of supply chain risks, NRMC is positioned as co-chair of the ICT Supply Chain Risk Management Task Force. This role has led to the publication of essential resources, such as the "Securing Small and Medium-Sized Business (SMB) Supply Chains: A Resource Handbook," which equips stakeholders with critical insights into emerging cyber threats and effective security practices. Ongoing webinars and supporting materials will continue to promote these resources, empowering partners to strengthen their supply chain security.²⁴

Looking ahead, NRMC is leading an interagency working group dedicated to enhancing the nation's Positioning, Navigation, and Timing (PNT) ecosystem. This initiative aims to develop best practices for mitigating PNT-related risks, validated through sector tabletop exercises to ensure their effectiveness. Additionally, addressing the security and resilience of space systems remains a priority, with active collaboration ongoing with the Department of State and the Space Systems Critical Infrastructure Working Group to tackle risks associated with critical technologies.

These initiatives represent just a portion of NRMC's comprehensive efforts. With a diverse array of initiatives, CISA is steadfast in its commitment to enhancing security and resilience across critical sectors, paving the way for a safer future for the nation.



Objective 4.4: Combat Cybercrime

Overview

Key measure aligned to USSS Field Operations

As cyberspace is woven into the fabric of daily life, it has opened new avenues for traditional criminals to engage in illicit activities that threaten U.S. homeland security. The borderless nature of the internet allows transnational criminal organizations and foreign actors to conduct cyber intrusions, bank fraud, child exploitation, and data

²⁴ Visit <https://www.dhs.gov/scrc> for more information on the DHS Supply Chain Resilience Center (SCRC) and to learn how DHS overall is utilizing its programs and authorities to strengthen the resilience of critical supply chains vital to America's national security and economic prosperity.





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breaches without ever setting foot in the United States. This evolving threat landscape, combined with the rapid pace of technological innovation, necessitates a proactive approach to cybersecurity, relying on robust law enforcement efforts to complement defensive measures. DHS is intensifying its commitment to combat cybercrime by leveraging its extensive capabilities to investigate and disrupt cybercriminal activities. This includes expanding partnerships with international entities to pursue cybercriminals operating beyond U.S. borders.

The U.S. Secret Service plays a critical role in this effort, focusing on the illicit use of digital assets that facilitate crimes like fraud and ransomware. Through initiatives like Cyber Fraud Task Forces (CFTFs), which unite law enforcement, industry leaders, and academia, DHS and the Secret Service aim to enhance prevention, detection, and investigation of cyber threats. By taking decisive actions against cybercriminal organizations, DHS is dedicated to shielding the American public from the growing menace of cybercrime.

Key Measure

Component		Program		Measure Name			
USSS		Field Operations		Financial Crime Loss Recovered (in billions)			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	\$1.11	\$1.00	\$0.33		



Safeguarding the nation's economy

Since its establishment in 1865, the U.S. Secret Service has played a pivotal role in protecting the integrity of the nation's economy. Initially formed to combat rampant counterfeiting in the aftermath of the American Civil War—when up to 30% of circulating currency was believed to be fraudulent—the agency has continuously evolved to address emerging financial crimes. As individuals and organized networks adapted their tactics, Secret Service agents and investigators leveraged their expertise to combat a wide range of financially motivated crimes. These efforts have expanded from traditional counterfeiting to include illicit credit card schemes, fraudulent wire transfers, and computer fraud. In recent years, the agency has turned its focus to the misuse of digital assets, including cryptocurrencies, which are increasingly used to facilitate crimes such as ransomware attacks. Through its commitment to innovation and vigilance, the Secret Service remains dedicated to safeguarding the nation's financial systems and protecting the public from evolving threats.



Explanation of Results and Corrective Action

In FY 2024, the Secret Service recovered \$330 million in financial crimes. This decline was largely due to the tapering of pandemic-related bulk recoveries which were primarily resolved in FY 2023. The Secret Service will be reevaluating targets based on current operational volume. Additionally, the Secret Service will continue to refine investigative strategies and enhance collaboration with partner agencies. Adjustments to future targets will be based on insights gained from FY 2024 data, ensuring that goals remain realistic and responsive to the evolving landscape of financial crime.

Did You Know?

Cyber incidents and data breaches are on the rise globally, leading to significant financial losses across various sectors. The Secret Service provides guidance for organizations to enhance their cybersecurity posture through effective incident response planning. Key steps include establishing partnerships with law enforcement, understanding legal obligations, and conducting regular training. The Secret Service operates CTFs to assist in combating cybercrime, emphasizing the importance of collaboration between the private sector and law enforcement in building resilience against evolving cyber threats.



Empowering law enforcement through the NCFI

The National Computer Forensics Institute (NCFI) stands as the nation's leading training facility for law enforcement in cyber and electronic crime forensics. Committed to educating state, local, tribal, and territorial officers, as well as prosecutors and judges, the NCFI addresses the ever-evolving landscape of cyber threats. By equipping partners with essential forensic tools and training, the NCFI enhances the capability to combat these crimes effectively. A notable case in 2021 involved the apprehension of a juvenile school shooter. Utilizing advanced NCFI equipment at the USSS Detroit Digital Evidence Forensics Lab, trained law enforcement officers extracted critical evidence from the shooter's encrypted phone, revealing incriminating text messages with the shooter's parents. This digital evidence played a key role in the shooter's conviction in 2024 and contributed to the accountability of the parents in this case. The NCFI's impact continues to resonate as it supports law enforcement in the ongoing fight against cybercrime.





Looking Forward

The Secret Service remains steadfast in its commitment to combating financial crime and supporting victims. As challenges in the cyber landscape continue to evolve, the Secret Service is revising its career development plans to enhance the retention of cyber and technical experts. By expanding opportunities for specialized training and rotational assignments, the agency aims to build a highly skilled workforce capable of addressing emerging threats. Concurrently, the NCFI is being upgraded with advanced equipment and infrastructure, ensuring that personnel are well-prepared to tackle complex cybercrime issues.

Recognizing the rapid pace of technological change, the Secret Service has established a dedicated unit for 24/7 open-source intelligence analysis. This unit identifies and investigates malicious actors who exploit social media and online platforms to disseminate threats. In collaboration with the DHS Privacy Office, the Secret Service is committed to balancing the benefits of open-source intelligence with the necessary legal and ethical considerations.

The rise of cybercrime, including ransomware attacks and data breaches, continues to pose significant challenges. To address these threats, the NCFI is equipping law enforcement partners with essential training on digital evidence, network intrusion, and mobile device forensics, currently reaching approximately 5,000 individuals annually with the goal of more than doubling that number as the training space expands. This training is critical as demand for expertise in this area grows. Furthermore, as the commercial availability of advanced technology increases, the Secret Service is tasked with investigating major cybercrime organizations that target critical U.S. infrastructure sectors. The agency is dedicated to continually refreshing and modernizing its investigative and forensic technologies to keep pace with the sophisticated tactics employed by adversaries, including the use of cryptocurrencies in various fraud schemes.

Moving forward, the Secret Service will continue to adapt its strategies and strengthen partnerships to effectively combat the evolving landscape of financial crime. These efforts reflect a commitment to not only protect citizens but also to uphold the integrity of our financial systems in a rapidly changing world.

Did You Know?

The Secret Service has a dedicated team of forensic experts who support investigations into major crimes, particularly those involving missing and exploited children. In 1997, the Secret Service became the first federal agency to partner with the National Center for Missing and Exploited Children (NCMEC), serving as a key forensic partner in their mission to combat online child sex abuse. The Secret Service's accredited forensic laboratory specializes in fingerprint analysis and questioned document examination, while our Digital Evidence Forensics Laboratories focus on addressing cybercrime and enhancing the capabilities of law enforcement partners across the nation.

MISSION 5: BUILD A RESILIENT NATION AND RESPOND TO INCIDENTS





Mission 5: Build a Resilient Nation and Respond to Incidents

Overview

DHS 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. In this effort, FEMA and the Coast Guard play pivotal roles. FEMA leads the charge in coordinating disaster response and recovery efforts, providing critical support to state, local, Tribal Nation, and territorial authorities in times of crisis. Meanwhile, the Coast Guard ensures the safety of maritime operations and responds to emergencies, particularly in coastal areas affected by severe weather and rising sea levels. Together, these agencies enhance the nation's capacity to respond effectively to disasters and work toward long-term resilience, ensuring that vulnerable communities receive the support they need to recover and thrive in an increasingly challenging environment.



FEMA's comprehensive reforms transform disaster assistance for swift recovery

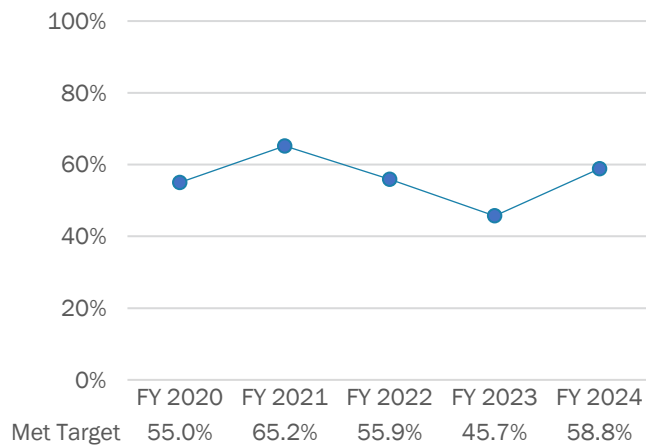
FEMA is implementing significant reforms to its IA programs, effective for disasters declared on or after March 22, 2024. In response to historical challenges faced by disaster survivors, these updates aim to streamline access to vital resources and enhance recovery efforts. Key changes include the introduction of Serious Needs Assistance, which offers upfront, flexible funds for essential expenses, and Displacement Assistance, providing upfront funds for temporary housing solutions. To reduce red tape, FEMA will no longer require survivors to apply for Small Business Administration loans before accessing certain financial assistance, simplifying the recovery process. Feedback from survivors has directly shaped these enhancements, ensuring that aid is tailored to meet the needs of different communities, especially those disproportionately impacted by disasters. The redesigned DisasterAssistance.gov website will further facilitate quicker applications, reducing registration time by over 15%. By fostering an effective and efficient support system, FEMA's reforms empower individuals and communities to rebuild more swiftly after disasters, ultimately enhancing resilience in the face of increasingly frequent extreme weather events.



As climate change continues to exacerbate the frequency and severity of natural disasters, DHS is committed to fostering a collaborative approach that includes federal and SLTT governments, as well as private sector and community partners. This holistic strategy aims to not only prepare for immediate threats but also to cultivate long-term resilience through community engagement and capacity building. By investing in training, resources, and infrastructure improvements, DHS is ensuring that communities are not only equipped to handle crises but also empowered to recover and adapt to future challenges. The emphasis on preparedness and sustainable practices is crucial for mitigating the impacts of climate change and safeguarding the well-being of all Americans.

In an era marked by climate change and its profound impacts, DHS is committed to enhancing national resilience through innovative strategies and partnerships. The Department aims to promote climate literacy, support underserved communities, and develop response capabilities that address the growing frequency and severity of natural disasters. Through a focus on preparedness, rapid response, and recovery assistance, DHS seeks to mitigate the risks posed by climate change and build a safer, more resilient nation for all Americans.

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 5)

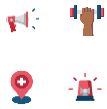


In FY 2024, 58.8% of DHS performance measures aligned to Mission 5 met their target. This is 13.1% over FY 2023. Independent of whether performance measures met or did not meet their targets, 61.8% of measures improved over prior year results, demonstrating the Department’s commitment to continuous improvement.²² Additional information regarding Mission 5 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not

meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.

²² Mission 5 is associated with 34 GPRAs. The FY 2024 APR presents the Department’s finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President’s Budget Request, will establish outyear targets for all GPRAs. Additionally, the APP will include the Department’s management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.





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Objective 5.1: Coordinate Federal Response to Incidents

Overview

Key measures aligned to USCG Maritime Prevention and USCG Maritime Response

Natural and man-made disasters, as well as cyber incidents, can have widespread effects, causing destruction of property, economic loss, and other risks to national safety and security. To effectively respond to these emergencies, DHS, through FEMA, coordinates national response efforts to natural disasters, working with SLTT and private sector partners. FEMA ensures that emergency responders have the necessary resources, equipment, and guidance to deliver critical aid during times of crisis.



Coast Guard and FEMA assist with Francis Scott Key Bridge response

On June 10, 2024, the Coast Guard and Unified Command successfully restored the Fort McHenry Federal Channel to its original dimensions of 700 feet wide and 50 feet deep, facilitating vital commercial maritime transit through the Port of Baltimore after the collapse of the Francis Scott Key Bridge due to a cargo ship collision in April. This restoration enabled two-way vessel traffic to resume and lifted safety restrictions that had been imposed due to the reduced channel width. In less than three months, the Coast Guard and its partners removed thousands of tons of bridge wreckage and salvaged the M/V DALI, underscoring the urgency of the response to one of the worst multi-modal disasters in recent history. The coordinated efforts involved collaboration with the State of Maryland, the City of Baltimore, and local communities, all operating in alignment with Presidential directives to reopen the Port as swiftly as possible. FEMA's Port Security Grant Program (PSGP) significantly enhanced this response, providing crucial equipment such as cameras that captured the incident, vessels and technology utilized on-site, and access controls for the unified command center at the Baltimore Cruise Terminal. Additionally, the response benefited from PSGP-funded training, which played a key role in the effectiveness of emergency crews, demonstrating a strong commitment to resilience and recovery in the face of substantial challenges.



In addition to FEMA’s leadership, the U.S. Coast Guard plays a central role in ensuring maritime safety, conducting search and rescue operations, securing ports, and safeguarding the environment. The Coast Guard’s expertise in maritime operations is vital in responding to incidents that affect coastal and waterway regions.

DHS also coordinates the response to significant cyber incidents, leveraging the capabilities of CISA and working across federal agencies, the private sector, and state and local partners to ensure a whole-of-nation response. By leveraging the expertise of FEMA, the Coast Guard, CISA, and other key Components, DHS fortifies the nation’s ability to withstand and recover from both natural and man-made disasters. This unified approach enhances preparedness, mitigates risks, and accelerates recovery, ensuring a more resilient future for all.

Key Measures

Component		Program		Measure Name			
USCG		Maritime Prevention		Three-year average number of serious marine incidents			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
612	605	522	488	≤ 612	460	✓	✓
USCG		Maritime Response		Percent of people in imminent danger saved in the maritime environment			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
86.5%	81.7%	83.3%	88.5%	80.0%	83.3%	✓	

Explanation of Results

In FY 2024, the Coast Guard made significant strides in its mission to coordinate federal responses to incidents within the maritime environment. The three-year average number of serious marine incidents (SMIs) dropped to a record low of 460, a substantial decline from 612 incidents in FY 2020. This impressive reduction highlights the effectiveness of the Maritime Prevention program, which focuses on outreach, training, and rigorous inspections to enhance safety and prevent accidents. SMIs are defined as incidents that involve death or injury requiring professional treatment, property damage exceeding \$200,000, or significant environmental discharges, among other criteria. While data entry lags may cause these numbers to fluctuate, the overall trend underscores the positive impact of the Coast Guard’s preventive measures.



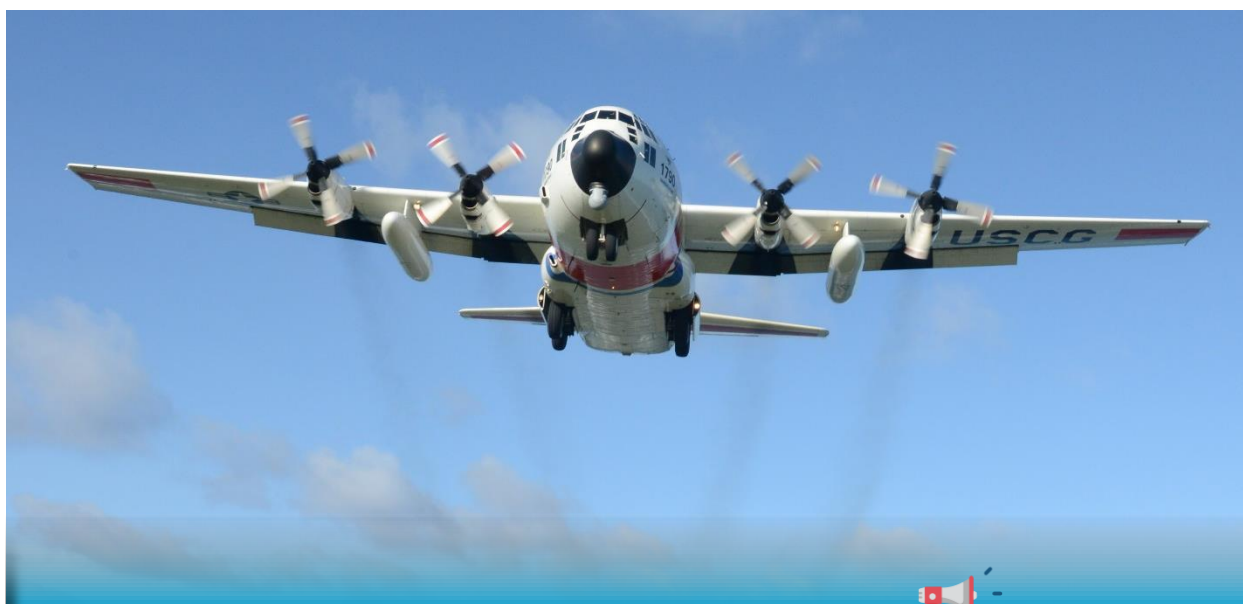


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Additionally, the Coast Guard demonstrated its commitment to saving lives in the maritime environment, achieving an impressive 83.3% success rate in rescuing individuals in imminent danger, surpassing the target of 80.0%. The performance not only exceeded the target but also surpassed the cumulative five-year average of 81.7%, indicating sustained improvement in response capabilities. These results exemplify the Coast Guard's dedication to enhancing maritime safety and efficiency, reaffirming its vital role in coordinating federal responses to incidents and safeguarding lives on the nation's waterways.

Looking Forward

As the Coast Guard looks ahead, it is dedicated to enhancing its operational effectiveness in an increasingly complex maritime environment. A key focus is on updating training programs to equip personnel with the latest skills needed to tackle contemporary challenges, such as alternative fuel sources and emerging technologies. The Coast Guard's revised "C-Schools," which are short-term training events focused on specialized subjects, provide essential learning opportunities that incorporate current advancements, ensuring that personnel are ready to respond effectively to evolving maritime operations.



Global cooperation in maritime search and rescue

In a remarkable example of international cooperation, a solo ocean rower in distress in the South Pacific was rescued after a coordinated search effort involving multiple nations. After fans alerted authorities via social media, rescue coordination centers (RCCs) from New Zealand, Tahiti, Peru, and the U.S. Coast Guard's Pacific Area mobilized with nearby commercial vessels. Following several days of searching, distress signals from the rower's Personal Locator Beacon revealed he was over 1,000 miles off Tahiti. The RCC in Tahiti requested additional support, leading to an HC-130 Hercules aircraft from Air Station Barbers Point locating the rower and deploying vital rescue equipment. He was ultimately rescued by the Baker Spirit, a commercial vessel participating in the Automated Mutual-Assistance Vessel Rescue (AMVER) system, which connects vessels willing to assist in maritime emergencies. This operation showcased the effectiveness of international frameworks, including two SAR conventions and collaboration among six nations, highlighting the power of global cooperation in saving lives at sea.



To further bolster its capabilities, the Coast Guard is expanding initiatives like the Marine Inspector Performance Support Architecture (MIPSA), a program designed to provide comprehensive training and resources for marine inspectors to ensure consistent application and enforcement of safety standards on commercial vessels. The introduction of new courses, including Emergency Management Specialist training, is aimed at improving long-term emergency management proficiency, thereby ensuring that the workforce is prepared for future incidents.

Addressing challenges in staffing and operational capacity remains a priority. The Coast Guard is actively enhancing its hiring and retention strategies while deploying resources strategically to mitigate operational risks. By working closely with partners across the homeland security enterprise, the Coast Guard aims to strengthen its ability to respond to critical incidents efficiently and effectively.

In navigating the complexities of novel technologies and cybersecurity threats, the Coast Guard is refining its regulatory frameworks to adapt to these changes. The transition to modern IT systems presents opportunities for improved cybersecurity and operational efficiency. By taking these proactive steps, the Coast Guard is positioning itself to enhance its readiness and effectiveness, ensuring it continues to protect U.S. interests in the maritime domain.



Objective 5.2: Strengthen National Resilience

Overview

Key measures aligned to FEMA Grants, FEMA Mitigation, FEMA National Flood Insurance, and FEMA Preparedness and Protection

The U.S. is working toward a future where disasters inflict less disruption and damage on communities. With the rise in disaster declarations and recovery costs over the past decade, it is clear that local areas must enhance their preparedness for predictable and unpredictable natural events. Strengthening community resilience through proactive measures, such as improving infrastructure and investing in mitigation strategies, is essential to reducing risks related to loss of life, economic turmoil, and the high costs associated with recovery.

FEMA plays a crucial role in this objective by helping communities prepare before disasters occur. Through training and technical assistance, FEMA empowers local governments to identify their vulnerabilities and develop tailored plans to address them. This collaborative approach engages federal, SLTT, and private partners, ensuring that resources are directed to areas of greatest need. By streamlining access to federal disaster programs, FEMA makes it easier for communities to recover and rebuild. This focus on preparedness and resilience not only enhances the capacity of communities to withstand future disasters but also





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reduces the financial burden on taxpayers in the long run. Together, these efforts create safer, more resilient neighborhoods ready to face whatever challenges lie ahead.

Additionally, FEMA is evolving its strategies to address emerging threats, including the impacts of climate change and other unpredictable events. By developing a comprehensive Readiness Framework, FEMA aims to standardize how readiness is defined and assessed. This proactive stance ensures that the agency can quickly adapt to new challenges, bolstering its ability to support communities during crises. As FEMA enhances its operational capacity and builds partnerships with various stakeholders, it lays the groundwork for a more resilient nation, ultimately helping communities not just recover but thrive in the face of adversity.

Did You Know?

IPAWS is FEMA's national system for delivering critical emergency alerts. It ensures life-saving information reaches the public quickly through Wireless Emergency Alerts to mobile phones, the Emergency Alert System on radio and TV, and updates on the National Oceanic and Atmospheric Administration's (NOAA) Weather Radio. By integrating these platforms, IPAWS enhances community preparedness and response, allowing authorities to efficiently inform the public about imminent threats and safety instructions, ultimately saving lives.

Key Measures

Component		Program		Measure Name			
FEMA		Mitigation		Percent of U.S. population covered by approved hazard mitigation plans			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Targets will be reported in the FY 2026 APP	
--	--	--	--	New Measure			
FEMA		National Flood Insurance		Number of properties covered with flood insurance (in millions)			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
4.1	4.0	3.8	4.7	5.2	4.7		
FEMA		Preparedness and Protection		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			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2020 Result	FY 2021 Result
78.10%	81.30%	82.86%	78.10%	81.30%	82.86%	78.10%	81.30%

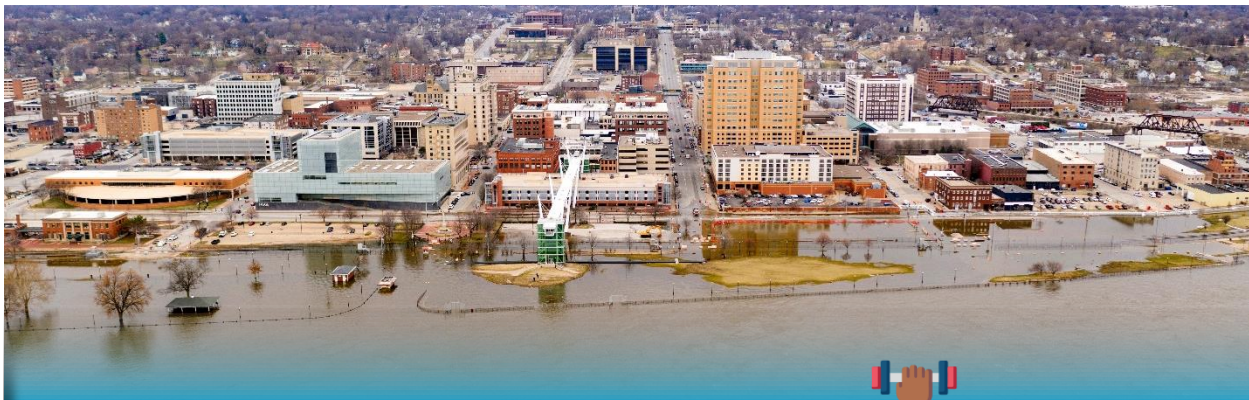


Key Measures (Continued)

Component		Program		Measure Name			
FEMA		Grants		Percent of dollars from FEMA Justice40 covered programs flowing to disadvantaged communities			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	---	40%	58%	✓	

Explanation of Results and Corrective Action

In FY 2024, FEMA met its target for the measure "Percent of U.S. population (excluding territories) covered by planned mitigation strategies," achieving 87.7%, surpassing the target of 85.0%. This represents 283.1 million of the 322.9 million people in the U.S. being covered by mitigation strategies. FEMA is replacing this legacy measure with a new one in the FY 2026 APP (see Key Measures table). In addition to promoting the integration of RiskMAP data into hazard mitigation plans, FEMA completed Tribal consultations and is updating its Tribal Mitigation Plan Policy Guide. The agency also expanded training efforts with new courses on dam risk, Community Rating System, and watershed management.



Enhancing community resilience through flood risk management

On July 11, 2024, FEMA took a significant step in flood risk management by publishing a Final Rule & Policy to implement the Federal Flood Risk Management Standard (FFRMS). This new standard aims to enhance community resilience against flooding while preserving vital floodplain benefits, such as floodwater storage and fertile soils. The FFRMS encourages proactive measures like building outside floodplains, elevating structures, and using nature-based solutions. These practices not only mitigate flood damage but also reduce greenhouse gas emissions, improve water quality, and promote public health. The standard applies to FEMA-funded projects that involve new construction, significant improvements, or repairs addressing substantial damage. According to the National Institute of Building Science's *Natural Hazard Mitigation Saves 2019* report, adopting the latest building code requirements saves \$11 for every \$1 invested. By embracing the FFRMS, communities can achieve greater resilience at a relatively low upfront cost, marking a vital step in an all-of-government strategy to minimize flood risks and protect our communities.





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FEMA is also committed to increasing flood insurance coverage, which currently stands at 4.7 million properties. FEMA published a regulation on November 1, 2024, and is now updating its systems, guidance, and financial reporting to allow NFIP policies to be paid in monthly installments to make the program more financially accessible. FEMA is also performing targeted awareness campaigns using advanced digital and traditional communication strategies to educate homeowners about the limitations of standard homeowners' policies regarding flood damage and the importance of flood insurance.

Did You Know?

FEMA's National Public Warning System (NPWS), part of the IPAWS emergency alert network, has the capability to directly reach a large portion of the U.S. population, providing essential alerts in times of crisis. This system ensures that the President can communicate vital information to the public during emergencies, including natural disasters and acts of terrorism. Additionally, local officials can utilize the NPWS as a resilient tool to maintain effective emergency communications, keeping communities informed and safe during challenging situations. Timely alerts and preparedness are critical to enhancing public safety.

As of FY 2024, 85.49% of the population is covered by local authorities authorized to send alerts through IPAWS, exceeding the target of 85.00%. In FY 2024, 125 new local-level authorities were registered, and stakeholders were actively engaged through conferences and training. Moving forward, FEMA aims to broaden outreach to public safety agencies at all levels, enhancing community preparedness for emergencies. By focusing on these key areas, the agency is dedicated to building a more resilient nation and improving public safety for all.



A week of training for generational resilience

FEMA's Center for Domestic Preparedness (CDP) successfully hosted its 9th Annual Tribal Nations Training Week from March 9-16, 2024, under the theme "Developing Generational Resiliency Through Training." This impactful event brought together 324 community members, including leaders and emergency responders from 108 Tribal Nations, who participated in 13 CDP courses and 14 additional training sessions, resulting in 1,427 course completions. As the largest tribal training event within DHS, the week also featured an executive session for Tribal leaders, a closed listening session, and workshops led by the CDP and other partners. This gathering not only strengthened skills and knowledge but also fostered collaboration, empowering Tribal Nations to enhance their resilience and effectively respond to emergencies.



Lastly, in FY 2024, 58% of funds from FEMA’s Justice40 covered programs flowed to disadvantaged communities, aligning with the goals of the Justice40 initiative established by Executive Order 14008. This measure annually tracks the overall percentage of financial dollars from FEMA’s Justice40 covered programs, including Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), Risk Mapping, Assessment and Planning (Risk MAP), and Regional Catastrophic Preparedness Grant Program (RCPGP) project selections that flow to disadvantaged communities as defined by the Climate and Economic Justice Screening Tool (CEJST)

Did You Know?

FEMA’s Office of the Flood Insurance Advocate (OFIA) is dedicated to supporting policyholders and property owners within the NFIP. With a mission rooted in compassion and fairness, OFIA aims to simplify the complexities of the NFIP, ensuring that policyholders are treated equitably. The office addresses inquiries from customers, identifies recurring issues, and provides recommendations for program enhancements. These insights and trends are documented in OFIA’s annual reports available publicly on FEMA.gov, contributing to ongoing improvements in flood insurance support and service.

Looking Forward

FEMA is dedicated to enhancing community resilience and preparedness nationwide. Significant progress has been made in mapping riverine and coastal waterways, with a considerable focus on historically underserved communities. The RiskMAP program is essential for identifying flood risks and promoting informed planning, ultimately helping communities mitigate their vulnerability to flooding.



Fostering community engagement and safety at Delaware State Park

On March 14 and again on June 5, 2024, Delaware State Park’s safe room provided shelter for 156 individuals during severe weather events. Opened in 2019, this monolithic dome shelter is the only safe room in an Ohio state park, designed to withstand winds up to 250 mph and a direct impact from a 15-pound object traveling at 100 mph. Its innovative design not only complements the park’s natural aesthetic but also maintains a sense of scale despite its capacity to accommodate 853 people. Beyond serving as a storm shelter, the safe room is utilized for educational programs by park staff, maximizing its community benefits. This \$1.1 million project was made possible through a collaborative effort among federal, state, and local agencies. FEMA’s Hazard Mitigation Grant Program contributed \$726,000, with additional support from the Ohio Emergency Management Agency, Ohio Department of Natural Resources, and Delaware County. This partnership exemplifies a commitment to public safety and community resilience, ensuring that Ohio residents have a reliable refuge in times of crisis.





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Continued collaboration with federal and SLTT partners will ensure that all communities have access to the resources necessary for effective hazard planning and response. To bolster public preparedness against extreme weather events, FEMA successfully launched the #SummerReady and #WinterReady initiatives, which provide practical tips and resources for individuals to stay safe during heat and cold events. These campaigns will expand further, raising awareness and equipping the public with actionable knowledge for enhanced preparedness.

In response to evolving challenges, FEMA is increasing grant funding to strengthen state and local law enforcement capabilities, ensuring communities are better prepared to prevent and respond to potential threats. Efforts to enhance building code adoption and enforcement will encourage states and territories to adopt modern codes, standards, and specifications. This initiative not only promotes safer construction practices but also addresses the increasing frequency of natural disasters, fostering a more resilient infrastructure across the nation.

FEMA is committed to further strengthening its partnerships and expanding the IPAWS to ensure timely alerts reach a broader percentage of the population. The agency is also focused on improving the accuracy of flood risk data and developing robust methodologies for future assessments, particularly in light of changing climate conditions. Ongoing updates to the State and Local Mitigation Planning Policy Guides will prioritize equity and climate change considerations in all mitigation efforts, reinforcing a comprehensive approach to community safety.

The implications of these initiatives are significant. By investing in resilient infrastructure, improving disaster response systems, and enhancing public awareness, FEMA aims to mitigate immediate risks while laying the foundation for sustainable community development. This holistic approach not only protects lives and property but also fosters a culture of preparedness that empowers individuals and communities to navigate challenges effectively. Ultimately, these efforts seek to create a safer, more resilient future for all, enabling communities to adapt to changing conditions and recover more efficiently from disasters.

FEMA is offering targeted technical assistance to communities to build resilience, especially those with limited resources to implement updated building codes or navigate grant applications. The BRIC Direct Technical Assistance program will continue to empower historically underserved populations, enabling them to effectively plan for and mitigate

Did You Know?

Since the NFIP last received a multi-year reauthorization in 2017, it has undergone 27 short-term extensions, with three brief lapses. This instability has prompted DHS and FEMA to propose 17 legislative reforms aimed at establishing financial resilience for the program and providing affordable insurance for low-and-moderate-income families. These reforms are crucial for enhancing climate resilience, improving communication about flood risks, and strengthening local flood management standards. By addressing these issues, the NFIP aims to provide better protection for all Americans against the devastating impacts of flooding.



climate-related hazards.

Aligned with the Justice40 initiative, FEMA is focused on ensuring that at least 40% of benefits from its four covered programs reaches disadvantaged communities. Additionally, engagement with private nonprofit organizations has resulted in increased applications from first time applicants for the Nonprofit Security Grant program, underscoring FEMA's commitment to inclusivity and collaboration. These initiatives illustrate FEMA's dedication to building a resilient and equitable recovery framework that prioritizes the needs of all communities, paving the way for a more prepared and resilient future.

Did You Know?

FEMA Grants Outcomes (FEMA GO) is FEMA's streamlined grants management platform, designed to enhance user experience and centralize information across all grant programs. By March 2024, FEMA GO achieved full operational capability, supporting every stage of the grants lifecycle. It serves over 84,000 registered users, has facilitated more than 60 funding opportunities, and has allocated \$5.3 billion in grant awards, making it a vital tool for disaster recovery and resilience efforts.



Objective 5.3: Support Equitable Community Recovery

Overview

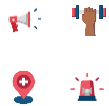
Key measure aligned to FEMA Response and Recovery

DHS and FEMA are focused on the long-term needs of communities impacted by catastrophic incidents. Effective recovery goes beyond immediate response efforts to encompass the restoration of infrastructure, economic activity, social services, and housing. To enable smoother access for survivors, DHS and FEMA are streamlining disaster assistance processes to reduce complexity. Additionally, collaboration between federal and SLTT governments is essential to design recovery initiatives that empower communities, allowing them to take control of their rebuilding efforts while enhancing resilience and reducing future risks.

At the heart of this objective is the maturation of the National Disaster Recovery Framework, which guides communities in rebuilding stronger and more sustainably. FEMA is committed to understanding the unique challenges faced by communities following a disaster and working to remove barriers to assistance. FEMA's commitment to simplifying its programs ensures that assistance is not only available but is tailored to meet the needs of communities by working to identify and mitigate these barriers. This proactive strategy ensures that recovery efforts are effective and accessible to the whole of community.

Supporting community recovery requires a multifaceted strategy that integrates voices and experiences from all levels of governments and the whole of community.





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By leading this coordination, FEMA enhances its operational effectiveness and enriches the recovery process. This commitment to working with the whole of community to incorporate and address their unique needs will lead to better outcomes and ensure each community's vision for their recovery is fully reflective of their needs, is comprehensive, and is realized.

Key Measure

Component		Program		Measure Name			
FEMA		Response and Reovery		Percent of applicants satisfied with simplicity of the Individuals and Households Program			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
82.0%	80.0%	76.6%	78.1%	91.0%	78.8%		✓



Empowering community resilience in Ouzinkie, Alaska through FEMA support

The Native Village of Ouzinkie, Alaska, faced a critical challenge in utilizing a \$2 million congressional grant to build a tsunami shelter for its 100 residents, who are only accessible by air or water. The challenge stemmed from the fact that the village lacked an approved hazard mitigation plan, a prerequisite for receiving the congressionally directed spending grant. With a history of tsunamis, the village recognized the urgent need for enhanced safety. They turned to FEMA's BRIC Direct Technical Assistance (BRIC DTA) program for essential support in developing an approved hazard mitigation plan. The village was selected to receive BRIC DTA nonfinancial support from August 2022 to August 2025. During this time FEMA will support Ouzinkie in conceptualizing their shelter project and refining hazard mitigation strategies. After seven months of initial collaboration, the village successfully secured approval for their hazard mitigation plan, paving the way for a life-saving infrastructure that will protect their community from future disasters. This success story underscores FEMA's vital role in empowering vulnerable communities to enhance their resilience and safeguard their residents against natural hazards.



Explanation of Results and Corrective Action

In FY 2024, 78.8% of applicants were satisfied with the simplicity of the Individuals and Households Program (IHP). FEMA received 21,481 customer experience survey responses from survivors of 40 Presidentially declared disasters. Applicants' satisfaction with inspection experience remains the highest (88.5%), while satisfaction of FEMA providing easy-to-understand information remains low (68.7%). FEMA made major changes to Individual Assistance (IA) programs to address the historic challenges faced by disaster survivors.

Did You Know?

FEMA is simplifying the process for demonstrating the cost-effectiveness of hazard mitigation projects to better support underserved communities in accessing grant funding. The agency has streamlined Benefit Cost Analysis (BCA) requirements, allowing projects under \$1 million to submit a cost-effectiveness narrative instead of a full BCA. FEMA will conduct the BCA for select applicants. Additionally, FEMA is adopting a new discount rate of 3.1% in line with OMB Circular A-94. FEMA, along with DHS and OMB, continues to partner on these improvements to reduce barriers and accelerate risk reduction and adaptation efforts nationwide.



Empowering survivors with disabilities through data-driven recovery

On December 9, 2023, a powerful tornado tore through northern Clarksville, Tennessee, leaving a devastating 48-mile path and damaging over 380 homes. In response, FEMA's Office of Disability Integration and Coordination (ODIC) swiftly leveraged a new risk profile generator to identify over 32,000 survivors with disabilities in Montgomery County. This proactive approach allowed ODIC to mobilize a specialized field coordination team, enhancing the effectiveness of Disaster Survivor Assistance Teams and Applicant Services on-site. The results were significant: within the first two weeks of registration, 30.8% of applicants identified as having disabilities—surpassing the initial target of 20%. This success highlights the critical importance of data-driven strategies in disaster response, showcasing how targeted community engagement can lead to better outcomes for vulnerable populations. FEMA used their "[14 points of inequity](#)" framework to not only address immediate needs, but also to dismantle barriers to recovery for survivors with disabilities. This comprehensive approach is a vital step toward fostering equity in disaster recovery, ultimately shortening the disaster cycle and enhancing resilience for all affected communities.





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The changes include quicker access to needed funds, expanded eligibility for property and home repairs, and an easier application process for survivors to jumpstart their recovery from disasters. FEMA continues to iterate and improve upon business processes and modernizing systems including revamping the registration and intake process, improving usability and design of websites, and a wholesale replacement of IA systems that enables an omni-channel customer experience.

Looking Forward

FEMA is proactively managing the rising frequency of natural disasters, which have created challenges among its workforce. The agency strategically uses a layered staffing approach leveraging its primary disaster workforce, its full-time employees, activating the DHS Surge Capacity Force, launching robust hiring initiatives, and enhancing mental health and resilience programs to better support its personnel.

Looking ahead, FEMA is reforming the IHP to improve the experience for disaster survivors. New initiatives, such as flexible funding options, enhanced home repair assistance, and a streamlined application process through improved digital platforms, are designed to make accessing aid easier and more efficient for those in need. Additionally, updates to the DisasterAssistance.gov website will streamline the application process for disaster assistance, facilitating easier access to support for those affected by disasters. These efforts reflect FEMA's ongoing commitment to providing timely and effective assistance, ensuring that disaster survivors can rebuild and recover with greater ease and confidence.

Did You Know?

Nearly half of the \$6.8 billion allocated to FEMA under the *Infrastructure Investment and Jobs Act* (IIJA) has been announced and is available for applicants seeking to improve community resilience. This funding, aimed at mitigating disaster impacts, supports a range of initiatives including FMA and BRIC programs. With a focus on underserved communities, these resources enhance preparedness against climate change, ensuring that vulnerable populations are better equipped to withstand future disasters. Through ongoing partnerships with state, local, tribal, and territorial entities, FEMA is committed to using this investment to create safer, more resilient communities nationwide.



Objective 5.4: Enhance Training and Readiness of First Responders

Overview

Key measure aligned to FEMA Education, Training, and Exercises

As the frequency and severity of disasters increase, the demands on first responders have intensified, necessitating robust training and preparedness initiatives. DHS recognizes that effective emergency management relies heavily on local authorities and communities, which act as the first line of defense during crises. To strengthen this capacity, DHS promotes community-building initiatives that enhance local networks and improve practical skills among first responders.



Programs focusing on basic first aid, emergency planning, and home maintenance are vital in ensuring communities are equipped to stabilize situations until further assistance arrives. FEMA, the U.S. Fire Administration (USFA), and the National Fire Academy (NFA) work in concert to elevate the capabilities of first responders. FEMA leads the charge in delivering comprehensive training and resources, while USFA and NFA provide specialized programs that focus on firefighting and emergency management education.

Did You Know?

From June 3-7, 2024, FEMA hosted the National Level Exercise (NLE) 2024 in Honolulu, Hawaii. This key event fosters a culture of preparedness to respond to and recover from catastrophic incidents. This year’s exercise focused on the impacts of a large hurricane on the Hawaiian Islands, along with cyberattacks in Guam that complicated supply chain issues. Participants engaged both virtually and in person, highlighting the importance of collaboration in emergency management.

Initiatives such as the National Disaster & Emergency University’s (NDEMU) “Emergency Management Institute (EMI) Anywhere” and the CDP “Virtual Instructor-Led Training (VILT)” exemplify this collaboration, making training accessible to emergency managers nationwide. By working together, these organizations ensure that federal, state, local, tribal, and territorial emergency managers are equipped to handle the diverse challenges they face.

This unified approach not only enhances the overall readiness of the emergency management community but also fosters resilience across all levels of government. By investing in training and capacity building, DHS and its partners are not just responding to current threats; they are proactively positioning communities to adapt and thrive in the face of future challenges, ensuring the safety and well-being of all citizens.

Key Measure

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			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
92.2%	92.5%	93.3%	92.1%	87.0%	93.4%	✓	✓

Explanation of Results and Corrective Action

In FY 2024, the NFA demonstrated success in enhancing the preparedness of fire service personnel, with 93.4% of supervisors reporting that their staff are better equipped to respond to emergencies following training at the NFA. This exceeds the targeted 87.0% and reflects a robust commitment to professional development in the fire service sector. For FY 2024, NFA implemented an opt-out method for participation in the survey that supports this





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measure, which has helped to increase supervisor responses by 60% over FY 2023 and student responses by 24%.

The NFA trained a total of 3,097 students through 156 resident and off-campus offerings, as well as 9,267 individuals participating in online courses. Notably, the completion of the Executive Fire Officer (EFO) program redesign resulted in all four courses receiving graduate-level equivalency recommendations from the American Council on Education. Additionally, the inaugural Wildland Urban Interface (WUI) course for fire investigation, co-sponsored by the NFA, U.S. Forest Service, and CAL FIRE, successfully reached a national audience, further showcasing the NFA's dedication to delivering high-quality education and training that meets the evolving needs of fire service professionals.

Looking Forward

Looking forward, the NFA is committed to enhancing its training solutions to address the evolving needs of fire and Emergency Medical Services (EMS). As fire departments increasingly confront challenges posed by WUI fires, the NFA is actively recruiting Training Specialists to equip fire and EMS partners with essential skills for effective emergency response. This proactive approach underscores the NFA's dedication to meeting the growing demand for relevant training and guidance in a changing landscape.



Empowering communities to combat wildfire risks

USFA launched a new tool designed to enhance awareness of WUI areas across the United States. The WUI Fire Property Awareness Explorer helps residents “Know Where They Live” by assessing their proximity to WUI or fire-prone areas, which is crucial for understanding personal vulnerability to wildfires. This awareness empowers individuals to take proactive measures to protect their properties, while also enabling local fire departments and community leaders to implement effective risk reduction strategies, such as adopting building codes, managing vegetation, and planning evacuation routes. By fostering greater awareness, USFA helps communities reduce wildfire risks and enhance public safety.



The recent rollout of the redesigned EFO program highlights the NFA's focus on leadership development within the fire service. With all courses receiving graduate-level equivalency recommendations, the EFO program will empower participants with advanced skills to design policies that enhance community safety and resilience. This initiative reflects the USFA's commitment to bolstering the capabilities of fire and EMS agencies amidst increasing complexities driven by climate change.

While the NFA has achieved significant successes, challenges remain. Despite growing participation in training programs, response rates from supervisors on follow-up surveys have been less than optimal, limiting the NFA's ability to fully evaluate the effectiveness of its offerings. Steps were taken to address this challenge in FY 2024, and the program will continue exploring opportunities to improve its feedback mechanisms and ensure the continued enhancement of training delivery and outcomes. Overall, the NFA is strategically positioned to lead the fire and EMS communities into a future that prioritizes innovative training, strong leadership, and an inclusive workforce, ultimately strengthening the nation's emergency response capabilities.



Innovative wildfire detection technology enhances community safety and firefighter response

DHS S&T and the USFA have partnered with N5 Sensors Inc. to develop innovative early wildfire detection technology. Deployed in April 2024, these sensors are now operational in Hawaii, California, Tennessee, and other fire-prone regions across the country. They work by detecting unusual concentrations of chemical gases and particulate matter typically found in smoke, allowing them to distinguish between beneficial fires, like those from barbecues, and unwanted wildfires threatening communities. With 24-hour sensing and alerting capabilities, these smart sensors enable firefighters to identify fire ignitions early, facilitating a quicker response to prevent the spread of flames. This proactive approach not only enhances firefighting efforts but also protects communities from devastating wildfires, demonstrating a significant advancement in fire safety technology. The deployment of these sensors is a crucial step toward safeguarding lives and property from the increasing threat of wildfires.



MISSION 6: COMBAT CRIMES OF EXPLOITATION AND PROTECT VICTIMS





Mission 6: Combat Crimes of Exploitation and Protect Victims

Overview

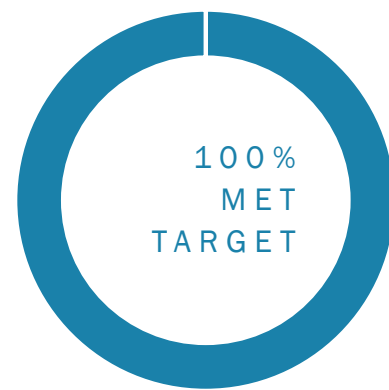
The Department is enhancing its efforts to combat crimes of exploitation—such as child sexual exploitation and abuse (CSEA), human trafficking, and labor exploitation—and to protect victims. These crimes pose a direct threat to our values, safety, and national security while undermining our borders and immigration systems.

DHS is pursuing this mission through expanded education, digital forensic technology, and collaborations with various federal, state, local, tribal, territorial, international, civil society, and private sector partners. Addressing these crimes requires more than just investigations; public awareness is crucial to preventing them. To this end, DHS is committed to educating its workforce, partners, and the public on recognizing and preventing crimes of exploitation.

The Department is also institutionalizing a victim-centered approach that minimizes trauma and provides stability and support to survivors. This approach not only helps individuals begin to rebuild their lives but also enhances law enforcement's ability to detect and prosecute perpetrators. Accordingly, DHS has intensified its efforts in this area and is committed to further institutionalizing this approach throughout the Department's operations.

In FY 2024, 100% of DHS performance measures aligned to Mission 6 met their target. As the Department's FY 2024 APP was the first aligned with this new DHS Mission, trend results will be included starting with the FY 2025 APR and FY 2027 APP.²³ Additional information regarding Mission 6 performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective.

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (MISSION 6)



■ Met Target ■ Not Met

²³ Mission 6 is associated with 5 GPRAs. The FY 2024 APR presents the Department's finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President's Budget Request, will establish outyear targets for all GPRAs. Additionally, the APP will include the Department's management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.





Objective 6.1: Enhance Prevention through Public Education and Training

Overview

Key measure aligned to ICE Homeland Security Investigations

DHS is unwavering in its commitment to combating crimes of exploitation, including human trafficking and child sexual exploitation, through a comprehensive approach that emphasizes public education and awareness. DHS Homeland Security Investigations serves as a key operational arm in the Department's strategy. Understanding that prevention requires community involvement, HSI has trained over 2,000 law enforcement officials and child advocacy personnel to enhance their effectiveness in addressing these crimes. Through initiatives like the Blue Campaign and Know2Protect, HSI has played a vital role in educating more than 186,000 children, teens, parents, and teachers about online safety and methods to protect against sexual predators.



Know2Protect

The threat of child online exploitation is increasing at an alarming rate, with a significant rise in reported cases. Offenders now primarily target juveniles in the digital realm, seeking sexual victimization through various tactics. This alarming trend is often overlooked due to the discomfort surrounding the conversation, making it crucial to raise awareness and foster dialogue to prevent these crimes before they occur. Recognizing this urgent need, DHS has launched the Know2Protect campaign, designed to educate and empower children, teens, parents, trusted adults, and policymakers. Through Know2Protect, participants learn vital steps to safeguard youth from becoming victims of online exploitation, including how to report incidents and access resources for support. By visiting [Know2Protect.gov](https://know2protect.gov), individuals can engage with this vital mission, ensuring that awareness translates into action, ultimately fostering a safer digital environment for all. To report an incident, the Know2Protect Tipline is available at 1-833-591-KNOW (5669), alongside the NCMEC CyberTipline at <https://report.cybertip.org>.



In October 2023, HSI launched an updated version of Project iGuardian, focusing on informing children aged 10 and up, along with their trusted guardians, about the risks present in online environments and the importance of reporting suspicious activities. This initiative reached 122,000 people across the country in FY 2024, and iGuardian presentations generated approximately 75 victim disclosures and approximately 77 investigative leads. Additionally, the Secret Service has educated over 112,000 participants through the Childhood Smart Program, reinforcing community knowledge regarding online safety and abduction prevention.

Did You Know?

The Blue Campaign is a national initiative aimed at raising awareness about human trafficking and educating the public, law enforcement, and industry partners on how to recognize and respond to it. Operated within the DHS CCHT, the campaign partners with private sector organizations and NGOs to enhance public engagement and protect vulnerable populations. Each year, on January 11th—National Human Trafficking Awareness Day—Blue Campaign encourages people to participate in #WearBlueDay, promoting awareness by sharing photos in blue clothing on social media.

The DHS Blue Campaign’s Blue Lightning Initiative has trained more than 260,000 aviation personnel to identify potential trafficking victims and report concerns to law enforcement, highlighting HSI's collaborative efforts to mobilize the broader community in this critical fight. Furthermore, CISA's SchoolSafety.gov initiative, which features resources on child exploitation, has attracted significant attention, with over 17,000 views since its launch. Through the ongoing leadership and commitment of HSI, the Secret Service, CISA, and the wider homeland security enterprise to education and community engagement, DHS is strengthening its capacity to prevent exploitation and protect vulnerable populations.

Key Measure

Component		Program		Measure Name			
ICE		Homeland Security Investigations		Number of Human Trafficking, Labor Exploitation, Child Exploitation, or Victim Assistance Program outreach or training sessions			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
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Explanation of Results

The positive outcomes achieved are a direct result of DHS’s proactive approach to raising awareness about crimes of exploitation through a range of national education and outreach campaigns. Initiatives like Project iGuardian, the Blue Campaign, the IMAGE program, and HSI’s Victim Assistance Program (VAP) play pivotal roles in this effort. Project iGuardian specifically addresses the escalating crisis of online child sexual exploitation and abuse, providing vital information and preventative strategies to help reduce future victimization. Meanwhile, the Blue Campaign amplifies awareness of human trafficking by fostering





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national public engagement in anti-trafficking initiatives, effectively mobilizing communities to take action.

The IMAGE program focuses on educating stakeholders about indicators of forced labor and child labor, ensuring that individuals and organizations are equipped to identify and report these critical issues. Additionally, HSI's VAP emphasizes a victim-centered and trauma-informed approach, offering outreach and training sessions that prioritize the needs of victims of human trafficking, labor exploitation, and child exploitation. This program also emphasizes the importance of building and maintaining strong relationships with community partners, further enhancing the collective response to these crimes. Through these comprehensive efforts, HSI is significantly contributing to a more informed and proactive society, ultimately working to prevent exploitation and support victims.

Looking Forward

HSI is set to significantly enhance its outreach and education efforts in the coming years. The recent realignment of the Blue Campaign within the CCHT will enable a broader range of public education initiatives, reinforcing the campaign's mission to educate the public, law enforcement, and industry partners on recognizing the signs of human trafficking and effectively supporting victims. This revitalized focus will enhance community awareness and responsiveness to potential cases of exploitation.



Strengthening global partnerships to combat crimes of exploitation

To combat the serious threats of child exploitation and human trafficking, HSI has launched training programs for international law enforcement and partners. From March to July 2024, HSI conducted six training sessions in Southeast Asia, helping around 250 participants learn vital skills for victim-centered investigations. Training and engagement are crucial in building the capacity of law enforcement agencies to effectively identify and respond to these complex crimes. By equipping personnel with the necessary tools and knowledge, HSI enhances their ability to protect vulnerable individuals and ensures that investigations are conducted with a focus on the well-being of victims. For example, in April 2024, HSI Singapore teamed up with the Singapore Police Force to host a Cybercrime Workshop, where about 40 experts from Southeast Asia and the U.S. shared strategies to fight online crimes. This collaboration has already led to significant results, including the recovery of \$200,000 in funds linked to cybercams and the initiation of investigations into \$67 million in cyber fraud. These efforts highlight HSI's commitment to strengthening global partnerships to protect vulnerable individuals and disrupt criminal activities.



Additionally, the Know2Protect initiative will complement these efforts by providing targeted resources and strategies to empower communities. By fostering a well-informed public, HSI aims to create an environment where individuals are better equipped to identify and report incidents of exploitation. Through these comprehensive outreach and education strategies, HSI demonstrates its commitment to combating crimes of exploitation while ensuring that awareness and prevention are at the forefront of its mission.



Objective 6.2: Identify, Protect, and Support Victims

Overview

Key measure aligned to ICE Homeland Security Investigations

DHS is committed to a victim-centered approach that prioritizes the well-being of individuals affected by trafficking and exploitation. This approach aims to minimize further trauma, reduce unnecessary penalization, and provide essential stability and support to victims. By fostering a supportive environment, DHS not only aids survivors in rebuilding their lives but also strengthens law enforcement's capacity to effectively detect, investigate, and prosecute perpetrators. Over the past two years, 11 DHS Offices and Components have developed comprehensive plans to integrate this approach into their policies and programs, reflecting a unified commitment to protecting and supporting those in need.

Significant progress has been made in expanding victim support initiatives. HSI's VAP has seen a notable increase in personnel, enhancing the identification and support of victims, including those of child sexual abuse and human trafficking. This expansion demonstrates a robust response to crimes of exploitation and underscores the Department's dedication to assisting victims in various capacities. Additionally, HSI's Child Exploitation Investigations Unit (CEIU) has established itself as a leader in identifying and rescuing child victims, utilizing advanced technologies and investigative techniques to effectively locate vulnerable individuals.

DHS continues to enhance its protective measures for victims of human trafficking and related crimes through its immigration services. Recent initiatives have focused on increasing the availability of T visas for trafficking victims, providing them with crucial employment authorization and stability. The agency is also working to modernize the Continued Presence (CP) system to better support victims identified by law enforcement, ensuring access to federal benefits and services. Importantly, ICE has implemented measures aimed at minimizing the chilling effect of civil immigration enforcement on noncitizen crime victims, encouraging them to engage with law enforcement and pursue justice. Through training seminars and collaborative efforts, DHS is dedicated to fostering a culture that prioritizes victim support.





Key Measure

Component		Program		Measure Name			
ICE		Homeland Security Investigations		Number of human trafficking, labor exploitation, and child exploitation victims assisted			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
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Explanation of Results

The VAP has made progress in supporting individuals affected by human trafficking and child exploitation, assisting 2,540 victims of trafficking—including adults and children. This support includes informing victims of their rights, facilitating access to medical and mental health care, providing emergency shelter, and connecting them to social services for immediate and long-term support.



Multiagency operation during NFL draft uncovers human trafficking victims and leads to arrests

From April 26 to April 28, 2024, the HSI-led DHS Alliance Task Force executed a comprehensive human trafficking operation during the NFL Draft in Detroit, Michigan. This multiagency effort successfully identified 15 victims of human trafficking and resulted in the arrest of six individuals for violations related to child sexual abuse and sex trafficking. HSI's VAP played a crucial role, conducting interviews and providing essential services to support the victims. This operation exemplifies HSI's ongoing commitment to combating exploitation and safeguarding vulnerable individuals. Human trafficking, which encompasses forced labor and sex trafficking, can involve severe manipulation or coercion, particularly when minors are involved. By conducting operations during high-profile events, HSI not only addresses immediate threats but also raises awareness about the prevalence of these crimes. The operational support and funding provided by the CCHT further enhance the effectiveness of these initiatives, reinforcing the collective effort to disrupt human trafficking networks and protect those at risk.



These figures reflect the program's commitment to helping vulnerable populations while also highlighting ongoing challenges in addressing these crimes. Each victim represents a life impacted by exploitation, emphasizing the importance of continued efforts. The VAP not only empowers survivors as they rebuild their lives but also fosters a community that prioritizes safety and support for all. By addressing both immediate needs and long-term recovery, the program reinforces the message that every victim deserves the opportunity to heal and thrive.

Did You Know?

ICE developed the Victim Information Notification Exchange (DHS VINE) system to enhance the safety and support of victims affected by crimes involving noncitizens. This system ensures that victims are kept informed about the custody status of their offenders, providing them with crucial updates and a sense of security. By prioritizing victim awareness and safety, DHS VINE plays a vital role in helping individuals navigate the complexities of the legal system and empowers them in their recovery process.

Looking Forward

Looking forward, HSI is dedicated to enhancing its victim-centered approach, which seeks to minimize trauma and provide essential support to individuals affected by trafficking. A key element of this strategy is the CP designation, which grants temporary legal status to noncitizen trafficking victims. The growing use of CP reflects HSI's commitment to stabilizing victims and restoring their self-sufficiency, ultimately encouraging their active participation in investigations. To further facilitate access to CP, HSI is developing an online application portal and expanding awareness through outreach initiatives for NGOs, service providers, and the public.



Operation Renewed Hope enhances victim support and recovery

In its commitment to a victim-centered approach, DHS prioritizes the protection and support of crime victims through its programs and operations. A powerful example of this dedication is seen in HSI's "Operation Renewed Hope." Launched in July 2023, the operation resulted in identifying 311 probable victims, with 94 positive contacts and several rescues from ongoing abuse. Following this, "Operation Renewed Hope II" in Spring 2024 further advanced these efforts, generating 414 probable victim identifications and confirming 30 previously unknown child sexual abuse victims, including eight rescued from active exploitation. These operations not only disrupted criminal activity but also showcased HSI's comprehensive support for victims. The VAP plays a crucial role, employing highly trained forensic interview specialists to conduct trauma-informed interviews. VAP Specialists also provide essential resources, including crisis intervention and referrals for medical and mental health care. By integrating these efforts, DHS reinforces its mission to mitigate trauma and empower survivors on their paths to healing and stability.





HSI also recognizes the importance of strengthening its mission support roles, such as VAP Specialists and Forensic Interview Specialists, in addressing the needs of victims effectively. These non-law enforcement professionals play a crucial role in providing timely assistance and support during investigations. By prioritizing these mission support functions, HSI aims to enhance overall responsiveness and ensure that victims receive the help they need when they need it most. Moving forward, HSI remains committed to empowering these roles and reinforcing collaboration with law enforcement to effectively combat exploitation.

Did You Know?

Sextortion is a serious crime where victims are coerced into providing sexual images under threat of exposure. There are two main types: traditional sextortion involves threats to share images publicly, while financial sextortion demands money or gift cards to keep such images private. A recent analysis by the NCMEC reveals that financial sextortion is on the rise, with 79% of predators now seeking money rather than more images. HSI collaborates closely with NCMEC and other law enforcement agencies to combat these crimes and bring offenders to justice.



Objective 6.3: Detect, Apprehend, and Disrupt Perpetrators

Overview

Key measure aligned to ICE Homeland Security Investigations

DHS is enhancing its efforts to detect, apprehend, and disrupt perpetrators involved in human trafficking and related crimes. Since the establishment of the CCHT in 2020, the Department has made significant strides, resulting in increased investigations and arrests for human trafficking. To bolster these efforts, DHS is also focusing on improving worksite enforcement capabilities, enabling labor law agencies to effectively address labor exploitation. Streamlined processes now facilitate support for workers during investigations, enhancing overall workplace conditions and allowing law enforcement to take decisive action against unscrupulous employers.

The Department's commitment to protecting vulnerable populations extends to its proactive measures against CSEA. Utilizing advanced technology, the CEIU targets offenders, leading to numerous arrests in connection with crimes against children.

In addition, DHS is dedicated to enforcing laws that prevent the importation of goods produced through forced labor. The implementation of the *Uyghur Forced Labor Prevention Act* (UFLPA) exemplifies this commitment, ensuring compliance while safeguarding workers and consumers from exploitation.

The recent enactment of the *Countering Human Trafficking Act of 2022* will enable further integration of counter-trafficking functions within the CCHT, while new public education



campaigns will elevate awareness and prevention efforts nationwide.

Additionally, the expansion of the DHS Cyber Crimes Center will broaden the Department’s approach, addressing various facets of trafficking and exploitation. Through collaboration with federal agencies and stakeholders, DHS aims to strengthen its comprehensive response to human trafficking, fostering safer communities and protecting those at risk.

Key Measure

Component		Program		Measure Name			
ICE		Homeland Security Investigations		Number of disruptions and dismantlements resulting from significant human trafficking, labor exploitation, and child exploitation investigations			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
---	---	---	---	320	628	✓	



Building strong partnerships to protect children from exploitation and abuse

DHS works diligently with domestic and international partners to enforce laws that protect children from abuse. Collaborative efforts with the Department of Justice, the FBI, U.S. Marshals, Interpol, and Europol have led to successful arrests and prosecutions of offenders targeting vulnerable youth. A critical focus has emerged on financial sextortion—a crime that involves adults coercing kids and teens into sending explicit images online to extort money—underscoring the need for proactive intervention. Additionally, through the HSI Angel Watch Center, DHS has successfully denied over 1,400 convicted U.S. child sex offenders entry into foreign countries, fostering international cooperation to safeguard children globally. Partnerships with 61 regional Internet Crimes Against Children Task Forces have enhanced investigations into online exploitation, focusing on those involved in the production and distribution of child sexual abuse material. Furthermore, the Secret Service provides essential forensic assistance to NCMEC, while CBP screens unaccompanied minors for signs of abuse and trafficking, referring suspected cases to HSI. These comprehensive efforts underscore DHS's unwavering commitment to protecting children and dismantling criminal networks that seek to exploit them.





Explanation of Results

In FY 2024, HSI achieved a significant milestone with 628 disruptions and dismantlements stemming from investigations into human trafficking, labor exploitation, and child exploitation. This measure reflects HSI's strategic commitment to addressing high-threat TCOs involved in these crimes. Disruptions impede the normal operations of these organizations, while dismantlements target their leadership and financial networks, rendering them incapable of functioning.

These results not only underscore the effectiveness of HSI's investigative efforts but also align with broader national priorities aimed at combatting exploitation and protecting vulnerable populations. By disrupting these criminal enterprises, HSI enhances public safety and reinforces the government's commitment to upholding justice and supporting victims.

Looking Forward

As HSI looks ahead, it remains committed to strengthening its operations through the integration of commercially available data, which will enhance investigative capabilities, improve risk assessments, and drive efficiency. This effort is accompanied by a strong emphasis on ethical guidelines and privacy rights. To ensure responsible data usage, HSI is working closely with the DHS Privacy Office to develop clear policies and oversight mechanisms, along with tailored training for personnel and partners.

Additionally, the CCHT continues to evolve, having significantly expanded its capabilities since its establishment in 2020. This growth allows HSI to more effectively prevent crimes of exploitation, identify and protect victims, and bring perpetrators to justice. Together, these initiatives underscore HSI's dedication to combating exploitation while maintaining a firm commitment to ethical practices and privacy protections.

Did You Know?

DHS has developed advanced tools to aid law enforcement in combating crimes of exploitation. One such innovation is the StreamView application, developed by S&T. StreamView helps investigators efficiently aggregate and analyze leads in child exploitation cases. Since its launch in May 2023, the tool has facilitated the rescue of 68 victims, resulted in 47 arrests, secured eight life sentences, and dismantled eight trafficking networks with up to one million users. This highlights the critical role of technology in protecting vulnerable children.



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: our people, along with physical assets, data, and technology.

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.



Office of Health Security enhances public health and workforce safety

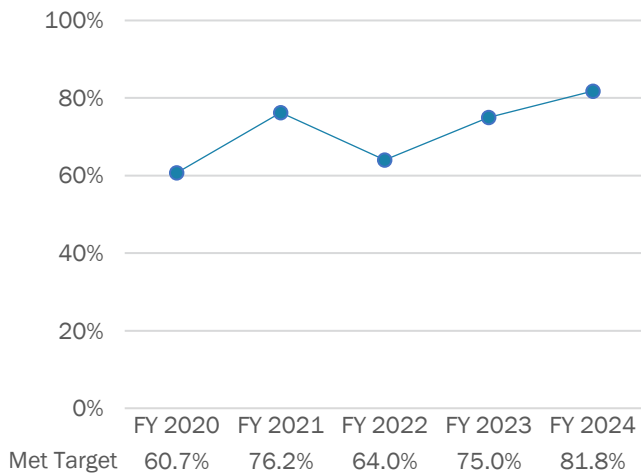
In July 2022, the DHS established the Office of Health Security (OHS) to address the growing need for a unified approach to health, safety, and public health missions within the agency. This new office consolidates medical, workforce health, and safety functions under the leadership of the Chief Medical Officer. The initiative is a response to the unprecedented health challenges faced by Americans, including the COVID-19 pandemic and natural disasters, underscoring the importance of a coordinated response to public health threats. By pioneering best-in-class health and wellness programs, OHS aims to enhance workforce safety and provide timely medical care for noncitizens in DHS custody. The office's structure fosters collaboration and accountability across the DHS enterprise, ultimately improving the nation's preparedness and resilience against health emergencies. This initiative not only strengthens internal capabilities but also positions DHS as a critical partner in public health efforts, demonstrating a proactive commitment to safeguarding both its workforce and the communities it serves.



DHS will also focus on developing and deploying our workforce and 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. 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.

PERCENT OF PERFORMANCE MEASURES THAT MET THEIR TARGET (ENABLING MISSION)



In FY 2024, 81.8% of DHS performance measures aligned to our Enabling Mission met their target. This is 6.8% over FY 2023. Independent of whether performance measures met or did not meet their targets, 55.9% of measures improved over prior year results, demonstrating the Department’s commitment to continuous improvement.²⁴ Additional information regarding the Enabling Mission performance in FY 2024 is provided in the following pages, organized by strategic objective. For each objective, we provide a brief overview and at least one key measure with an explanation of result. In cases where measures did not

meet their target, we also describe the corrective actions that DHS is taking. Lastly, forward-looking initiatives are described for each objective. Please note that summaries are only provided for Objective E.2 and E.3, as the work carried out under Objective E.1 intersects with, informs, and guides Departmental efforts across all other strategic objectives. See more on Objective E.1 in the DHS [AFR](#).

²⁴ The Enabling Mission is associated with 33 GPRA measures. The FY 2024 APR presents the Department’s finalized performance results, offering a comprehensive analysis and discussion of all strategic performance measures. The FY 2026 APP, which we anticipate being published concurrently with the FY 2026 President’s Budget Request, will establish outyear targets for all GPRA measures. Additionally, the APP will include the Department’s management measures, which provide further clarity and context regarding the outcomes reflected in our strategic measures.





Objective E.2: Champion the Workforce

Overview

Key measure aligned to FLETC

DHS is committed to strengthening its workforce, the cornerstone of its mission. Recognizing that a capable and motivated workforce is essential for effective homeland security, DHS is enhancing its recruitment, retention, and professional development initiatives. This includes fostering an environment that prioritizes employee well-being, investing in mental health resources, ensuring equitable compensation, and providing support for frontline workers. Such measures are aimed at bolstering morale and reinforcing public trust in the Department.

DHS also acknowledges that a diverse workforce is critical for fostering creativity, innovation, and engagement—key elements in addressing complex security challenges. To this end, the Department is actively working to ensure that its personnel reflect the diversity



Accelerating gender equity in law enforcement through the 30 by 23 Initiative

The 30 by 30 Initiative seeks to elevate the representation of women in law enforcement agencies to 30% by 2030. Aligned with this initiative, DHS accelerated its efforts through the 30 by 23 Initiative, which aimed to achieve this target seven years earlier. Recent efforts have led to 35% of new law enforcement hires across the past two years being women, while maintaining existing standards and qualifications. DHS is also implementing family-friendly policies, such as paid parental leave and enhanced support resources, addressing concerns about balancing career and family life for all parents. Additionally, by prioritizing mentorship programs and promoting equitable promotion policies, DHS is fostering a respectful environment that not only supports the goals of 30 by 23 but also strengthens the effectiveness and community relations of its law enforcement personnel.



of the communities they serve. This commitment is reflected in the DHS Inclusive Diversity Strategic Plan, which aims to create an equitable work environment and implement targeted recruitment initiatives to attract diverse talent.

Central to these efforts is FLETC, a vital training resource for over 127 federal, state, and local law enforcement agencies. FLETC's mission is to prepare personnel to effectively safeguard communities. As the nation's largest law enforcement agency, with approximately 80,000 officers across our Components, DHS relies on FLETC to enhance operational readiness and effectiveness. DHS is also adopting best practices from the private sector and academia to improve performance management. By enhancing IT systems and fostering a culture of continuous feedback, DHS promotes collaboration and transparency. These initiatives are crucial for improving employee performance and ensuring the integrity of our law enforcement practices, ultimately strengthening public confidence and fostering community cooperation.

Did You Know?

As of last year, FLETC had already achieved impressive cost savings through its firearms range recycling pilot program. The installation of a new industrial baler allows FLETC to shred hundreds of pounds of target paper and cardboard backers for recycling. In FY 2024, the program successfully recycled 82.3 tons of frangible dust, 52.2 tons of lead bullet waste, 149.9 tons of mixed brass casings, and other recyclable materials, collectively valued at over \$1 million. This initiative not only promotes sustainability but also highlights FLETC's commitment to responsible resource management.

DHS Accomplishments and Key Measure Aligned to FLETC

Component		Program		Measure Name			
FLETC		N/A		Percent of Partner Organizations satisfied with Federal Law Enforcement Training Centers' training			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
100%	94%	93%	98%	92%	94%	✓	

Explanation of Results

In FY 2024, DHS made significant strides in improving employee morale, well-being, and overall job satisfaction, earning recognition as one of the [best places to work](#) for federal employees. For the fourth consecutive year, employee morale increased, with the Department's "Global Satisfaction Index" rising by a historic ten points, from 54% in 2022 to 64% in 2024. DHS was also honored by the Partnership for Public Service as the "most improved large federal agency." This achievement is a direct result of DHS's focused efforts to prioritize workforce well-being and address employee concerns, which has been integral in boosting productivity and supporting program success.





DHS further supported its employees in FY 2024 through initiatives such as deploying DHS Jump Teams to address front-line personnel needs, modernizing facilities in response to employee feedback, and delivering a permanent pay plan for TSA employees to improve morale, retention, and recruitment. TSA's attrition rate significantly declined, from over 15% in 2022 about 9% in 2024. The Department also expanded the Secretary's Awards program into an annual recognition ceremony, honoring over 4,000 employees at 32 ceremonies since 2021. Additionally, DHS enhanced support for law enforcement personnel by prioritizing mental health, modernizing the promotion process, and establishing the Body Armor Council to improve officer safety. DHS has also worked with Congress to establish emergency back-up care programs to assist employees with caregiving needs, allowing them to focus on their mission while their families are supported.

Looking to FLETC, in FY 2024 the agency achieved a 94% satisfaction rate from partner organizations for its training programs, as indicated by the annual Partner Organization (PO) Satisfaction Survey. This survey collects feedback on training quality from law enforcement and other attendees at FLETC locations in Glynco, Georgia; Artesia, New Mexico; Charleston, South Carolina; and Cheltenham, Maryland, and evaluates FLETC's domestic and international initiatives. Of the 408 responses received, 385 rated their experience as satisfactory across 11 key questions. While this represents a slight decline from the previous year's rate, it remains above target.



New small UAS training program for law enforcement personnel

FLETC has successfully launched the Law Enforcement Small Unmanned Aircraft System Pilot Training Program (LESUASPTP), enhancing the readiness of first responders. This innovative program trains law enforcement personnel to operate small UAS (S-UAS) in compliance with 14 CFR 107 regulations, covering essential certifications along with operational, legal, and cybersecurity considerations. Developed in collaboration with the National Institute of Standards and Technology (NIST), CBP, the United States Marine Corps, and the FAA, this 80-hour program equips agencies with the necessary skills to effectively integrate S-UAS technology into their operations. By enabling law enforcement to utilize advanced aerial capabilities, the program significantly enhances situational awareness and response times during critical incidents, ultimately improving public safety and operational effectiveness.

FLETC is committed to enhancing collaboration with partner organizations to refine training curricula and address the evolving needs of law enforcement communities. This high satisfaction level reflects FLETC's dedication to providing effective training, ultimately bolstering public safety and operational readiness.

Looking Forward

DHS is committed to creating an environment where its workforce thrives and feels valued, recognizing that the well-being and satisfaction of its employees are essential to the Department's success. By placing a high priority on employee engagement, DHS has fostered a culture of excellence, ensuring that frontline personnel have the tools, resources,



FLETC launches innovative smart house venues enhancing law enforcement preparedness

FLETC has successfully implemented the first in a planned series of cutting-edge Smart House Training venues, a pivotal advancement in law enforcement preparedness. This venue equips trainees with essential skills to identify potential threats while maintaining evidence preservation protocols. By facilitating comprehensive scenario-based exercises, it immerses trainees in real-world operational environments where they learn to execute search warrants, conduct interviews, and engage in undercover operations utilizing Internet of Things (IoT) technologies. This initiative underscores FLETC's commitment to optimizing both employee and financial resources. A newly established work unit designed, engineered, and constructed this innovative training venue, marking a significant step forward in enhancing the training and readiness of first responders. The Smart House venue not only addresses evidentiary and officer safety challenges but also prepares law enforcement personnel to navigate the complexities of modern policing, ultimately contributing to safer communities and more effective law enforcement operations.





and leadership they need to excel. Efforts such as the creation of DHS Jump Teams, facility modernization projects, and the introduction of emergency back-up care programs reflect a deep commitment to addressing employee concerns and improving work conditions. DHS has also focused on ensuring fair compensation and career development opportunities to boost morale, retention, and recruitment. As the Department continues to evolve, it remains dedicated to enhancing the work experience for its dedicated workforce, with the goal of creating a more efficient, effective, and mission-driven organization. Through recognition support, and strategic investments in personnel, DHS is paving the way for long-term success in its critical homeland security missions.

Did You Know?

FLETC developed an online Implicit Bias Training program for DHS aimed at promoting fairness and justice in law enforcement. This training explores the impacts of bias and improper profiling, providing critical insights to help officers recognize and mitigate these issues in their work. Collaboratively created with DHS, DOJ, and the Office of Personnel Management, this initiative enhances awareness and accountability within law enforcement, ultimately fostering more equitable policing practices.

Looking to FLETC, and as the agency moves into the future, it remains steadfast in its mission to deliver high-quality training for law enforcement professionals across the nation. The increasing complexity of modern threats, including cybercrime, terrorism, and organized crime, underscores the urgent need for specialized training. While FLETC has successfully adapted its training programs to meet these evolving demands—as seen in consistently high PO satisfaction rates—challenges persist.

Facility maintenance and upgrades are essential for creating an optimal training environment. Satisfaction with FLETC's facilities, equipment, and support services fell from 81% in FY 2023 to 78% in FY 2024, missing the 90% target both years. In response, FLETC is prioritizing investments in facility enhancements and expanding training capacities. This includes adopting innovative training methods and modalities, such as virtual training and new specialized courses. Additionally, FLETC is dedicated to improving hiring and retention initiatives and managing instructor-student ratios to further enhance the training experience.

Moving forward, FLETC is committed to leveraging its strengths—its experienced staff, robust training programs, and partnerships with over 127 federal law enforcement partner organizations as well as SLTT and campus law enforcement agencies and organizations nationwide—to meet the demands of the law enforcement community. By focusing on facility upgrades and expanding training offerings, FLETC aims to not only enhance the training experience but also strengthen public safety efforts nationwide. The path ahead is both challenging and promising, and FLETC is dedicated to navigating it with resilience and innovation.



Objective E.3: Harness Data and Technology to Advance Mission Delivery

Overview

Key measure aligned to S&T

In the coming years, advancements in emerging technologies offer significant opportunities for improving public safety, critical infrastructure, and operational efficiency within the DHS. Innovations such as AI, quantum information science, and robotics will enhance mission delivery, provided they are integrated with strong security and privacy measures.

S&T plays a crucial role in this effort, leading the development and deployment of new capabilities across the Department. Initiatives like next-generation passenger screening technologies are being implemented to improve airport security while streamlining processes through automation. In other mission spaces, the Southwest Border Technology Integration Program is successfully automating immigration processes, reducing processing times and enhancing officer safety. Additionally, as threats from emerging technologies evolve, such as UAS, S&T will work closely with federal and local partners to develop detection and mitigation strategies, safeguarding critical infrastructure.



Innovative technologies in the fight against fentanyl

S&T is at the forefront of combating the fentanyl crisis by developing innovative technologies to prevent the entry of synthetic drugs into the United States. Through extensive research and development, it equips DHS operators and first responders with enhanced fentanyl detection tools, ensuring safer environments and disrupting criminal networks. This initiative strengthens border security and supports agencies such as CBP and HSI. S&T has expanded NII capabilities at four southern border ports, conducting millions of scans to detect contraband while facilitating lawful trade. Collaborating with a DOE National Laboratory, it is exploring novel methods for detecting fentanyl vapor and particles to enhance rapid testing capabilities. Additionally, partnerships with the HSI Innovation Lab focus on integrating AI and machine learning to model the fentanyl supply chain, providing real-time decision support. These efforts collectively underscore S&T's vital role in advancing technology to safeguard communities and combat the ongoing fentanyl threat.





DHS is committed to fostering innovation by building partnerships with industry, academia, and non-traditional stakeholders. Programs like S&T’s Silicon Valley Innovation Program and the Homeland Security Startup Studio aim to bridge the gap between research and operational use, facilitating the commercialization of technologies that enhance homeland security. While embracing these advancements, DHS continues to prioritize and uphold civil rights, privacy, and accountability. Comprehensive governance mechanisms will ensure that new technologies are employed responsibly, with ongoing assessments to address risks such as bias and discrimination. Through these efforts, DHS is poised to lead the way in securing the nation while fostering trust and transparency within the communities we serve.

Did You Know?

S&T is collaborating with the State University of New York at Albany to advance weather forecasting through the EMPOWER pilot program. This initiative harnesses cutting-edge AI and real-time data to empower first responders in assessing rapidly changing weather conditions. By providing timely insights, the program aims to significantly reduce the impact of severe weather events, such as tornadoes and hurricanes, on communities and critical infrastructure, ultimately enhancing public safety and resilience in the face of natural disasters.

Key Measure

Component		Program		Measure Name			
S&T		N/A		Percent of technology or knowledge products transitioned to customers for planned improvements			
FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result	Met Target	Improved
66%	72%	68%	83%	72%	68%		

Explanation of Results and Corrective Action

In FY 2024, S&T successfully transitioned 68% of its planned technology and knowledge products to homeland security operational partners, demonstrating effective management of research and development initiatives. While this was slightly below the 72% target, S&T is actively addressing factors that may influence the timing of future milestones to ensure continued progress.

Among the 219 completed transitions in FY 2024, S&T validated integrated urban airflow and dispersion models and transitioned a CBP pilot C-UAS kit. S&T also delivered flood preparedness and response tools, FEMA decision support tools for deployment across federal and local agencies, and a 5G security study to guide DHS R&D investments. These transitions highlight S&T’s ongoing contributions to strengthening homeland security and supporting mission-critical operations. S&T is actively reviewing internal processes to optimize future planning and resource allocation. S&T also remains committed to collaborating with stakeholders, including Congress and OMB, to ensure effective regulations and processes support R&D execution.



Looking Forward

Looking ahead, S&T is positioned to play a crucial role in advancing mission delivery across DHS. By coordinating initiatives like the Immigration Services Program and the Checked Baggage Technology Development Project, S&T aims to enhance operational capacity and capability within the Department. Notable collaborations, such as the modifications to the MQ-9 unmanned aircraft systems with CBP, will foster innovation while ensuring mission readiness.

Did You Know?

S&T has significantly bolstered TSA's detection capabilities. In partnership with the FBI at the Improvised Explosives Detection & Synthesis Unit, TSA K9 teams are now testing against new explosive materials. This collaboration represents a major advancement in rapid detection efforts, enhancing the security of U.S. transportation systems and ensuring that first responders are better equipped to identify emerging threats quickly and effectively, thereby safeguarding public safety.

A key focus in the near future is the establishment of the Detection Sciences Testing and Applied Research Center, which will provide essential facilities for advanced research in aviation security screening. In line with its commitment to modernization, S&T is also implementing the first Institute of Electrical and Electronics Engineers standard for millimeter wave images, allowing TSA to perform independent quality analyses of imaging systems. These initiatives underscore S&T's dedication to developing tools and technologies that enhance security measures while streamlining operational processes.



Enhancing operational effectiveness with C-UAS technology at Francis Scott Key Bridge incident

S&T, in partnership with the Coast Guard, successfully deployed Counter-Unmanned Aircraft Systems technology in response to a critical infrastructure incident at the Francis Scott Key Bridge in Baltimore, MD. During the response and recovery efforts, Unified Command faced challenges related to UAS and sought S&T's expertise. To bridge the gap in visibility and communications, S&T procured and delivered the Robin Radar Iris system, significantly enhancing situational awareness at the incident site. S&T facilitated the initial setup and provided on-site training to ensure effective operation and calibration of the radar system. As a result of this collaboration, the Coast Guard has continued to integrate the radar into their operations, extending its benefits. This successful deployment highlights the importance of innovative solutions in bolstering operational effectiveness during critical incidents.





Simultaneously, the formation of the AI Task Force, in collaboration with the DHS Office of the Chief Information Officer, will advance the application of AI across various homeland security missions, including supply chain integrity and the combat against fentanyl trafficking. The Task Force seeks to partner with government, industry, and academia to effectively harness AI while tackling emerging challenges like adversarial AI. DHS, S&T, and the broader homeland security community are committed to researching these threats and providing actionable insights, including a forthcoming report on mitigation strategies.

Additionally, DHS has established the [Artificial Intelligence Safety and Security Board \(AISSB\)](#) (“Board”) to advise the Secretary, critical infrastructure stakeholders, and the broader public on the safe, secure, and responsible development and deployment of AI in the nation’s critical infrastructure. The Board’s recommendations will focus on enhancing the use of AI in sectors such as transportation, energy, and telecommunications, and will also address how to prevent and prepare for AI-related disruptions that could impact national security, public health, or safety. Complementing this effort is the [Roles and Responsibilities Framework for Artificial Intelligence in Critical Infrastructure \(“Framework”\)](#), developed in collaboration with industry and civil society. This first-of-its-kind framework provides guidance for stakeholders across the AI supply chain—including developers, cloud providers, and infrastructure operators—to ensure the secure and responsible integration of AI into essential services. Together, these initiatives underscore DHS’s commitment to balancing the innovation AI brings with the need for robust safety and security measures.

Lastly, the completion of the National Bio and Agro-Defense Facility in FY 2023 represents a significant milestone in biosecurity research, enabling the study of the most dangerous zoonotic pathogens in a state-of-the-art environment moving forward. This achievement not only highlights S&T’s capability to manage complex projects efficiently but also positions the facility as a vital national resource for addressing bio-agro threats.



Advancing homeland security through responsible AI integration

DHS has launched the Artificial Intelligence Task Force, led in coordination by S&T and OCIO to enhance the use of AI in securing borders, combating opioid trafficking, and protecting critical infrastructure, all while ensuring responsible implementation. This initiative is advancing pilot projects that utilize generative AI for training officers and developing hazard mitigation plans. The Task Force’s efforts have already demonstrated the transformative impact of AI, with significant successes in narcotics detection and victim identification in child exploitation cases. Moving forward, the DHS AI Roadmap outlines strategic priorities for 2024, with S&T and OCIO playing a vital role in fostering partnerships with stakeholders and academic institutions to ensure that AI applications enhance operational effectiveness while safeguarding civil rights and privacy. This commitment will drive progress in the homeland security mission, ensuring that the Department remains at the forefront of innovation.

PERFORMANCE MEASURES





About This Section

This section presents a full accounting of the Department's FY 2024 strategic performance measures, including explanations of results, corrective actions, and up to four years of historical results to allow for trend analysis.

In years of Presidential Administration change, the publication of our APR and APP is done as two separate documents. We anticipate the APP, which sets targets for the next two fiscal years, to be released with the new Administration's first full President's Budget, allowing the outgoing Administration to report on its results in the APR while the incoming Administration establishes new priorities. DHS continuously enhances its performance measures, introducing and retiring measures as needed, with changes noted in the APP.

Given the Department's size and complexity, we maintain over 180 GPRA measures on average, categorized into strategic and management measures. Strategic measures reflect the Department's value to stakeholders, focusing on outcomes that impact national security and community resilience, while management measures provide context on operational efficiency and effectiveness within our Components. The APR centers on strategic measures. Management measures are published in each Component's Strategic Context Overview Chapter as part of the [DHS Budget](#), and will be included in the FY 2026 DHS Budget to satisfy the requirement to publish the DHS APP. The APP will include FY 2025 and FY 2026 targets for each performance measure. It will indicate where measures have been retired from the Department's GPRA set and where new measures have been added.

The following tables are presented by Operational Component, followed by a section dedicated to the Department's major Support Components. In addition to trend data, explanations of results, and corrective actions, we also display each program's progress rating from the FY 2024 Strategic Review, as well as each performance measure's primary alignment to the strategic objectives established in the 2023 QHSR.



U.S. Customs and Border Protection

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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of detected conventional aircraft incursions resolved along all borders of the United States	Target:	98.5%	98.5%	98.5%	98.5%	98.5%
	Result:	100.0%	100.0%	100.0%	100.0%	100.0%

Strategic Alignment: Objective 2.1

Description: This measure represents the percent of conventional aircraft detected visually or by sensor technology, suspected of unauthorized or illegal cross border activity, which are brought to a successful resolution. Resolution of the incursion is accomplished by the Air and Marine Operations Center (AMOC) working with federal, state, and local partners. The incursion is considered resolved when one of the following has occurred: 1) law enforcement action has been taken for criminal violations; 2) appropriate regulatory or administrative action has been taken for non-criminal violations; or 3) the aircraft did not land or otherwise display unlawful conduct while in the U.S, was continuously visually or electronically monitored while over the U.S., and has exited U.S. airspace and is no longer a threat to national security.

Explanation: In FY 2024, the AMOC and Caribbean AMOC resolved 294 of 294 border incursions for an overall success rate of 100.0%. AMOC successfully continues to work closely with its CBP partners, such as U.S. Border Patrol and Office of Field Operations, as well 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.

BORDER SECURITY OPERATIONS

Program Goal: Secure the U.S. Border between 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 2024 Strategic Review Progress Rating: Focus Area





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of people apprehended or encountered multiple times along the Southwest Border between ports of entry	Target:	≤ 15.0%	≤ 20.0%	≤ 20.0%	≤ 20.0%	≤ 20.0%
	Result:	25.9%	26.6%	16.6%	11.8%	5.7%

Strategic Alignment: Objective 2.1

Description: This measure examines the percent of removable individuals who have entered the U.S. illegally and been apprehended or encountered multiple times by the U.S. Border Patrol along the Southwest Border. It serves as an indicator of the potential impact of the Border Patrol’s application of consequence on affecting future illegal crossing activity into the United States. Those crossing the border illegally, from first-time offenders to people with criminal records, face an array of available consequences. Efficient application of effective consequences for illegal border crossers intends, over time, to reduce overall recidivism. The measure factors in border crossing activity within a rolling, 12-month period.

Explanation: The rate of multiple encounters among migrants entering illegally on the Southwest Border decreased to 5.7% during FY 2024, continuing a declining annual trend. Of 1,150,466 unique subjects encountered during this reporting period (October 1, 2023 – September 30, 2024), 65,202 made at least a second attempt. Recidivism’s annual decline corresponds with the reduction and eventual cessation in use in May 2023 of Title 42, the Centers for Disease Control and Prevention’s (CDC’s) 2020 public-health Order intending to mitigate COVID risks. Title 42 subjects were expelled from the United States as expeditiously as possible but faced no legal consequence. None of the FY 2024 Q3 or Q4 data that contributed to measure results includes subjects encountered under Title 42 authority, so unless that authority is re-instated for public-health reasons, it will not affect data moving forward.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of time the U.S. Border Patrol reaches a detection site in a timely manner to assess the nature of detected activity in remote, low-risk areas of the Southwest and Northern Borders	Target:	95.0%	95.0%	95.0%	95.0%	95.0%
	Result:	95.3%	96.9%	83.2%	86.8%	76.6%

Strategic Alignment: Objective 2.1

Description: This measure gauges the percent of time agents reach remote low-risk areas to assess notifications of potential illegal activity and make a determination of the nature of this activity. The goal is for Border Patrol Agents to respond to these notifications in remote low risk areas within 24 hours. If not accomplished in a timely fashion, the evidence degrades and determinations cannot be made regarding the nature of the potentially illicit activity. Responding to notifications of activity provides valuable information in terms of both the nature of the detected activity, as well as with confirming whether or not the area continues to be low risk. This measure contributes to our situational awareness and ability to secure the border.

Explanation: With indications of possible illicit cross-border activity in remote, low-risk areas doubling over the FY 2023 total, agents reached those sites within hours at a rate of 76.6% (82 of 107 instances, of which 32 were determined to be illicit in nature) after notification of a need to investigate from CBP’s Office of Intelligence (OI). 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 stated number of instances not receiving a response within 24 hours could be revised pending completion of documents still under review.



Of significant note is that 47 of the 107 notifications went to Tucson Sector, and only one of those occurred in Q4. Tucson Sector missed responding within 24 hours to seven of its events – all in Q1 – after receiving a total of nine notifications in all of FY 2023.

Corrective Action: The Northern Border Geospatial Information team is coordinating with CBP OI to resolve contractual matters and mitigate personnel availability issues by increasing the number of analysts. All technical and program requirement challenges encountered during FY 2024 Q4 have been successfully addressed, ensuring no future operational impacts. In FY 2024, support for humanitarian needs at CBP Central Processing Centers and stations dealing with increases in the apprehension of large groups (often more than 100) challenged response times. OI continues to improve its ability to identify some indications as non-illicit prior to alerting stations.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Rate of interdiction effectiveness along the Southwest Border between ports of entry	Target:	81.0%	81.0%	81.0%	81.0%	81.0%
	Result:	79.4%	82.6%	75.9%	75.6%	86.2%

Strategic Alignment: Objective 2.1

Description: This measure reports the percent of detected illegal entrants who were interdicted (apprehended under Title 8, encountered under Title 42, and those who were turned back) after illegally entering the United States between ports of entry along the Southwest Border. The rate compares interdictions to the total of detected illegal entrants, which adds those determined to have evaded apprehension. Border Patrol achieves desired results by maximizing the apprehension of detected illegal entrants, confirming that illegal entrants return to the country from which they entered, and by minimizing the number of persons who evade apprehension and can no longer be pursued (a Got-Away Border Zone [GA-b] in zones contiguous to the international border or a Got-Away Interior Zone [GA-i] in enforcement zones having no direct nexus to the international border). This measure is a key indicator of the Border Patrol’s law enforcement response and resolution impact.

Explanation: Border Patrol agents interdicted 1,589,659 of 1,845,043 subjects detected making illegal entries (86.2%) on the Southwest Border in FY 2024. Apprehensions of large groups, which began to increase in mid-FY 2023 and continued into FY 2024 Q1, accounted for 38% of FY 2024’s volume. After Q1, average daily illegal entries, interdictions, and documented Got-Aways were 7,926; 6,978; and 948 (respectively). The volume of illegal entries declined in Q2 and Q3 as migrants exhibited increasingly evasive behavior. In data exclusive to Q4, those daily averages were 2,919; 2,264; and 654, meaning that the interdiction effectiveness rate for Q4 was 77.6%. The top 10 stations in illegal entry levels accounted for more than 62% of all Southwest Border traffic. About 42% of those entering illegally are members of family units or unaccompanied children (compared to 37% in FY 2023). About 68% of subjects apprehended are from countries other than Mexico (compared to 71% in FY 2023). FY 2024 observed Got-Aways totaled 255,384.

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 2024 Strategic Review Progress Rating: Noteworthy

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of cargo by value imported to the United States by participants in CBP trade partnership programs	Target:	53.0%	53.0%	53.0%	53.0%	51.0%
	Result:	52.0%	52.1%	50.9%	51.2%	51.6%

Strategic Alignment: Objective 2.2

Description: This measure reports all cargo imported to the United States through the Customs Trade Partnership Against Terrorism (CTPAT) as a share of the total value of all cargo imported. CBP works with the trade community through this voluntary public-private partnership programs to adopt tighter security measures throughout their international supply chain in exchange for benefits, such as a reduced number of inspections, shorter wait times at the border, and/or assignment of a Supply Chain Security Specialist to a partner firm. Trade partnership programs enhance the security of the supply chain by intercepting potential threats before the border while expediting legal trade.

Explanation: CTPAT entry cargo value was \$1.745 trillion and total entry cargo value was \$3.383 trillion through FY 2024 end of year. Both the CTPAT value and the total entry cargo value were up slightly from FY 2023 end of year.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of import revenue successfully collected	Target:	99.00%	99.00%	99.00%	99.00%	99.00%
	Result:	99.62%	98.51%	99.64%	99.44%	97.75%

Strategic Alignment: Objective 2.2

Description: This measure assesses the effectiveness of ensuring that the importers pay the proper amount of taxes and duties owed on imports. Importers must deposit the revenue owed, which they estimate based on type of import, declared value, country of origin, and quantity being imported. CBP impacts the results by implementing enforcement actions and providing guidance and estimation tools that serve to reduce importer fraud, negligence, and misunderstanding in estimating revenue owed. Results are used to determine the need for additional or changed policies, enforcement actions, and guidance. This measure aligns to the goal of protecting national economic security, facilitating fair trade, supporting the health and safety of the American people, and ensuring a level playing field for U.S. industry. External factors such as foreign governments that support importer noncompliance and unforeseen changes in policy and trades laws may result in underpayment of import revenue.

Explanation: Since CBP cannot examine all goods entering the U.S., this metric is estimated using stratified random sampling. Several of the entry summary lines selected randomly for review in Q2 and Q3 had a net revenue recovered totaling \$680 thousand due to undervaluation by the importer. These random samples represented 17,654 entry summary lines from the total population for the year, for an estimated net recoverable revenue of \$1.7 billion. The total revenue collected for the year was \$98.5 billion out of an estimated \$100.7 billion.

Corrective Action: The most egregious violations found were referred to the corresponding Centers of Excellence and Expertise for investigation and enforcement. Center personnel will review the



violations and take corrective actions including issuing fines and referring importers for disbarment.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of imports compliant with U.S. trade laws	Target:	97.50%	97.50%	97.50%	97.50%	97.50%
	Result:	98.37%	99.96%	99.69%	99.35%	99.46%

Strategic Alignment: Objective 2.2

Description: This measure gauges the results of an annual CBP review of imports into the U.S., which assesses imports’ compliance with U.S. trade laws, including laws related to customs revenue. CBP’s Trade Compliance Measurement (TCM) program covers a population of all consumption and anti-dumping/countervailing duty (AD/CVD) transaction types, reporting the share of all transactions free from major discrepancies. A statistically valid random sample of transactions are reviewed to ensure that imports remain legally compliant and free of major discrepancies.

Explanation: This metric reflects how compliant the trade community is with U.S. laws and regulations. The estimated number of major transactional discrepancies was low with revenue violations being the most prevalent. CBP’s Office of Trade was successful at enforcing U.S. trade laws through both informational outreach and strategic targeting and enforcement campaigns.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of inbound cargo identified as potentially high-risk that is assessed or scanned prior to departure or arrival at a U.S. port of entry	Target:	100.00%	100.00%	100.00%	100.00%	100.00%
	Result:	100.00%	99.70%	100.00%	100.00%	100.00%

Strategic Alignment: Objective 2.2

Description: This measure reports the percent of international cargo coming to the U.S. via air, land, and sea, which CBP identified as potentially high-risk and then assessed or scanned prior to departure from a foreign port of origin or upon arrival at a U.S. port of entry to address security concerns. CBP assesses risk associated with a particular cargo shipment using IT systems. Shipments include a wide range of cargo, from international mail to a palletized commercial shipment of packaged items. An automated system check flags a shipment as potentially high-risk when information meets specified criteria, which triggers actions in the field such as assessing or scanning of potentially high-risk shipments. Assessing, resolving, and scanning potentially high-risk cargo prior to departure from ports of origin or upon arrival at ports of entry ensures public safety and minimizes impacts on trade through effective use of risk-focused targeting.

Explanation: This measure is a combination of air, vessel, and truck data. Through FY 2024, 18,188 potentially high-risk shipments across air, vessel, and truck modes were assessed, resolved, or scanned prior to foreign port departure or U.S. 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 2024 Strategic Review Progress Rating: Satisfactory

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

Strategic Alignment: Objective 2.2

Description: This measure calculates the percent of GE members who are found to have no violations that would provide a legitimate reason to suspend or revoke a person’s GE membership during the course of the fiscal year. CBP checks all GE members against major law enforcement databases every 24 hours. The measure demonstrates the effectiveness of the GE trusted traveler program at correctly identifying low-risk travelers and quickly incorporating any changes in traveler risk-status that result in suspension or removal to ensure that all active GE members meet required security protocols at all times.

Explanation: Demonstrates the effectiveness of GE at correctly identifying low-risk travelers and quickly incorporating any changes in traveler risk-status that result in revocation. For FY 2024, a total of 17,355 members were revoked out of the GE population of 10,022,697 (as of October 1, 2023).



Cybersecurity and Infrastructure Security Agency

CYBERSECURITY DIVISION

Program Goal: Defend and secure cyberspace by leading national efforts to mitigate cyber threats, enhance the resilience of national critical functions, and foster a robust technology ecosystem.

Program Description: The Cybersecurity Division 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of targeted hunts of Federal Civilian Executive Branch agencies leveraging Endpoint Detection and Response	Target:	--- ²⁵	---	---	---	5
Persistent Access Capability under CISA's National Defense Authorization Act authorities	Result:	---	---	---	---	6

Strategic Alignment: Objective 4.1

Description: This measure counts the number of FCEB targeted hunts EDR PAC, with an overall goal of uncovering unknown anomalous and/or malicious activity. Agencies are chosen through operational priorities set by CSD's Threat Hunting Chief of Operations. Targeted Hunt operations include a comprehensive (host, network, and cloud telemetry) review, triage, and baselining of an agency's corporate environment to identify technology/services patterns and trends. These operations also include industrial control systems and operational technology environments. Outputs from hunts are utilized by tactical and operational staff; and senior leaders to inform mission resources and actions, Operational Visibility investments, and external outreach (Binding Operational Directives, Emergency Directives, Cybersecurity Alerts). These hunts lessen the impact of or prevent national service degradation, theft of proprietary and/or intellectual property, and prevent harm to the public.

Explanation: Six targeted hunts were completed in FY 2024.

²⁵ Three dashed lines indicate that a performance measure was not part of the DHS GPRA set for that year or results were not reported, so no trend data is available. While Components may have reported these measures internally or externally before they were added to the GPRA set, historical results are generally not included in GPRA reporting contexts per the DHS measure improvement and change control process.





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of vulnerable systems notified under the Ransomware Vulnerability Warning Pilot that have been mitigated	Target:	---	---	---	---	40%
	Result:	---	---	---	---	44%

Strategic Alignment: Objective 4.1

Description: This measure reports the percent of stakeholders that have mitigated vulnerable systems after notification under the RVWP. Through RVWP, CISA leverages 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 identified vulnerabilities. CISA encourages system owners to mitigate identified vulnerabilities in a timely manner and conducts regular follow-up to determine whether system owners are mitigating identified vulnerabilities after notification under RVWP. Measure results are used by CISA senior leadership to inform decision making and by RVWP team members and collaborating CISA divisions to inform operations. The primary external factor that affects measure results is stakeholder capacity and capability to mitigate vulnerabilities identified under RVWP.

Explanation: 1,800 notifications were submitted under the RVWP in FY 2024, and 776 notified systems successfully mitigated identified vulnerabilities.

EMERGENCY COMMUNICATIONS DIVISION

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

Program Description: ECD 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of all state and territory emergency communications interoperability markers assessed at the highest levels	Target:	50.0%	55.0%	58.0%	61.0%	75.0%
	Result:	64.0%	68.0%	73.7%	77.0%	78.4%

Strategic Alignment: Objective 4.2

Description: This measure identifies the current maturity level of emergency communications interoperability components across the nation, as assessed against best practices known as “interoperability markers” defined by CISA and the National Council of Statewide Interoperability Coordinators (NCSWIC). Each state and territory self-assess the maturity of their emergency communications interoperability components against all markers, which cover a range of factors. States and territories with a marker identified as “defined” or “optimized” are operating at the highest levels of interoperability for that marker. In FY 2025, CISA and NCSWIC are implementing the next generation of markers (Version 2.0), which will help to improve emergency communications capabilities and interoperability throughout the nation. Performance targets will be adjusted in FY 2025 to give states and territories the time to enhance capabilities and adopt best practices established in the next generation of interoperability markers.

Explanation: In FY 2024, 78.4% of state and territory emergency communications interoperability



markers were assessed at the highest levels. This is up 1.4 points from FY 2023, continuing the upward trend in results seen over the past five years.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of landline priority calls successfully connected using the Government Emergency Telecommunications Service Landline Network	Target:	99.00%	99.00%	99.00%	99.00%	99.00%
	Result:	99.70%	99.50%	99.50%	99.12%	98.32%

Strategic Alignment: Objective 4.2

Description: This measure assesses the reliability and effectiveness of GETS by reflecting the call completion rate (CCR) made through the service. The CCR is the percent of calls that authorized GETS subscribers successfully complete via the landline telephone network to their intended audience (e.g., person, location, system) as compared to the total number of attempted calls. GETS is accessible to authorized users, such as public safety and critical infrastructure partners, at any time and is considered a resilience tool for users to ensure interoperability through priority calls completed during times of network congestion caused by all-hazard scenarios, including natural or manmade disasters.

Explanation: Valid GETS call attempts were negatively impacted by a nationwide carrier service outage in FY 2024 Q2 (February) that left some wireless destination numbers unreachable by GETS users during the outage, resulting in a GETS CCR of 98.32% for the year.

Corrective Action: ECD is investigating the issue that occurred in Q2 and is taking appropriate steps to mitigate any gaps or shortfalls identified during the review process.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of wireless priority calls successfully connected using the Wireless Priority Service	Target:	85.00%	85.00%	85.00%	85.00%	85.00%
	Result:	98.90%	100.00%	99.77%	99.00%	98.65%

Strategic Alignment: Objective 4.2

Description: This measure assesses the reliability and effectiveness of the Wireless Priority Service (WPS) by reflecting the call completion rate made through the service. The call completion rate is the percent of calls that authorized WPS subscribers successfully complete to their intended audience (e.g., person, location, system) as compared to the total number of attempted calls. WPS provides subscribers, such as public safety and critical infrastructure partners, with priority access to wireless networks at any time and is considered a resilience tool for users to ensure interoperability through priority calls completed during times of network congestion caused by all-hazard scenarios, including natural or manmade disasters.

Explanation: Over 770,000 calls were assessed in FY 2024, resulting in a WPS CCR of 98.65% for the year. This is within historical tolerances for the measure, but does represent a decrease over prior years, likely as a result of the nationwide carrier service outage in FY 2024 Q2.

INFRASTRUCTURE SECURITY DIVISION

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

Program Description: ISD leads and coordinates both regulatory and voluntary national programs and policies on critical infrastructure security and resilience and develops strong partnerships across government and the private sector. The program conducts and facilitates vulnerability and





consequence assessments to help critical infrastructure owners and operators and SLTT partners to understand and address risks to critical infrastructure, Additionally, it sets standards and issues guidance and best practices for federal facility security and offers soft targets and crowded places tools and training to help build capacity to manage risks.

FY 2024 Strategic Review Progress Rating: Noteworthy

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of organizational Interagency Security Committee benchmarks reported as fully compliant	Target:	---	---	---	46%	48%
	Result:	---	---	---	52%	54%

Strategic Alignment: Objective 4.2

Description: This measure demonstrates progress agencies are making towards achieving the ISC’s identified benchmarks related to its policies and standards for facility security. Led by CISA, the ISC establishes policies, monitors compliance, and works to enhance the security and protection of federal facilities, ensuring that federal facilities, the people that work at them, and those who visit are safe and secure throughout the country. The capacity and capability of federal facilities to implement security countermeasures that meet ISC benchmarks is the primary external factor that can affect measure results.

Explanation: This measure is a lagging indicator based on FY 2023 compliance reporting. Out of 1,845 organizational benchmarks assessed, 992 were rated as fully compliant. This is a slight increase over FY 2022 reporting (see FY 2023 target and results).

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of respondents stating cyber and physical security exercises enhanced individual or organizational preparedness	Target:	---	---	---	---	79%
	Result:	---	---	---	---	90%

Strategic Alignment: Objective 4.2

Description: This measure demonstrates the effectiveness of CISA’s cyber and physical exercises in enhancing the security, preparedness, and resiliency of critical infrastructure partners both at the individual and organizational level. Exercises include but are not limited to those conducted under the National Cyber Exercise Program and in support of the Joint Cyber Defense Collaborative. Following a CISA exercise, a survey is distributed to participants to rate the degree to which participating in the exercise enhanced their individual or organizational preparedness to execute their role(s) in preventing, protecting against, responding to, or mitigating threats to critical infrastructure.

Explanation: In FY 2024, 90% of participants in CISA's cyber and physical security exercises reported improved preparedness. These exercises play a critical role in enhancing the readiness of both individuals and organizations, demonstrating CISA's effectiveness in strengthening collective resilience.

INTEGRATED OPERATIONS DIVISION

Program Goal: Lead CISA's efforts to integrate operations that reduce risk to the Nation’s critical infrastructure that Americans rely on.

Program Description: IOD serves as CISA’s front line, supporting the agency in its role as the



National Coordinator for Critical Infrastructure Risk and Resilience by sharing threat intelligence and situational awareness information; providing support during and after incidents; and supporting preparedness efforts, with a focus on proactive service delivery that supports reducing risk in a demonstrable way and advancing the mission of protecting our nation’s critical infrastructure. IOD's dedicated teams work to meet the increasing demand for CISA's risk-reducing products and services that impact our critical infrastructure and national critical functions.

FY 2024 Strategic Review Progress Rating: N/A (Participated under ISD)

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

Strategic Alignment: Objective 4.2

Description: This measure demonstrates the percent of facilities that are likely to enhance their security and resilience by integrating IOD’s vulnerability assessment or survey information. Providing facilities with vulnerability information allows them to understand and reduce risk of the Nation's critical infrastructure. The results are based on all available data collected during the fiscal year through vulnerability assessments. Security and resilience enhancements can include changes to physical security, security force, security management, information sharing, protective measures, dependencies, robustness, resourcefulness, recovery, or the implementation of options for consideration.

Explanation: The annual target was met for the percentage of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements. In FY 2024, 96 out of 112 (86%) respondents indicated they would integrate results into operations.

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 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, conduct 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of Committee on Foreign Investment in the United States (CFIUS) related cases reviewed, analyzed, and processed	Target:	---	---	---	1,500	1,200
	Result:	---	---	---	1,183	1,080

Strategic Alignment: Objective 4.3

Description: This measure demonstrates the number of CFIUS related cases reviewed, analyzed,





and processed. CISA relies on the Foreign Investment Risk Branch (FIRB) within the NRM’s Analysis Division to manage the CFIUS process and foreign risk review on behalf of CISA. The review for CFIUS cases includes each CFIUS Notified Transaction, Supplemental Threat Information Reporting for each case, and full risk analysis for those transactions with equities where CISA is the designated SRMA. FIRB performs an initial review of Declarations (short form filings) and provides full risk analysis where CISA as the SRMA has potential equities. FIRB also provides a bi-weekly analysis of the Non-Notified Transaction Digest. Non-Notified transactions are potential CFIUS cases that did not go through the CFIUS filing process. The digest provides early warning of and information about foreign acquisitions of U.S. businesses and similar transactions that may impact DHS CISA equities.

Explanation: The FY 2024 target of 1,200 represented an estimate of the number of cases likely to be received from the Interagency, with the Department of Treasury as co-chair; actual results were short of the FY 2024 target

Corrective Action: NRM is retiring this measure in favor of a more outcome-oriented measure related to CFIUS cases review, which will be reported in the FY 2026 APP.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of unique election infrastructure stakeholders reached through Election Security & Resilience strategic engagements	Target:	---	---	---	5,500	5,500
	Result:	---	---	---	12,357	14,249

Strategic Alignment: Objective 4.3

Description: This measure demonstrates the capacity of the NRM’s Election Security and Resilience (ESR) Subdivision to engage election infrastructure stakeholders. ESR ensures that election infrastructure stakeholders have the information they need to manage risk to elections, coordinating across the Federal government and with election partners to engage, assist, and prepare the election community for an ever-evolving risk landscape. CISA is committed to working collaboratively with those on the front lines of elections, such as state and local governments, election officials, federal partners, and private sector partners. By reaching more unique election stakeholders through strategic engagements, ESR is able to drive greater awareness and better promote the use of CISA’s services to manage risks to the Nation’s election infrastructure.

Explanation: The FY 2024 target was surpassed, largely due to the major election year. Additionally, ESR facilitated CISA’s 7th Annual Tabletop the Vote national exercise in August 2024, which was attended by over 4,500 participants across the four days of the event.

STAKEHOLDER ENGAGEMENT DIVISION

Program Goal: To drive CISA’s mission delivery through partnership.

Program Description: SED leads CISA’s national and international partnerships and engagements and unifies CISA’s approach to operational collaboration and information sharing. To that end, SED leads CISA’s convening mechanisms and advisory boards that bring together partners from government, industry, and academia. SED also plays a critical role in shaping CISA’s engagement with the public and on the international stage. As the agency has matured, SED’s role within CISA has expanded well beyond engagement and evolved to encompass programs, products, and services that build capacity for our partners.

FY 2024 Strategic Review Progress Rating: N/A (Participated under ISD)



Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of Stakeholder Relationship Management user adoptions	Target:	---	---	---	329	558
	Result:	---	---	---	522	639

Strategic Alignment: Objective 4.2

Description: This measure assesses the growth, by quarter, in the adoption of the Stakeholder Relationship Management (SRM) tool across CISA by staff who conduct direct engagements with agency stakeholders, or who use the data in the SRM to plan or analyze stakeholder engagements. This measure sub-divides user adoptions by organizational category at the Division, Region, and Mission Enabling Office levels to support stakeholder engagement analysis and planning. This measure serves as a proxy to evaluate the utility and effectiveness of the SRM as a stakeholder engagement data collection and analysis tool within CISA.

Explanation: The target was met for FY 2024, representing a notable increase over FY 2023.





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 NDEMU, the CDP, and the USFA. These entities provide emergency management, response and recovery training, and exercise coordination to improve the knowledge, skills, and abilities of federal and SLTT emergency management personnel.

FY 2024 Strategic Review Progress Rating: Noteworthy

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training	Target:	87.0%	87.0%	87.0%	87.0%	87.0%
	Result:	92.2%	92.5%	93.3%	92.1%	93.4%

Strategic Alignment: Objective 5.4

Description: This measure assesses the effectiveness of NFA courses by assessing the increase in the knowledge, skills, and abilities of students trained as reported by individual first-line supervisors. Course graduates and their supervisors are asked to evaluate the impact of the training on both individual job performance and the performance of the fire and emergency response department where the student works. NFA senior management uses this information to update existing NFA course materials and to develop new courses that reflect the emerging issues/needs of the Nation’s fire service. The lack of responses to the Kirkpatrick Level 3 survey can impact results.

Explanation: In FY 2024, the NFA delivered classes to more than 70,000 career and volunteer fire and EMS personnel and allied professionals from SLTT agencies through resident classes. The NFA implemented an opt-out method for participation in the survey for this measure which has helped to increase supervisor responses by 60% over last year and student responses by 24%. The NFA offers thousands of classes each year in a variety of subject areas ranging from leadership, incident management, hazardous materials, community risk reduction, fire investigation, prevention, inspection, and others. The NFA has begun development of severe weather-based incident management courses for earth, wind and fire and other natural hazards. The NFA is also offering new courses on training for Wildland Urban Initiative (WUI), broadening the NFA training spectrum to encompass preparedness for the ever-changing climate complexities in an all-hazard all-risk approach.

GRANTS

Program Goal: Increasing the capability of states, Tribal Nations, territories, and local jurisdictions

Program Description: The Grants program leads FEMA’s financial assistance to state, Tribal



Nation, territory, and 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 2024 Strategic Review Progress Rating: Noteworthy

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

Strategic Alignment: Objective 5.2

Description: This measure reports the estimated annual benefit to cost ratio (BCR) of grants provided by the FEMA Hazard Mitigation Assistance (HMA) program to lessen the impact of disasters. A value greater than one indicates more benefit was reaped than cost expended. The program works with SLTT 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 SLTT grant requests. The FEMA team verifies that applicants used approved BCA tools and methodology and confirms the BCR is greater than or equal to one.

Explanation: In FY 2024, the FEMA Hazard Mitigation Assistance (HMA) programs obligated funds for 822 projects that required a benefit-cost analysis (BCA). The total estimated cost (including federal and non-federal shares) of the projects is \$4.49 billion with estimated benefits (avoided future damages) of \$8.81 billion which equates to a 1.96 BCR. FEMA regularly updates the BCA tool to adjust for inflation, increasing the FEMA standard economic values, and exploring other benefits that can be included in the analysis. In FY 2024, FEMA implemented a discount rate of 3.1% in accordance with OMB’s revised Circular A-94 which increased the BCR for many projects.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of capabilities where community capability is far less than national goal	Target:	---	---	---	≤ 47%	≤ 47%
	Result:	---	---	---	47%	49%

Strategic Alignment: Objective 5.2

Description: This measure assesses effectiveness of the Homeland Security Grant program, which is a suite of risk-based grants to assist SLTT 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; it presents a snapshot of the general state of national preparedness. A capability is far less than the national goal if affected communities report capability of less than 30% of the national goal needed to manage catastrophic scenarios. National capabilities required to be reported each year may change, so it may be necessary to provide additional context on the number of national capabilities included in the reported measure score. Information about how national capability targets are identified and determined is at https://www.fema.gov/sites/default/files/2020-06/fema_national-thira-overview-methodology_2019_0.pdf

Explanation: In FY 2024, 16 out of 33 national goals’ (48.5%) aggregate capability was far less than the national goal. Since FY 2022, only two of 33 national capability targets have been met each year. There have been no other capabilities or noticeable increases in aggregate capability among capabilities since FY 2022. “National goals” refer to the capabilities needed to address the impacts of catastrophic threats and hazards. FEMA measures the collective capabilities of communities to address those impacts. It is not expected that the nation would be able to meet all





33 national goals. The purpose of these national goals is to inform prioritization of grant funding and to identify costs for filling gaps. FEMA’s Risk & Capability Division (RCD) provides virtual and in-person implementation support and guidance to SLTT stakeholders on the Threat and Hazard Identification & Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) which are used to determine capability.

Corrective Action: FEMA will continue to engage with SLTT stakeholders and FEMA’s Regions to obtain an accurate understanding of preparedness for those jurisdictions.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of capability building Homeland Security Grant Program dollars that align to closing state, territory, and urban area identified capability gaps	Target:	86.0%	87.5%	89.0%	90.5%	92.0%
	Result:	79.5%	91.9%	86.2%	84.8%	84.4%

Strategic Alignment: Objective 5.2

Description: This measure assesses the effectiveness of FEMA efforts to close capability gaps through the Homeland Security Grant Program (HSGP). Capability gaps are identified by states, territories, and urban areas in recipients annual SPR. FEMA’s Comprehensive Preparedness Guide (CPG) 201 3rd Edition defines “capability built” projects as those that deliver new capabilities. A project is considered to align to the SPR when it funds a Planning, Organizing, Equipping, Training, and Exercising (POETE) area in a core capability for Prevent, Protect, and Response mission areas and the state, territory, or urban area indicated having a gap in that POETE area in that year’s SPR. FEMA uses the results to make sure HSGP recipients are aligning FEMA-funded investments with self-identified capability gaps.

Explanation: In FY 2024, 84.4% capability-building HSGP projects aligned to identified capability gaps. Due to the requirements for how HSGP funding can be utilized, community partners may be unable to use HSGP funds to close capability gaps within mission areas not typically associated with terrorism prevention activities.

Corrective Action: FEMA will examine this measure to ensure and make recommended modification to ensure it accurately captures the full scope of how grant funds are used to close gaps.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of dollars from FEMA Justice40 covered programs flowing to disadvantaged communities	Target:	---	---	---	---	40%
	Result:	---	---	---	---	58%

Strategic Alignment: Objective 5.2

Description: This measure assesses FEMA’s ability to meet the Justice40 initiative EO 14008 goal that 40% of the overall benefits of certain federal investments flow to disadvantaged communities. This measure annually tracks the overall percentage of financial dollars from FEMA’s Justice40 covered programs (BRIC, FMA, RiskMAP, and Regional Catastrophic Preparedness Grant Program (RCPGP)) project selections that flow to disadvantaged communities. Disadvantaged communities are defined using the CEJST.

Explanation: In FY 2024, \$1.016 billion out of \$1.745 billion (58.2%) of benefits from four FEMA Justice40 covered programs are flowing to disadvantaged communities. RCPGP announced \$5.76 million in Q1; Risk MAP production funds spent \$56 million in Q3; FMA announced \$367.4 million in Q4; and BRIC announced \$586.7 million in Q4.



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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of communities in high-risk areas for earthquake, flood, and wind hazards, adopting current or next most recent hazard-resistant building codes	Target:	34%	38%	40%	43%	46%
	Result:	38%	36%	26%	31%	33%

Strategic Alignment: Objective 5.2

Description: This measure reports the percentage of high-risk communities in 50 states, the District of Columbia, and five 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: In FY 2024, 8,073 out of 24,540 (32.9%) communities with high combined-hazard risk have adopted hazard-resistant building and residential codes. Regional building code coordinators were hired as part of the Building Code Program to closely monitor and work with regional stakeholders to influence state and local code adoption. Networks and relationships are being built and will continue to grow. The implementation of the FEMA Building Code Strategy and National Initiative to Advance Building Codes has shifted internal priorities to focus more on influencing code adoption.

Corrective Action: FEMA will increase engagement at the regional level to create and maintain relationships with SLTTs to help them understand the need for disaster-resistant building codes and connect them to resources to begin adopting and enforcing these codes.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of U.S. population (excluding territories) covered by planned mitigation strategies	Target:	85.0%	85.0%	85.0%	85.0%	85.0%
	Result:	84.4%	83.2%	85.5%	83.9%	87.7%





Strategic Alignment: Objective 5.2

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

Explanation: Based on U.S. Census data, 283.1 million of the 322.9 million people in the nation are covered by a planned mitigation strategy. FEMA promoted integration of RiskMAP data and products into hazard mitigation plans to promote strong SLTT floodplain management. FEMA completed Tribal consultation and is drafting updates on FEMA’s Tribal Mitigation Plan Policy Guide to improve program accessibility. In addition to delivery of more than two dozen webinars and in-person training across the nation in FY 2024, FEMA expanded training with development and delivery of dam risk, Community Rating System, and integrated watershed management trainings to advance plan integration and implementation.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total national investment in mitigation (in billions)	Target:	\$2.00	\$2.40	\$3.96	\$4.20	\$4.60
	Result:	\$2.04	\$1.55	\$2.71	\$2.07	\$3.45

Strategic Alignment: Objective 5.2

Description: The Federal Insurance and Mitigation Administration (FIMA)—an element of FEMA—defines mitigation investment as an expenditure of resources intended to avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a disaster. This measure refers to such expenditures as investments in mitigation.

Explanation: Overall, allocations and obligations for funding increased over many of the individual FEMA programs. Mitigation funding allocations increased with the passing of the Bipartisan Infrastructure Law, meaning future obligations should increase as well.

Corrective Action: This measure is reliant on the year-over-year fluctuation in allocation of funds and associated obligation rates. This measure will be retired in FY 2025.

NATIONAL FLOOD INSURANCE

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 Program (NFIP) 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 participating communities for adequate implementation of floodplain management programs and enforcement of minimum NFIP land use criteria. These actions reduce risk from flooding, accelerate recovery efforts, and save the nation over \$2 billion in avoided flood losses each year.

FY 2024 Strategic Review Progress Rating: Satisfactory



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

Strategic Alignment: Objective 5.2

Description: This measure assesses the effectiveness of FEMA’s commitment to increase public understanding of flood risks while working with insurance agents and companies nationally to encourage the purchase of flood insurance. This measure counts the number of flood insurance policies in force (PIF). Flood insurance policies are issued by private insurance carriers who participate in the “Write Your Own” segment of FEMA’s NFIP, as well as policies sold by independent insurance agents through NFIP Direct. Individuals’ lack of awareness of flood risk they face, lack of awareness of flood damage not covered in homeowner policies, and price of flood insurance could adversely impact the results.

Explanation: As of the end of FY 2024, the NFIP has 4.65 million policies in force. Flood insurance costs and insurance coverage knowledge impact the purchasing of flood insurance.

Corrective Action: FEMA is proposing regulatory changes to allow NFIP policies to be paid in monthly installments to make the program financially accessible. FEMA is initiating targeted awareness campaigns along with advanced communication strategies to educate homeowners about the limitations of standard homeowners’ policies regarding flood damage and the importance of additional flood insurance.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of total floodplain mileage mapped with improved engineering standards	Target:	78.5%	80.0%	80.0%	80.0%	80.0%
	Result:	80.6%	83.0%	83.9%	87.6%	86.2%

Strategic Alignment: Objective 5.2

Description: This measure assesses the effectiveness of FEMA’s Risk MAP Program maintaining the currency of the regulatory flood map inventory with new, validated, or updated engineering flood hazard data. FEMA is required to assess on a 5-year cycle the need to revise and update all floodplain areas and flood risk zones, based upon an analysis of all natural hazards affecting flood risks. This assessment is important because, over time, manmade development and natural processes can alter the land and hydraulic characteristics for a given area, resulting in changes to the flood risk. This measure is used to monitor data quality by ensuring that flood hazard data are new, have been updated, or are deemed to still be valid through a continuous review and update process.

Explanation: In FY 2024, 1,061,720 of the 1,231,845 miles (86.2%) of riverine and coastal waterways or shoreline for the country were determined to have associated new, validated, or updated engineering (NVUE) flood hazard data. The new, validated, or updated initiated miles increased by 11,637 miles with a higher-than-expected validation rate that reduced the anticipated annual decay rate of mapped information. The program continues planning its investments to advance five priority areas: maintain 80% NVUE, advance ongoing Risk MAP projects, address remaining statute requirements, modernize RiskMAP IT infrastructure, and advance the future of flood risk data.

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 and Protection 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 2024 Strategic Review Progress Rating: Noteworthy

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of lives lost per year due to fire in the U.S.	Target:	--	--	--	--	≤ 2,100
	Result:	--	--	--	--	4,188

Strategic Alignment: Objective 5.4

Description: This measure assesses FEMA’s effectiveness in reducing the number of civilian and firefighter lives lost from fire-related events. Though USFA does not have direct control over the results of this measure, they do have influence through the USFA programs and fire prevention efforts. This measure serves as a proxy metric to indicate how USFA can improve on its programs and fire prevention efforts to continue to address the nation’s fire problem.

Explanation: There were challenges in FY 2024, mainly because the method for assessing the data elements severely undercounted civilian deaths. The USFA has developed statistical modeling to better reflect actual civilian fire deaths (by comparing captured data to vital health statistics data). This method was used to report more accurate data in FY 2024.

Corrective Action: USFA is developing a new interoperable fire information and analytics platform, known as the National Emergency Response Information System (NERIS). NERIS Phase 1 went live November 2024 with full onboarding of all fire departments through 2025. NERIS will capture fire fatalities on scene and provide insights into risks and factors that contribute to civilian deaths, thus informing and enabling direct intervention to reduce risks in vulnerable or at-risk populations. When there is full participation in NERIS by all fire departments, statistical methods will be leveraged to estimate the number of lives lost due to fire. USFA will also collaborate with national fire service partners to better understand “who” is at greatest risk and then work with the Community Risk Reduction Branch to help mitigate risk.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year	Target:	49%	50%	51%	52%	53%
	Result:	68%	59%	55%	57%	83%

Strategic Alignment: Objective 5.2

Description: This measure reports the share of all respondents to FEMA’s annual National Household Survey who answered affirmatively to questions assessing whether they had taken more than one preparedness action in the past year, whether taking these actions at their workplace, school, home, or other community location. FEMA has noted that many Americans will experience a disaster or emergency at some point. FEMA emphasizes the importance of a national approach to preparedness and will use results from this measure to assess the agency’s effectiveness in this regard.

Explanation: In FY 2024, 83% of respondents to the National Household survey reported taking three or more preparedness actions in the last year. This is a significant increase, but results are consistent with a long-term trend. FEMA undertook a comprehensive review of the National



Households Survey to ensure it is executed in a way that best measures the attitudes, behaviors, and beliefs of the public about preparedness. The 2024 instrument and protocol were written in part based on the results of that review, as well as undergoing thorough concurrence within FEMA. The final summary of results from the entire survey will be available in 2025.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public using the Integrated Public Alert and Warning System	Target:	71.00%	73.00%	75.00%	77.00%	85.00%
	Result:	78.10%	81.30%	82.86%	84.40%	85.49%

Strategic Alignment: Objective 5.2

Description: This measure assesses the effectiveness of recruiting Alerting Authorities to send alert and warnings to the public through IPAWS. IPAWS provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System and on the National Oceanic and Atmospheric Administration’s Weather Radio. IPAWS seeks to maintain current alerting authority access by providing assistance and training, and to expand the number of local alerting authorities by identifying population coverage gaps and engaging with public safety agencies with jurisdiction in those areas. The continued access and use of IPAWS is contingent on authorized Alerting Authorities completing a mandatory Monthly Proficiency Demonstration each month.

Explanation: In FY 2024, 125 new local-level authorities registered to send alerts and 79 were converted from suspended status to online. FEMA continued a combination of virtual and in-person activities, including working closely with non-compliant participants to resume proficiency tests, thus allowing re-activation for IPAWS-OPEN usage. 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 SLTT public safety agencies through guidance, training, support resources, and services.

RESPONSE AND RECOVERY

Program Goal: Improve the response and recovery capability of communities that 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 2024 Strategic Review Progress Rating: Satisfactory





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs	Target:	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%
	Result:	25.9%	26.4%	17.7%	33.8%	33.9%

Strategic Alignment: Objective 5.1

Description: This measure gauges FEMA’s efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminated as grants to survivors as assistance. It helps FEMA know if the agency is being efficient in the way it provides disaster assistance. This measure is for FEMA’s most common disasters of less than \$50 million (Level III).

Explanation: This is a lagging indicator. In FY 2023, FEMA responded to 68 disaster field operations missions. \$1.65 billion were spent on administrative costs out of total program expenditures of \$6.27 billion. FEMA responded to 53 Level 3 disasters with \$194,072,893 out of \$647,422,857 million spent on administrative costs resulting in an average annual percentage of administrative costs of 33.9%.

Corrective Action: FEMA will continue with an analysis of administrative spending to identify the factors causing administrative cost increases.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)	Target:	≤ 9.0	≤ 8.0	≤ 7.0	≤ 7.0	≤ 12.0
	Result:	32.2	29.0	167.9	38.7	10.3

Strategic Alignment: Objective 5.3

Description: This measure assesses how quickly the Individuals and Households Program provides first financial assistance to qualified individuals and households. The first financial assistance refers to the first financial assistance received by an Individuals and Households Program applicant for the disaster in which they applied. FEMA provides financial assistance to qualified individuals and households who have applied for FEMA assistance. The processes may include application review, casework, and inspections. The results are used by leadership to monitor program delivery and identify gaps and opportunities for improvement. The results are impacted by a number of external factors such as scale of the disaster, volume of applicants, correctness of the completion of the application for assistance, and type of assistance.

Explanation: In FY 2024, FEMA awarded 1,053,696 registrations within an average of 10.3 days. Timeliness of assistance improved for a majority of the award types with the most significant change being Critical Serious Needs Assistance (from 25 days to 5.9 days) and replacement from (219 to 45 days). Older disasters continue to impact the results. Additionally, longer assistance times remain to be associated with funeral, dental, and medical, all of which require significant documentation from the applicant. FEMA implemented the IA Reform Rule aimed at providing assistance faster through simplified processes and new assistance types. Additionally, a new registration intake form is intended to faster identify the type of assistance needed and facilitate the award process. FEMA continues to iterate and improve on business processes and modernize systems including revamping the registration and intake process, improving usability and design of websites, and wholesale replacing IA systems that enables omni-channel customer experience.



Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent achieved of Incident Management Workforce readiness targets	Target:	67%	78%	69%	79%	84%
	Result:	60%	62%	67%	69%	72%

Strategic Alignment: Objective 5.1

Description: This measure captures FEMA’s Incident Management (IM) workforce readiness toward established workforce planning factors required to manage the expected disaster activity across the nation. These models were developed by historical data and SME inputs. The agency established a planning factor for the number of IM staff in each position and level of qualification necessary to sufficiently manage expected disaster workloads. The workforce planning factors of staffing and qualification, if achieved, will allow FEMA to cover 89% of the nation’s typical routine disaster risk workload requirements. The IM workforce is critical in providing direct survivor assistance.

Explanation: FEMA’s IM workforce strength increased to 11,966. The average Position Task Book Progress was 72%. FEMA continues to hire and retain its IM workforce through targeted recruitment, the release of the Strategic Retention Plan, and the creation of a full-time program office to provide support for Reservists using their *Civilian Reservist Emergency Workforce Act* (CREW) protections. FEMA is also working with partners to better leverage reservist hiring at major disaster sites.

Corrective Action: FEMA will focus on implementing a coordinated cycle for force structure modifications that provides cadres the opportunity to request modifications that they believe will better align to their operational needs.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of applicants satisfied with simplicity of the Individuals and Households Program	Target:	83.0%	85.0%	87.0%	90.0%	91.0%
	Result:	82.0%	80.0%	76.6%	78.1%	78.8%

Strategic Alignment: Objective 5.3

Description: This measure assesses the disasters survivors’ impressions about the simplicity of the procedures required to receive disaster relief from the Individuals and Households Program. The Individuals and Households Program provides direct and financial assistance through procedures related to disaster information, financial assistance, completing the application and the inspection. Managers will use insights derived from survey results to help drive customer experience improvements.

Explanation: In FY 2024, 78.8% of applicants were satisfied with the simplicity of the Individuals and Households Program. FEMA received 21,481 customer experience survey responses from survivors of 23 Presidentially declared disasters. Applicants’ satisfaction with inspection experience remains the highest (88.5%), while satisfaction with FEMA providing easy to understand information remains the lowest (68.7%). FEMA made major changes to its IA programs to address historic challenges faced by disaster survivors. The changes include quicker access to needed funds, expanded eligibility for property and home repairs, and an easier application process for survivors to jumpstart their recovery from disasters.

Corrective Action: FEMA continues to iterate and improve on business processes and modernize systems including revamping the registration and intake process, improving usability and design of websites, and wholesale replacing IA systems that enables omni-channel customer experience.





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of applicants satisfied with the Public Assistance process and customer service	Target:	---	---	---	77%	78%
	Result:	---	---	---	76%	74%

Strategic Alignment: Objective 5.3

Description: This measure evaluates Public Assistance (PA) applicants' satisfaction with the PA program and customer service. The PA Assessment survey collects satisfaction information from applicants after they received an award. These applicants have progressed from requesting assistance to developing projects and then obtaining the award.

Explanation: In FY 2024, 74.0% of PA applicants were satisfied with the PA process and customer service. FEMA received 1,132 responses to the Assessment Survey from 54 declarations. Applicants' satisfaction with the overall customer service (82.0%) and the helpfulness of Public Assistance staff in guiding through the process (84.3%) remains the highest. The lowest score continues to be satisfaction with the simplicity of the Grants portal. In FY 2024, 22 out of the 54 declarations did not meet the target.

Corrective Action: FEMA continues to implement Navigator Teams to support applicants on complex projects to help improve the program experience. FEMA's Recovery Directorate will be creating a new section for process monitoring and lifecycle management. The goal is to use best practices to resolve issues hindering the award process and improve customer satisfaction.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources delivered by the agreed upon date	Target:	95.0%	95.0%	95.0%	95.0%	95.0%
	Result:	99.4%	97.0%	98.8%	99.2%	95.8%

Strategic Alignment: Objective 5.1

Description: This measure assesses the effectiveness of the Office of Response and Recovery Logistics Management Directorate, Transportation Management Division to deliver lifesaving (Tier 1) and life-sustaining (Tier 2) commodities and key initial response resources from FEMA Distribution Centers, Incident Support Bases (ISBs), or logistics partners by the validated and agreed upon delivery date. FEMA coordinates the delivery of shipments with contractors and carriers. Senior leaders utilize the information to identify problems with the supply chain, transportation contracts and carriers as well as internal personnel or equipment issues. External factors that impact this measure include availability of Standard Tender of Service (STOS) carriers, as well as the status of the supply chain.

Explanation: In FY 2024, FEMA delivered 23 of the 24 disaster related shipments by the agreed upon date. FEMA developed disaster funding processes to expedite funding for Bills of Lading (BOLs), contracts, and mission assignments. FEMA continues to refine transportation contracts and conducted training to improve speed of delivery. FEMA worked with external federal agencies and industry partners to strengthen knowledge of cross sector logistics capabilities through meetings with stakeholders and requests for information from industry partners. FEMA successfully developed and implemented a new Incident Management Transportation Support Unit Leader position that provides direct support to Incident Management movement requirements. FEMA continues refining the Transportation Cyber SOP to communicate with registered carriers during steady state and disaster operations.



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: ERO enforces the Nation’s immigration laws by identifying and apprehending noncitizens, detaining those individuals pending final determination of removability, and removing those with final orders of removal 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 2024 Strategic Review Progress Rating: Focus Area

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of convicted criminal and pending criminal charge arrests	Target:	---	---	---	---	70,000
	Result:	---	---	---	---	81,312

Strategic Alignment: Objective 3.2

Description: This measure assesses the effectiveness of efforts to identify, locate, and arrests noncitizen immigrants with criminal convictions or pending criminal charges. Senior leadership will be able to use the results of this metric to evaluate agency performance and inform critical programmatic decision-making, particularly regarding the efficient use and distribution of resources. A noncitizen’s status as Convicted Criminal or Pending Criminal is determined at the point of the individual’s booking into custody according to their criminal history record in the Enforcement Integrated Database (EID).

Explanation: In FY 2024, ERO identified, located, and arrested 81,312 noncitizen immigrants with criminal convictions or pending criminal charges.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of convicted criminal and pending criminal charge noncitizen returns and removals from the U.S.	Target:	---	---	---	---	60,000
	Result:	---	---	---	---	88,763

Strategic Alignment: Objective 3.2

Description: This measure assesses the effectiveness of efforts to extricate from the U.S. noncitizens with criminal convictions or pending criminal charges. A noncitizen’s status as Convicted Criminal or Pending Criminal is determined at the point of the individual’s booking into custody according to their criminal history record in EID. Increases in the number of criminal arrests is likely to be representative of improvements and efficiencies achieved in ERO’s operations, particularly regarding the identification, location, and apprehension of noncitizens with





criminality who are more likely to pose threats to U.S. public safety. Senior leadership will be able to use the results of this metric to evaluate agency performance and inform critical programmatic decision-making, particularly regarding the efficient use and distribution of resources.

Explanation: In FY 2024, ERO extricated 88,763 noncitizens with criminal convictions or pending criminal charges from the U.S. This result is largely due to changes in policy, particularly the use of Expedited Removal as the primary processing pathway for noncitizens who did not use legal means to enter the U.S.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of detention facilities that meet the National Detention Standards Program during their full annual inspection	Target:	--	--	--	--	95.0%
	Result:	--	--	--	--	100.0%

Strategic Alignment: Objective 3.2

Description: This measures ICE’s effectiveness in ensuring all adult detention facilities, with an Average Daily Population (ADP) greater than 1, meet the ICE National Detention Standards Program. ERO juvenile facilities, staging facilities, or holding rooms that may temporarily hold ICE detainees are not included in this metric. The program ensures facilities used to house noncitizens in immigration proceedings or awaiting removal do so in accordance with their contractually obligated ICE National Detention Standards. The program assesses results through conducting annual facility inspections, imposing penalties for noncompliance and providing guidance to facilities in reaching compliance. Life and safety deficiencies are immediately addressed upon receiving a preliminary report.

Explanation: Upon receipt of inspection reports, ERO rigorously monitors each facility inspected for compliance by reviewing and analyzing inspection results, issuing Uniform Corrective Action Plans (UCAP), and confirming corrective actions plans executed by each facility to ensure compliance with the ICE National Detention Standards.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total number of noncitizen returns and removals from the U.S.	Target:	--	--	--	--	120,000
	Result:	--	--	--	--	271,484

Strategic Alignment: Objective 3.2

Description: This measure assesses ERO effectiveness enforcing immigration law by removing noncitizens without a legal basis to remain in the United States. This measure includes both the return and removal of noncitizens with final orders of removal from the United States by ICE ERO. This measure reflects the program’s efforts to enforce immigration law by identifying, apprehending, processing, and removing noncitizen immigrants from the United States.

Explanation: In FY 2024, ERO returned and removed 271,484 noncitizens from the U.S. This result is largely due to changes in policy, particularly the use of Expedited Removal as the primary processing pathway for noncitizens who did not use legal means to enter the U.S.



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

FY 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of disruptions and dismantlements resulting from significant human trafficking, labor exploitation, and child exploitation investigations	Target:	---	---	---	---	320
	Result:	---	---	---	---	628

Strategic Alignment: Objective 6.3

Description: This measure reports the number of significant investigations of human trafficking, labor exploitation, and child exploitation that resulted in a disruption or dismantlement. To be considered significant, the investigation must involve a high-threat TCO or individuals engaged in criminal activity related to human trafficking, labor exploitation, or child exploitation. "Disruption" is defined as impeding the normal and effective operation of the targeted organization.

"Dismantlement" is defined as destroying the organization's leadership, financial base, and network to the degree that the organization is incapable of operating and/or reconstituting itself.

Explanation: In FY 2024, HSI achieved 628 disruptions and dismantlements through significant human trafficking, labor exploitation, and child exploitation investigations, exemplifying HSI’s commitment to combatting crimes of exploitation.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of human trafficking, labor exploitation, and child exploitation victims assisted	Target:	---	---	---	---	1,204
	Result:	---	---	---	---	2,540

Strategic Alignment: Objective 6.2

Description: This measure reports the number of adult or minor victims assisted as a result of human trafficking, labor exploitation, and child exploitation investigations. Human trafficking includes sex trafficking and labor trafficking. Human trafficking, labor exploitation, and child exploitation victims are considered assisted and entered into the Victim Assistance Database (VAD) when a Victim Assistance Program Specialist (VAPS) or Victim Assistance Coordinator (VAC) makes contact and provides information or resources to the victim. Many victims receive additional services such as crisis management and supportive services throughout the investigation.

Explanation: In FY 2024, HSI assisted 2,540 human trafficking, labor exploitation, and child exploitation victims. Victim assistance includes, but is not limited to, informing victims of their rights, referrals for medical and mental health care; assisting with emergency shelter; and referrals to social service programs and organizations for immediate and long-term support.





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of Human Trafficking, Labor Exploitation, Child Exploitation, or Victim Assistance Program outreach or training sessions	Target:	---	---	---	---	440
	Result:	---	---	---	---	2,362

Strategic Alignment: Objective 6.1

Description: This measure reports the number of training and outreach programs provided by the HSI VAP, CCHT, CEIU, 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.

Explanation: In FY 2024, HSI delivered 2,362 human trafficking, labor exploitation, child exploitation, and victim assistance outreach and training sessions. The Blue Campaign raises awareness of human trafficking by maximizing national public engagement on anti-human trafficking efforts. The IMAGE program conducts outreach pertaining to forced labor indicators and identifying child labor. HSI’s VAP outreach and training sessions focus on HSI’s victim-centered and trauma-informed approach for engaging with victims of human trafficking, labor exploitation, and child exploitation; and developing and maintaining relationships with community partners.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of significant Homeland Security Investigation cases that resulted in a disruption or dismantlement	Target:	---	366	540	545	550
	Result:	---	698	1,083	1,111	378

Strategic Alignment: Objective 2.3

Description: This measure reports on the total cumulative number of significant transnational criminal investigations that resulted in a disruption or dismantlement. To be considered significant, the investigation must involve a high-threat TCO engaged in criminal activity related to illicit trade, travel, or finance (both drug-related or non-drug-related); counterterrorism; national security; worksite enforcement; gangs; or child exploitation. "Disruption" is defined as impeding the normal and effective operation of the targeted organization. "Dismantlement" is defined as destroying the organization's leadership, financial base and network to the degree that the organization is incapable of operating and/or reconstituting itself.

Explanation: Due to DHS OIG’s recommendation to only report results from Significant Case Report submissions involving an entity that meets HSI’s definition of a TCO and HSI not having the opportunity to adjust targets in advance, HSI did not meet its target for FY 2024.

Corrective Action: HSI will evaluate 2024 results and adjust targets accordingly for FY 2025.

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: OPLA is the largest legal program in DHS, with more than 1,700 attorneys and nearly 300 support personnel with diverse backgrounds and perspectives. Pursuant to



statute, OPLA serves as the exclusive representative of DHS in immigration removal proceedings before the Executive Office for Immigration Review (EOIR), litigating all removal cases including those against criminal noncitizens, terrorists, and human rights abusers. OPLA also provides a full range of legal services to ICE programs and offices, including legal advice and prudential counsel to ICE personnel on their customs, criminal, and immigration law enforcement authorities, the Freedom of Information Act and Privacy Act, ethics, liability under the Federal Tort Claims Act, and a range of administrative law issues, such as contract, fiscal, and employment law. OPLA represents the agency before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, and the Board of Contract Appeals. OPLA attorneys provide essential support to the Department of Justice in the prosecution of ICE cases and in the defense of ICE’s authorities in federal court.

FY 2024 Strategic Review Progress Rating: Focus Area

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Client satisfaction based on the annual OPLA Voice of the Client Survey	Target:	---	---	---	71.0%	72.0%
	Result:	---	---	---	83.0%	87.0%

Strategic Alignment: Objective 3.2

Description: This measure assesses the effectiveness of OPLA at providing high quality and timely legal advice and training to our clients. Client feedback provided through responses to the annual Voice of the Client Survey will provide insight into the effectiveness and efficiency of those efforts and provide actionable data on which OPLA will be able to identify gaps and adapt to better serve our clients’ needs.

Explanation: In FY 2024, OPLA achieved an 87.0% client satisfaction rate on its VOC Survey.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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
	Result:	---	---	---	386,986	457,825

Strategic Alignment: Objective 3.2

Description: This measure captures OPLA’s efforts to pursue just outcomes and docket efficiencies, as reflected through actions that contribute to cases being removed, or not added-to, the active EOIR docket. Qualifying case actions include, but are not limited to, grants of relief, removal orders, dismissals, administrative closures, declining to file a Notice to Appear (NTA), and any other similar action taken as a result of a docket efficiency initiative, in which OPLA did not reserve appeal.

Explanation: With OPLA’s renewed 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 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of stakeholder engagements conducted	Target:	---	---	---	50	62
	Result:	---	---	---	208	589

Strategic Alignment: Objective 3.2

Description: This measure assesses OPLA’s efforts to engage intra-governmental and external stakeholders relating to changes in its policies and the importance of its missions, including its efforts to preserve limited government resources to achieve just and fair outcomes in individual immigration cases, and reduce the backlog of cases pending before EOIR. Ensuring stakeholder alignment in addressing immigration enforcement provides opportunities to improve the transparency of OPLA’s actions and identify docket efficiency initiatives to improve case processing in immigration court. External factors and changes in policies and regulations may lower the results independent of program actions.

Explanation: 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average number of days for DHS Traveler Redress Inquiry Program redress requests to be closed	Target:	< 55	< 55	< 50	< 50	< 55
	Result:	45	22	140	42	21

Strategic Alignment: Objective 1.2

Description: This measure describes the average number of days for the processing of traveler redress requests, excluding the time for the traveler to submit all required documents. Travelers can be any individuals who have inquiries or seek resolution regarding difficulties they experience during their travel screening at transportation hubs, such as airports, or crossing U.S. borders. Travelers can be passengers, pilots, or individuals applying for Visas and Passports. DHS Traveler Redress Inquiry Program (TRIP) is a single point of contact for individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders. This measure indicates how quickly the program is providing redress to individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders.

Explanation: The DHS Traveler Redress Inquiry Program’s average number of days for a redress request to be closed is 20.9 days which is below the FY 2024 target.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of respondents for Passenger Experience Survey	Target:	---	---	---	---	10,000
	Result:	---	---	---	---	---

Strategic Alignment: Objective 1.2

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. The passenger experience survey collects passenger feedback at the security screening checkpoint. Such feedback impacts strategic customer experience (CX) improvement initiatives and drives the evolution of CX roadmaps towards increased customer satisfaction and





trust in government. The measure aligns to the agency goal to advance the customer experience and aligns to the strategy to standardize customer feedback methodology.

Explanation: Results not included for FY 2024 as TSA did not receive funding to conduct this annual survey.

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

Strategic Alignment: Objective 1.2

Description: This measure assesses States with International Organization of Standardization (ISO)-compliant mobile driver's licenses (mDLs) that are accepted at the TSA checkpoint. All passengers must successfully complete security screening at a TSA passenger screening checkpoint before entering the sterile area of an airport and boarding a commercial flight. One of the first steps in the security screening process is identification verification and boarding pass verification.

Explanation: Mobile driver's licenses are live and accepted from 11 states: Maryland, Georgia, Colorado, Utah, New York, California, Iowa, Arizona, Hawaii, Louisiana, and Ohio.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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%
	Result:	81%	91%	95%	97%	100%

Strategic Alignment: Objective 1.2

Description: This measure gauges the effectiveness of the Canine Training Center's (CTC) basic handler program by measuring the percent of passenger screening canines (PSC) and explosive detection canines (EDC) teams that pass the Training Mission (TM) assessment at their assigned station. Basic training for PSC and EDC teams occurs at the CTC, followed by additional transition training at their respective duty locations. TMs take place approximately 60 days after canine teams graduate from the basic Handler Courses and transitional training. Once a canine team passes a TM, they can begin working in all operational areas at their assigned station. CTC instructors train and assess PSC and EDC teams for deployment throughout the Nation's transportation system, to provide explosive detection capability, visible deterrence, and a timely and mobile response to security threats. The pass rate on TMs for PSC and EDC teams serves as an indicator of the CTC's training program success.

Explanation: A total of 94 LEO EDC and PSC TMs were conducted in FY 2024; 94 passed for a 100% success rate.

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



Strategic Alignment: Objective 1.2

Description: This measure gauges the percent of daily passengers who received expedited physical screening because they meet low risk protocols or have been otherwise assessed at the checkpoint as low risk. TSA PreCheck incorporates modified screening protocols for eligible participants who have enrolled in the TSA PreCheck program as well as other known populations such as known crew members, active-duty service members, members of Congress and other trusted populations. In an effort to strengthen aviation security while enhancing the passenger experience, TSA is focusing on risk-based, intelligence-driven security procedures and enhancing its use of technology in order to focus its resources on the unknown traveler.

Explanation: Cumulatively, for FY 2024, TSA screened 874,897,339 passengers, of which 399,197,697 received expedited physical screening based on assessed low risk. When the measure was originally set it included passengers that underwent some form of risk mitigation procedures expedited screening based on whether they were designated as lower risk via Secure Flight or were included via the Managed Inclusion program such as canine screening and parent(s) of children 12 and under. An increase in PreCheck passengers and passengers age 75+ appears to be driving the increase, with both numbers outpacing the throughput percentage increase. If the growth percentage continues at 7.33% per year, measure results will reach 50% (rounded) in FY 2028. While the measure has been buoyed by the strong performance of PreCheck throughput during the years, it is still not enough to account for the removed expedited population formerly screened by canine expedited screening.

Corrective Action: TSA's Strategic Communications and Public Affairs (SCPA) office will continue to promote expedited screening programs such as TSA PreCheck. Additionally, TSA's 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 three groups to improve reporting capability at the granular level.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of passenger data submissions that successfully undergo Secure Flight watch list matching	Target:	100.0%	100.0%	100.0%	100.0%	100.0%
	Result:	100.0%	100.0%	100.0%	100.0%	100.0%

Strategic Alignment: Objective 1.2

Description: This measure will report the percent of qualified message submissions received from the airlines that are successfully matched by the Secure Flight automated vetting system against the existing high risk watch lists. This measure relates to all covered flights operated by aircraft operators who fly into, out of and over the United States that are required to have a Model Security Program (MSP), Aircraft Operator Standard Security Program (AOSSP) or Twelve-Five Standard Security Program (TFSSP). A qualified message submission from the airlines contains passenger data sufficient to allow successful processing in the Secure Flight automated vetting system. Vetting individuals against high-risk watch lists strengthens the security of the transportation system.

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 412,099,844 passenger data submissions in FY 2024 Q4 (in addition to the 1,107,544,829 in FY 2024 Q1-Q3, for a total of 1,519,644,673 vetted in FY 2024).





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

Strategic Alignment: Objective 1.2

Description: This measure assesses effectiveness on how satisfied passengers are with TSA screening and is a gauge of both the trust and confidence that passengers have in TSA screening and the level of professionalism that passengers experience from the TSA workforce. This measure will represent the percentage of passengers who were surveyed and indicated “agree” or “strongly agree” (from the Likert scale) to the question of “I am satisfied with the service I received from TSA” or similar. All passengers must successfully complete security screening at a TSA passenger screening checkpoint before entering the sterile area of an airport and boarding a commercial flight. This includes the screening of their person and their accessible property. This measure aligns to the agency goal of maintaining a positive customer experience.

Explanation: Results not included for FY 2024 as TSA did not receive funding to conduct this annual survey.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of Transportation Security Officers that achieve a first-time pass rate on the Job Knowledge Test	Target:	---	---	---	---	94%
	Result:	---	---	---	---	95%

Strategic Alignment: Objective 1.2

Description: This measure gauges the knowledge retention of new hire TSOs on skills learned during TSO Basic Training Program (TSO-BTP), including security screening skills, procedures, policies, and information needed to successfully perform the duties of a TSO. TSOs are assessed with the Job Knowledge Test (JKT). Scores outside the passing range give trainers indicators there may be issues that need to be reviewed and remediated. This measure will ensure new hire students return to their airports with the knowledge needed to successfully complete on-the-job training. It is essential that TSOs retain and apply this knowledge to ensure the respectful treatment and safety of the traveling public.

Explanation: In FY 2024, the TSA Academy tested a grand total of 6,258 students, with 6,009 students passing on the first try. This success is attributed to the additional week tacked on to the original two-week TSO Basic Program. In the additional week, more hands-on lab activities are incorporated. This enables students to practice with more hands-on demonstrations and retain more knowledge from the lessons.

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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of air carriers operating from domestic airports in compliance with standard security programs	Target:	90.0%	90.0%	90.0%	90.0%	90.0%
	Result:	86.0%	92.0%	92.0%	92.0%	91.8%

Strategic Alignment: Objective 1.2

Description: This performance measure gauges the security posture of air carriers operating at domestic airports through compliance with Standard Security Programs issued by TSA. Standard Security Programs serve as the security baseline for an air carrier. Inspectors conduct inspections on an annual basis and can include one or more aspect of operations that an air carrier oversees such as catering, cargo acceptance and aircraft searches.

Explanation: Compliance Field Inspectors routinely engage with air carriers to audit and mitigate risk at their respective airports. These Inspectors complete comprehensive and supplemental inspections of air carriers while also conducting continuous airport-centric testing such as Security Identification Display Area badge reviews and Access Control Systems to ensure air carriers are operating in accordance with TSA-approved security programs. Additionally, Compliance, in association with Enrollment Services & Vetting Programs and the Security Threat Assessment Division, engage regularly to vet aviation employee workers at U.S. commercial airports for links to terrorism, lawful presence, and disqualifying criminal offenses and U.S. commercial air carrier workers for disqualifying criminal offenses. By the end of Q4, a total of 32,288 air carrier inspections were conducted at domestic ports. 29,641 of these inspections did not contain findings.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of domestic cargo audits that meet screening standards	Target:	98.0%	98.0%	98.0%	98.0%	98.0%
	Result:	93.0%	92.0%	92.0%	98.0%	98.2%

Strategic Alignment: Objective 1.2

Description: This measure gauges the compliance of shippers with cargo screening standards. Enforcing and monitoring cargo screening standards is one of the most direct methods TSA has for overseeing air cargo safety. TSA conducts these audits (inspections) of shippers based on cargo regulations and these audits include: training, facilities, acceptance of cargo, screening, certifications, identification verification, and procedures. Ensuring successful cargo screening means having a safe, fast flow of air commerce and reduces the risk of criminal and terrorist misuse of the supply chain. The objective is to increase the security posture and compliance rate for each entity conducting domestic cargo screening.

Explanation: Domestic Cargo Screening Inspections are performed in accordance with an annual Compliance Work Plan (CWP) and the National Inspection Standards (NIS). Field Compliance Offices develop a local work plan to manage the inspections targets required per the CWP. HQ Compliance has the authorized surge activities for field offices needing assistance. These surge activities deploy HQ employees and inspectors from other ports to assist with inspection activities and provide the office the latitude needed to engage with cargo stakeholders. By the end of Q4, a total of 885 cargo screening inspections were conducted. 869 of these inspections did not contain findings.





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of identified vulnerabilities at last point of departure airports addressed through stakeholder engagement and partnerships	Target:	70%	85%	85%	85%	85%
	Result:	74%	100%	100%	93%	69%

Strategic Alignment: Objective 1.2

Description: This measure gauges the percent of vulnerabilities at LPD airports identified and then discussed through stakeholder engagements and partnerships to encourage resolution. An LPD country is a country with at least one port providing direct traffic to a specific destination – usually a foreign airport with direct passenger and/or cargo flights to a U.S. destination airport. Inspectors conduct the security assessments at LPDs based on International Civil Aviation Organization (ICAO) standards and identify vulnerabilities. The program also identifies vulnerabilities beyond the ICAO requirements through inspections, however TSA has limited authority to enforce mitigation activities. Through the identification of vulnerabilities, the sharing of findings and best practices, the program works to mitigate aviation security risks and to reduce vulnerabilities at foreign LPD airports.

Explanation: During Q1, Q2, and Q3 of FY 2024, Security Operations, International Operations Division (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 and TSA’s strategic aviation security policies and initiatives. A review of 578 active vulnerabilities reported indicates that 398 vulnerabilities (or 69%) have been addressed through Transportation Security Administration Representative (TSAR) engagement. Of the remaining 180 vulnerabilities (31%), these are new vulnerabilities that have recently opened from assessments conducted in the third and fourth quarter of FY 2024.

Corrective Action: The corrective actions IO plans to take is for TSARs with open vulnerabilities to engage with their stakeholders/counterparts to identify root cause and collaborate on mitigation activities in order to close those vulnerabilities within a 30-day time frame from when the vulnerabilities are identified. These open vulnerabilities from FY 2024 should be closed by end of FY 2025 Q1.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of inspected interchanges of rail cars containing Rail Security Sensitive Materials (RSSM) in compliance with security standards	Target:	95.00%	95.00%	95.00%	95.00%	95.00%
	Result:	100.00%	100.00%	99.00%	99.00%	99.00%

Strategic Alignment: Objective 1.2

Description: This measure identifies the level of compliance for chain of custody activity and documentation required under 49 CFR Section 1580.205 involving loaded railcars containing Rail Security Sensitive Material (RSSM). These interchanges occur between freight railroad carriers to other carriers and from freight rail carriers to certain chemical shippers and receivers. Interchanges are monitored and documentation is reviewed by TSA surface inspectors to ensure they are executed in accordance with regulations. Inspectors observe interchanges at established high-risk interchange points throughout their area of operations and complete an inspection based on guidelines and frequencies established at the beginning of each fiscal year in the Surface Operations Work Plan and Surface Program Manual. The secure transfer of custody of these rail



cars strengthens transportation security and protects potentially impacted populations at these critical points in the freight rail supply chain.

Explanation: 1,172 out of 1,185 inspected interchanges of rail cars containing RSSM were found in compliance.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of international cargo audits that meet screening standards	Target:	98.0%	98.0%	98.0%	98.0%	98.0%
	Result:	86.0%	99.0%	99.0%	98.0%	88.4%

Strategic Alignment: Objective 1.2

Description: This measure gauges the compliance of international shippers with cargo screening standards. Enforcing and monitoring cargo screening standards is one of the most direct methods TSA has for overseeing air cargo safety. TSA conducts these audits (inspections) of shippers based on cargo regulations specified in Title 49 CFR Part 1540 and these audits include: training, facilities, acceptance of cargo, screening, certifications, identification verification, and procedures. Ensuring successful cargo screening means having a safe, fast flow of air commerce and reduces the risk of criminal and terrorist misuse of the supply chain. The objective is to increase the security posture and compliance rate for each entity conducting domestic cargo screening.

Explanation: International inspectors have completed the required work plan activities; however, this measurement determines how many cargo regulated entities are in compliance with TSA security programs. International inspectors review the regulated entities' requirements; however, the entities are responsible for ensuring 100 percent compliance. When deficiencies are noted by the inspector, corrective measures are recommended with outcome-focused compliance or progressive enforcement philosophy. By the end of Q4, 345 international cargo inspections were conducted. 305 of these inspections did not contain findings.

Corrective Action: The Compliance program shares all findings with TSA, DHS, and industry partners to ensure overall adequacy, effectiveness, and efficiency of security programs.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of overall compliance of domestic airports with established aviation security indicators	Target:	100.0%	100.0%	100.0%	100.0%	100.0%
	Result:	89.0%	90.0%	87.0%	91.0%	92.9%

Strategic Alignment: Objective 1.2

Description: Compliance Field Inspectors engage with Airport Security Coordinators to assess and mitigate risk at airports nationwide. To aide with identifying vulnerabilities, the TSA Industry Engagements Manager under Policy, Plans, and Engagement conducts monthly calls to discuss trends and analysis of findings. Continuous airport-centric testing is conducted to assess the compliance posture of airports nationwide. Human Error is a key factor in most violations. Compliance and Enrollment Services & Vetting Programs and the Security Threat Assessment Division engage regularly to vet aviation employee workers at U.S. commercial airports for links to terrorism, lawful presence, and disqualifying criminal offenses and U.S. commercial air carrier workers for disqualifying criminal offenses. By the end of Q4, 14,169 inspections were conducted. 13,158 of these inspections did not contain findings. Historically, TSA has not met this target.

Explanation: International inspectors have completed the required work plan activities; however, this measurement determines how many cargo regulated entities are in compliance with TSA security programs. International inspectors review the regulated entities' requirements; however, the entities are responsible for ensuring 100 percent compliance. When deficiencies are noted by





the inspector, corrective measures are recommended with outcome-focused compliance or progressive enforcement philosophy. By the end of Q4, 345 international cargo inspections were conducted. 305 of these inspections did not contain findings.

Corrective Action: TSA security stakeholders engage with Airport Security Coordinators through industry outreach, regulatory inspections, and monthly National Airport Calls to discuss trends and analysis of vulnerabilities and violations discovered at airports. TSA continues to work with airport management, airlines, and law enforcement to implement security programs that deter, detect, and mitigate vulnerabilities to enhance security postures at airports nationwide.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of overall level of implementation of industry agreed upon Security Action Items by Public Transportation Passenger Rail entities	Target:	70%	70%	70%	70%	70%
	Result:	67%	70%	77%	80%	70%

Strategic Alignment: Objective 1.2

Description: This measure provides the rate of implementation by the largest Public Transportation Passenger Rail (PTPR) and other commuter transportation agencies on security standards and practices related to five critical Security Action Items (SAIs) reviewed during a Baseline Assessment for Security Enhancement (BASE). BASEs are completed jointly by a team of Transportation Security Inspectors (TSI) and participating systems. The entities provide information on key SAIs including: established written system security plans and emergency response plans; background investigations; security and emergency response training; exercises and drills; and public awareness. SAIs are key indicators of the overall security posture of a PTPR system. Measuring implementation of these SAIs assesses a transit system’s vulnerabilities and is part of an overall risk reduction process.

Explanation: 21 of 30 BASE Assessments on Mass Transit Systems completed from 10/01/2019 to 09/30/2024 met this metric.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of surface operations cybersecurity workforce personnel completing required cybersecurity training	Target:	---	---	---	55%	85%
	Result:	---	---	---	93%	99%

Strategic Alignment: Objective 1.2

Description: This measure assesses the completion percentage of surface transportation operations personnel achieving annual cybersecurity-related training requirements. The composition of the Surface Operations workforce includes a variety of Headquarters, Regional and Field Personnel—IT Specialists, Transportation Security Specialists, Program Analysts, Surface Transportation Security Inspectors (TSIs) in both supervisory and non-supervisory roles who perform cybersecurity-related assignments. These assignments may include program management/reviews, assessments, inspections, and supporting engagements with stakeholders. Completion of cybersecurity training creates a cybersecurity enriched surface operations workforce, improving staffing, education, and retention capabilities.

Explanation: 284 out of 287 Surface TSIs have completed the required cybersecurity training in Pueblo, Colorado.



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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Availability of maritime navigation aids	Target:	97.50%	97.50%	97.50%	97.50%	97.50%
	Result:	96.50%	96.20%	96.30%	95.49%	94.70%

Strategic Alignment: Objective 2.2

Description: This measure indicates the hours that short-range federal ATON are available. The aid availability rate is based on an international measurement standard established by the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) (Recommendation O-130) in December 2004. A short-range Aid to Navigation is counted as not being available from the initial time a discrepancy is reported until the time the discrepancy is corrected. Maintaining the availability of short-range federal Aids to Navigation is an essential part of Coast Guard efforts with federal, state, local, tribal, and territorial partners, the marine industry, maritime associations, and the international community to safeguard our nation’s waterway systems and the economic activity that flows through them.

Explanation: This measure represents probability that a short-range federal ATON is performing its specified function at any randomly chosen time. The Aid Availability Rate (AAR), measured as a 3-year average, in FY 2024 was 95.18%, down from 95.62% in FY 2023, which falls short of the mandated DHS target for the year (97.50%). This measure has been below the established DHS target since 2016 and is not likely to meet the target in FY 2025. Resource and funding constraints resulted in a funding shortfall for aid maintenance and recapitalization. Major fixed aids, like ranges and structures, are most impacted and are the cause of declining AAR. The combined AAR for fixed ATON in FY 2024 was 94.7%, a decline from 94.81% in FY 2023. Fixed ATON repair requires the program to compete for funding in internal Coast Guard infrastructure processes, delaying repair and replacement by years.

Corrective Action: Continue to pursue increased funding for the ATON Program. Continue lines of effort to pursue efficiencies in ATON level of service, through Mission Analysis and Fleet Mix studies, and optimizing e-ATON when appropriate. Continue 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interdiction rate of foreign fishing vessels violating U.S. waters	Target:	35.0%	30.0%	40.0%	40.0%	40.0%
	Result:	39.6%	47.0%	45.5%	22.0%	21.7%

Strategic Alignment: Objective 2.2

Description: This measure reports the percent of detected incursions into the U.S. Exclusive Economic Zone (EEZ) by foreign fishing vessels (FFV), engaged in or prepared to illegally fish in the U.S. EEZ, that are interdicted by the Coast Guard. Illegal, unreported, and unregulated fishing (IUUF) is a national security threat with destabilizing effects on vulnerable coastal U.S. States and world markets. Protecting the integrity of the nation’s maritime borders and ensuring the health of U.S. fisheries is a priority Coast Guard mission. Preventing foreign fishing vessels from illegally encroaching on the U.S. EEZ is a key outcome of the Coast Guard’s broader efforts to combat IUUF, which include promoting targeted, effective, intelligence-driven enforcement operations; countering predatory and irresponsible behavior; promoting international rules-based order in the maritime domain; and expanding multilateral fisheries enforcement cooperation with international partners.

Explanation: This measures the Coast Guard’s success through the boarding and documentation for transfer of evidence to another country for prosecution following the detection of illegal foreign fishing vessel incursion into the U.S. EEZ. Almost all of this activity occurs near the Maritime Boundary Line between the U.S. and Mexico in the Gulf of Mexico. Existing assets are utilized constantly for interdictions; however, due to the large volume of illegal fishing vessels, it is difficult to improve performance with current resource levels.

Corrective Action: The Coast Guard continues to work with NOAA and the Department of State to find a solution to this long-standing problem.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Migrant interdiction effectiveness in the maritime environment	Target:	75.0%	75.0%	75.0%	75.0%	75.0%
	Result:	77.3%	47.2%	56.6%	52.8%	54.7%

Strategic Alignment: Objective 2.1

Description: This measure reports the percent of detected undocumented migrants of all nationalities who were interdicted by the U.S. Coast Guard and partners via maritime routes. Detected migrants includes all migrants interdicted at sea plus the number of migrants that land in the U.S., its territories, or possessions. Through its enforcement of U.S. immigration laws and regulations in the maritime domain, the Coast Guard works with partners to detect, deter, and respond to migrants attempting to unlawfully enter the U.S. by sea. The Coast Guard is committed



to preventing unsafe voyages at sea and encouraging migrants to use safe and orderly pathways to lawfully enter the United States. The fundamental challenge to Coast Guard migrant interdiction success is the difficulty in predicting the impact of interconnected push-pull political, economic, social, technological, and environmental factors that affect individuals' decisions to remain in place or migrate.

Explanation: In FY 2024, the U.S. Coast Guard, along with other U.S. agencies and partner nations, interdicted 7,776 of 14,211 migrants. Recent levels of maritime migration, coupled with limited Coast Guard and DHS resources for at-sea interdiction, have contributed to a declining interdiction effectiveness rate since FY 2020. While the known migrant flow has decreased in recent years, maritime migration remains historically high, driven by various push-pull factors beyond the Coast Guard's control.

Corrective Action: The Coast Guard has improved intelligence and coverage efforts in the maritime environment. The Coast Guard will maintain efforts to predict flow and plan operations accordingly. Success is dependent upon partner agencies actioning suspicious notifications in the near-shore environment, and to that end the Coast Guard will also continue relevant coordination efforts.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Observed fishing regulation compliance rate	Target:	97.0%	97.0%	97.0%	97.0%	97.0%
	Result:	97.4%	97.2%	98.9%	99.1%	99.4%

Strategic Alignment: Objective 2.2

Description: This measure reports the percentage of all fishing vessels boarded and inspected by the U.S. Coast Guard, which had no documented significant violations of domestic fisheries regulations. The U.S. Coast Guard boards and inspects U.S. commercial, charter, and recreational fishing vessels subject to the jurisdiction of the United States. The commercial, charter, and recreational fishing industry generates hundreds of billions of dollars in sales annually and supports millions of jobs. Healthy fish stocks underpin the food security of coastal communities, and compliance with fishing regulations positively affects the sustainability of U.S. fisheries and the economic security of communities who rely on the sustainable harvest of these resources.

Explanation: Observed Compliance Rate (OCR) is the percentage of boardings conducted without a significant violation observed. Both the number of boardings completed and number of significant violations found have decreased in the previous few years, and FY 2024 had the fewest number of boardings and significant violations found of any of the last 20 years. Analysis of the Living Marine Resource Enforcement (LMRE) Summary reports, however, indicates that there is an under recording of significant violations in the Coast Guard's program of record, Marine Information for Safety and Law Enforcement (MISLE). While MISLE recorded 22 significant violations, LMRE summaries reported 72 significant violations, which would compute to an OCR of 98.0%.

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 2024 Strategic Review Progress Rating: Satisfactory





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of breaches at high-risk maritime facilities	Target:	≤ 307	≤ 306	≤ 310	≤ 422	≤ 421
	Result:	320	373	499	491	454

Strategic Alignment: Objective 2.2

Description: This measure reports the number of security breaches at facilities subject to the *Maritime Transportation Security Act* (MTSA) where no Transportation Security Incident has occurred, but established security measures have been circumvented, eluded, or violated. MTSA facilities are a high-risk subset of the national waterfront facility population given the nature of their activities and/or the products they handle. As such, they pose a greater risk for significant loss of life, environmental damage, or economic disruption if attacked. MTSA regulated facilities constitute more than 3,400 high-risk subset of all waterfront facilities. They are facilities that handle certain dangerous cargoes, liquid natural gas, transfer oil, hazardous materials in bulk; or receive foreign cargo vessels greater than 100 gross tons, U.S. cargo vessels greater than 100 gross tons carrying certain dangerous cargoes, or vessels carrying more than 150 passengers.

Explanation: This measure reports the number of breaches of security incidents at facilities subject to the MTSA where no Transportation Security Incident has occurred, but established security measures have been circumvented, eluded, or violated. 454 identified breaches occurred in FY 2024.

Corrective Action: The Coast Guard is increasing coordination with facilities subject to the MTSA to address the number of breaches identified over the past three fiscal years.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Three-year average number of serious marine incidents	Target:	≤ 644	≤ 686	≤ 685	≤ 626	≤ 612
	Result:	612	605	522	488	460

Strategic Alignment: Objective 5.1

Description: This measure reports the three-year average number of serious marine incidents as defined by 46 CFR 4.03-2, which include: death or injury requiring professional treatment beyond first aid; reportable property damage greater than \$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. The Coast Guard works with partners to align prevention activities in the maritime domain associated with the safe operation of vessels and facilities and continually seeks to promote the safety of life and property at sea.

Explanation: This measure reports the three-year average of serious marine incidents (SMIs) reported to the 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. There were 92 reported SMIs in FY 2024 Q4. The 12-month total (408) is a decrease from the previous quarter (465). The resulting three-year average of SMIs (460) is a 6.9% improvement over FY 2023 Q4 (494) and overall the Coast Guard 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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of people in imminent danger saved in the maritime environment	Target:	80.0%	80.0%	80.0%	80.0%	80.0%
	Result:	86.5%	81.7%	83.3%	88.5%	83.3%

Strategic Alignment: Objective 5.1

Description: This measure gauges the lives saved by the U.S. Coast Guard on the oceans and other waterways expressed as a percentage of all people in imminent danger at the time the service received notification. The measure excludes persons lost prior to notification and single incidents with 11 or more people. The search and rescue mission is one of the Coast Guard’s oldest, and saving lives in peril at sea continues to be a priority for the service.

Explanation: This is a measure of the percent of people who were in imminent danger on the oceans and other waterways and 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 (81.71%). Per the Coast Guard’s Search and Rescue Addendum, this performance measure excludes cases involving greater than 10 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.

FY 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system	Target:	42.0%	43.0%	40.0%	40.0%	40.0%
	Result:	27.0%	32.0%	31.7%	35.5%	26.0%

Strategic Alignment: Objective 2.2

Description: This measure gauges risk reduction impact of maritime security and response operations (MSRO) conducted in and around ports in the 37 COTP zones by the U.S. Coast Guard





or federal, state, and local partners. MSRO include conducting vessel security boardings, providing vessel escorts, enforcing fixed security zones, and conducting surface and land patrols around ports based on available hours and assets. Security risks in the maritime environment include waterborne explosive device attacks, hijacked large vessel attacks, hostage taking, and terrorist assault teams. Executing planned MSRO helps detect, deter, prevent, disrupt, and recover from terrorist attacks and other criminal acts in the maritime domain.

Explanation: FY 2024 risk reduction performance of 26.0% is below the target of 40%. The Coast Guard continues to face resource and personnel challenges which impact the Service's ability to reach this target. Assets and personnel that are responsible for MSRO activities are also responsible for the execution of many other Coast Guard statutory missions. The FY 2024 end of year result includes support the Coast Guard received from other government agencies performing MSRO activities.

Corrective Action: The Coast Guard's 85.1% performance efficiency measurement is demonstrative of the efficient use of available resources to conduct MSRO activities and buy down risk in the U.S Marine Transportation System. Improving this metric would require increased resources dedicated to MSRO activities.



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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of workers determined to be Employment Authorized after an initial mismatch	Target:	≤ 0.40%	≤ 0.40%	≤ 0.40%	≤ 0.30%	≤ 0.30%
	Result:	0.23%	0.13%	0.11%	0.13%	0.18%

Strategic Alignment: Objective 3.1

Description: This measure reports the number of cases in which adjudicating officials in the E-Verify program find a person employment authorized under U.S. law after the program issued the person under examination with a mismatch (previously referred to as a Tentative Non-Confirmation) of eligibility for employment, and the person in question contested this initial mismatch. In cases when an employee contests an eligibility determination, the program's Status Verification Analysts (previously these employees were classified as Legal Instruments Examiners) make a final determination of the employee's eligibility for employment and transmits the determination both to the hiring employer and to the Verification Information System (VIS). Ensuring the accuracy of E-Verify program processing reflects the program's intent to minimize negative impacts imposed upon those entitled to undertake employment in the U.S. (i.e., U.S. citizens) and those authorized to be employed (i.e., non-citizens) while ensuring the integrity of immigration benefits by effectively detecting and preventing unauthorized employment.

Explanation: As of FY 2024, E-Verify is meeting its strategic measure for the accuracy of manual verifications. The program achieved an accuracy rate of 0.18%, well below the threshold of 0.30%, indicating that manual verifications of employees confirmed as work-authorized are being conducted accurately after resolving any mismatches. The numerator is 56,247 and the denominator is 31,371,328, with results reported one quarter in arrears.

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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of completed social media checks found in compliance with applicable privacy policies	Target:	---	---	---	---	95.00%
	Result:	---	---	---	---	97.72%

Strategic Alignment: Objective 3.1

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

Explanation: FDNS focuses on safeguarding privacy, civil rights, and civil liberties in all workloads. In the context of social media vetting, FDNS meets regularly with the USCIS Office of Privacy (Privacy) to ensure social media checks are properly documented and compliant with policy. In the fourth quarter 99% of the social media checks reviewed were compliant with privacy policies. Only one case was found noncompliant, and the deficiencies were addressed and corrected, affording a learning opportunity for the staff. SMD met the measure for FY 2024 with an overall compliance rate of 97.72%, 9 of 396 cases reviewed were non-compliant. The success is a testament to the strong partnership between Privacy and FDNS to ensure that when deficiencies are found they are addressed appropriately, and staff are thoroughly trained in all procedures. This year the large number of persons detailed to perform checks made this more challenging though with a commitment to quality the target was met.

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 2024 Strategic Review Progress Rating: Focus Area

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time for Application to Register Permanent Residence or Adjust Status (I-485) (in months)	Target:	---	---	---	≤ 10.0	≤ 10.0
	Result:	---	---	---	15.6	12.6

Strategic Alignment: Objective 3.1

Description: This measure assesses the ability of the Field Operations Directorate (FOD) to meet adjudication processing goals for the Form I-485, Application to Register Permanent Residence or Adjust status. External factors such as immigration policies, economic security, and issues like the COVID-19 pandemic could have a negative impact on the results for this measure.



Explanation: FOD continues to improve its processing time while emphasizing the processing of Family-based I-485s cases, as reflected in a positive 6% processing time improvement since the start of FY 2024 and an overall 19% reduction in processing time compared to the same quarter from FY 2023. While the processing time continues to be above its target goal, FOD expects I-485 processing times to reflect continued improvement moving into FY 2025. During FY 2024, FOD has had to continuously shift and commit staffing resources in support of ongoing Departmental and agency priority activities, and it is anticipated that this need will continue during FY 2025, which may impact future processing times.

Corrective Action: FOD continues to aggressively hire and staff across the Directorate while also managing retention to support various Departmental and agency priorities with employee details and assignments. The use of overtime, process efficiencies, and focus on I-485 efforts contributed to a continued improvement in processing times during FY 2024. FOD’s ongoing implementation of the 18-month goals has positively increased completions and reduced the number of pending cases. FOD continues to encourage Family Based I-485 applicants to submit I-693 medical certifications which were often missing from their initial submissions, which has reduced the need to send Request for Evidence (RFE), thereby reducing wait and processing times. During FY 2024, FOD successfully used all available employment-based visas, and at the same time was also able to process increasing number of family based and other I-485 workload categories.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time for Applications for Naturalization (N-400) (in months)	Target:	---	---	---	≤ 8.0	≤ 8.0
	Result:	---	---	---	7.6	6.2

Strategic Alignment: Objective 3.1

Description: This measure assesses the ability of FOD to meet its published adjudication processing goals for the Applications for Naturalization (N-400). An N-400 is filed by an individual applying to become a United States citizen. This measure supports the DHS Strategic Goal Objective of Administering the Immigration System to ensure it is administered efficiently and fairly. External factors such as immigration policies, economic security, and issues like the COVID-19 pandemic could have a negative impact on the results for this measure.

Explanation: During FY 2024 Q4, FOD continued to successfully meet its N-400 processing times target as reflected by a 5% reduction in the average processing times since the beginning of FY 2024 and a 18% over the same quarter from FY 2023. The reduction in processing times has been the result of continued hiring and staffing across FOD, continued implementation of enhanced process efficiencies, and the use of extensive overtime hours to increase adjudicative capacity. While processing times have continued to meet the target, FOD also finds a need to continuously shift and commit staffing resources to support arising Departmental and agency priority activities which may reflect negatively on FY 2025 processing times.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time to adjudicate form I-129 (Petition for Nonimmigrant Worker) (in months)	Target:	---	---	---	≤ 2.0	≤ 4.0
	Result:	---	---	---	2.7	3.1

Strategic Alignment: Objective 3.1

Description: This measure assesses the ability of the Service Center Operations Directorate (SCOPS) to meet its published adjudication processing goals for the processing of Form I-129, Petition for a Nonimmigrant Worker. An I-129 is filed on behalf of a nonimmigrant worker to come to the United States temporarily to perform services or labor, or to receive training, as an E-1, E-2,





E-3, H-1B, H-2A, H-2B, H-3, L-1, O-1, O-2, P-1, P-1S, P-2, P-2S, P-3, P-3S, Q-1, R-1, or TN nonimmigrant worker. This process time information will help determine if the organization has the capability and capacity to process petitions and will also be used to make operational decisions.

Explanation: SCOPS met the goal for the year. SCOPS consistently monitors resources to ensure sufficient resource allocation to meet the yearly target. In addition, SCOPS prioritizes the adjudication of the Form I-129 and utilizes overtime to meet the yearly target.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Average processing time to adjudicate form I-140 (Immigrant Petition for Alien Worker) (in months)	Target:	---	---	---	≤ 4.0	≤ 8.0
	Result:	---	---	---	4.7	7.7

Strategic Alignment: Objective 3.1

Description: This measure assesses the ability of the Service Center Operations (SCOPS) to meet its published adjudication processing goals for the Immigrant Petition for Alien Worker (I-140). An I-140 is filed on behalf of an immigrant worker to come to the United States permanently to perform services or labor as an immigrant worker. This measure applies to E11, E12, E21 (non-national interest waiver (NIW)), E32, E31, and EW3 classifications.

Explanation: SCOPS met the FY 2024 goal. NIWs remained the caseload with the largest inventory, an increased volume which was due in part to policy changes which have resulted in increased filing volume. To address this caseload, SCOPS trained additional officers to adjudicate this complex classification and ensured that this workload was prioritized both during normal hours as well as for overtime utilization. SCOPS continues to take steps to increase I-140 capacity, such as hiring and training new I-140 officers, and encouraging officers to adjudicate I-140 petitions on overtime.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Credible Fear average processing time (in days) for detainees	Target:	---	---	---	≤ 14.0	≤ 14.0
	Result:	---	---	---	12.7	15.8

Strategic Alignment: Objective 3.1

Description: This measure assesses how quickly the program processes the credible fear claims of individuals held in ICE or U.S. Border Patrol operated detention facilities. The purpose of credible fear screenings is to identify individuals who could establish eligibility for asylum, Statutory withholding of removal, or protection under the regulations implementing the Convention Against Torture and other Cruel, Unusual, or Degrading Treatment or Punishment. This measure reports the average number of days between when USCIS receives a credible fear referral from CBP or ICE and USCIS makes the credible fear determination and serves it upon the individual or administratively closes the case. By evaluating how quickly the credible fear claims of detained individuals are completed, the program can assess the effectiveness of a critical element of the agency's goal to secure borders through effective use of detention capacity.

Explanation: While USCIS did not meet the target for all detained CF cases due to the unprecedented volume of CF referrals, average case processing times continued to improve throughout the fiscal year, from 26.4 days in Q1 to 8.7 days in Q4. Asylum was instructed to focus its resources on certain facilities to ensure their processing times were below the 14-day average (sub 3 days for Border Patrol custody and under 10 days ideally for ICE overflow facilities). While USCIS achieved those goals, in result, processing times at non-prioritized facilities increased above the 14-day average at certain points in the year. As referrals declined since June 2024, USCIS worked through the pending cases, and average processing times decreased. Overall,



USCIS continues to trend in the right direction. It should be noted that USCIS achieved an average processing time of 14 days or less for detained and non-detained CF cases combined.

Corrective Action: USCIS continues to streamline adjudications, aggressively hire staff, and coordinate with partners to enable completion of CF adjudications within the target. As of September 4, 2024, USCIS had an 85% onboard rate for asylum officers with 550 in the recruitment pipeline. USCIS augments CF adjudications by relying on detailees to conduct interviews to increase processing capacity. In FY 2024, 601 detailees were deployed to the Refugee, Asylum and International Operations Directorate (RAIO) to assist. Many factors within this workload are outside USCIS' control.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of asylum determination completions	Target:	---	---	50,000	65,000	65,000
	Result:	---	---	41,453	56,706	125,940

Strategic Alignment: Objective 3.1

Description: This measure assesses the productivity of the asylum officer workforce. The total number of asylum applications completed annually reflects the performance measure result based on capacity and capability of asylum operations. The performance measure is inclusive of non-interview adjudications, interview adjudications, and administrative closures, all of which result in cases being removed from the I-589 backlog. Adjudications may consist of grants, referrals, or denials. The processing of asylum application completions advances the objective to adjudicate protection, humanitarian, and other immigration benefits by making determinations on cases of individuals seeking protection from persecution or torture.

Explanation: Asylum offices successfully completed 125,940 cases in FY 2024, more than 190% of the fiscal year goal. This volume was reached through a combination of adjudicated and non-adjudicated completions. The total adjudicated completions (cases decided on the merits or referred to immigration court following an asylum interview) totaled 20,677. The total non-adjudicated completions (cases closed or completed without a determination on the underlying claim or referral to immigration court) totaled 105,263. Of those non-adjudicated completions, 30,614 were batch closures (cases closed through an automated update to multiple cases based on eligibility grounds or jurisdiction).

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of approved applications for naturalization (N-400) that were appropriately decided	Target:	99.00%	99.00%	99.00%	99.00%	99.00%
	Result:	99.00%	--- ²⁶	100.00%	100.00%	100.00%

Strategic Alignment: Objective 3.1

Description: This measure assesses the validity of final decisions of approved Form N-400, Application for Naturalization, by program adjudicators. A random N-400 sample receipts are pulled from ELIS in order to review and validate against the GPRA checklist questionnaire based on the final adjudication of each N-400 application. The results of the findings of these decisional quality reviews are performed by experienced SMEs. The program conducts quality reviews by drawing a statistically valid random sample of approved N-400s on a semi-annual basis. Ensuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.

Explanation: During FY 2024, FOD conducted two review events, one during Q2 and one during Q4, using a sample size of 139 using each event, for a total of 278 total applications that were reviewed and were found to be favorable, with no decisional changes, which equates to 100%.





Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of approved Applications to Register Permanent Residence or Adjust Status (I-485s) that were appropriately decided	Target:	99.00%	99.00%	99.00%	99.00%	99.00%
	Result:	95.70%	--- ²⁶	100.00%	100.00%	99.60%

Strategic Alignment: Objective 3.1

Description: This measure assesses the validity of final decisions of approved Form I-485, Application to Register Permanent Residence or Adjust Status, by program adjudicators. A random I-485 sample receipts are pulled from ELIS in order to review and validate against the GPRA checklist questionnaire based on the final adjudication of each I-485 application. The results of the findings of these decisional quality reviews are performed by experienced SMEs. The program conducts quality reviews by drawing a statistically valid random sample of approved I-485s on a semi-annual basis. Ensuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.

Explanation: During FY 2024, FOD conducted two review events, one during Q2 and one during Q4, using a sample size of 139 using each event, for a total of 278 total applications that were reviewed. Only one potential decisional change was identified in Q2, resulting in a decisional accuracy rate of 99.60%, meeting the target.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of naturalization cases where derogatory information was identified and resolved prior to taking the oath of allegiance	Target:	100.00%	100.00%	100.00%	100.00%	100.00%
	Result:	100.00%	100.00%	100.00%	100.00%	100.00%

Strategic Alignment: Objective 3.1

Description: This measure gauges the rate at which derogatory information is identified and resolved before N-400 Form naturalization applicants take the final the Oath of Allegiance at a naturalization ceremony. Taking the oath at a ceremony completes the process of becoming a U.S. citizen for approved applicants. USCIS employs continual vetting of applicants and a final check for derogatory information close to the oathing ceremony to ensure that ineligible applicants are not naturalized due to criminal activity, national security, or public safety concerns. Continuous vetting ensures the integrity of the immigration system and protects our national security.

Explanation: FOD met its FY 2024 performance target by continuing to employ careful vetting of applicants and a final check for derogatory information before the oathing 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of pending cases that are considered backlog	Target:	---	---	---	≤ 42.20%	≤ 60.00%
	Result:	---	---	---	57.20%	49.70%

Strategic Alignment: Objective 3.1

²⁶ Due to competing priorities from Operation Allies Welcome in FY 2021, the reviews for these measures were not conducted, and no results were reported for the year. These measures rely on teams of SMEs to review adjudications of naturalization and adjustment of status applications to ensure decisions meet quality standards, a process that did not take place in FY 2021.



Description: This measure assesses the proportion of pending forms considered as backlog. Backlog is defined as the number of cases pending within the government’s control that exceed accepted goals for processing the case. For example, one goal is for USCIS to process all N-400 applications within five months of receipt; cases still pending after five months would be considered backlog. This measure will help senior leadership assess the effectiveness of the agency’s multiple initiatives for reducing the existing backlog. These initiatives include strategic staffing, technology enhancements, regulatory and policy changes, and the use of overtime. External factors such as immigration policies, economic security, and issues like the COVID-19 pandemic could have a negative impact on the measure.

Explanation: USCIS continues to meet the target through hiring and improving efficiencies in adjudications by streaming and automating processes.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of refugee and asylum applications that were appropriately decided	Target:	---	---	90.00%	90.00%	90.00%
	Result:	---	---	76.40%	82.70%	95.50%

Strategic Alignment: Objective 3.1

Description: This measure assesses the validity of final decisions by program adjudicators on Form I-589, Application for Asylum and for Withholding of Removal, and Form I-590, Registration for Classification as Refugee. A panel of SMEs is convened to review a sample of completed applications to determine whether the final decision was appropriately decided. The panel may sustain the decision, recommend a different decision or send the file back to the appropriate component for correction or additional information if it is determined that critical procedures were not correctly followed or the case is lacking sufficient interview evidence. Ensuring that the program provides immigration services accurately and with full documentary support through quality reviews identifies opportunities to improve training and business processes and enhances confidence in the legal immigration system.

Explanation: In FY 2024, RAI0 performed a quality review of 161 affirmative asylum and refugee cases. 148 of these cases were found to be appropriately decided. All cases were reviewed after supervisory review but before the decision was served on the applicant (Form I-589) or before travel to the United States (Form I-590). Quality assurance reviewers made sure errors were addressed and corrected before cases continued processing. Any cases with pending corrective actions that could not be completed by the reporting deadline due to operational constraints or that had decision outcome changes due to reasons outside of the quality assurance reviews were omitted from measure calculations.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of respondents satisfied with the citizenship and immigration-related support received from the USCIS Contact Center	Target:	---	---	80.00%	80.00%	80.00%
	Result:	---	---	84.50%	85.54%	85.64%

Strategic Alignment: Objective 3.1

Description: This measure gauges the overall satisfaction of support received from the USCIS Contact Center based on accuracy of information, responsiveness to public inquiries, and accessibility to information. The Qualtrics Automated Omnichannel Survey Tool captures live feedback after customers complete their interaction with the contact center through the IVR, telephony, virtual assistant, live chat agent, myUSCIS account experience, and/or website. The survey question that pertains to this measure is: “I am satisfied with the service I received from





the USCIS Contact Center,” rated on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree”. Scores of 4 and 5 are included in the results of this measure. Providing quality customer service helps to ensure applicants receive the information they need and increases trust in the Federal government.

Explanation: The USCIS Contact Center continues to facilitate access to live assistance by ongoing content refinement of the Interactive Voice Response (IVR) system and through the addition of a “click to chat” function for live chat. For those escalated to Tier 2 for assistance, we ensure that priority issues such as emergency advance parole, expedite requests, and reschedules are resolved in a timely manner. Providing access and resolution for customers results in consistent levels of customer satisfaction.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of students with increased test scores after attending courses funded through USCIS Grant Programs	Target:	---	---	80.00%	80.00%	80.00%
	Result:	---	---	82.30%	83.21%	83.20%

Strategic Alignment: Objective 3.1

Description: This measure reports on the success of grant recipients to increase knowledge of English necessary for permanent resident students receiving services under the program to pass the naturalization test. Students receive specialized civics-based English as a Second Language (ESL) training on vocabulary and grammar needed to know to successfully navigate the naturalization test and interview. Grant recipients are required to administer Comprehensive Adult Student Assessment Systems (CASAS) Citizenship Assessments for student placement and assessment of progress. This measure evaluates the percentage of students receiving civics-based ESL classes who demonstrate a four point or greater increase in score. The classes equip immigrants with the tools they need to be successful throughout their journey to become new U.S. citizens.

Explanation: In FY 2024, 83.20% of citizenship students have increased test scores after attending citizenship courses funded through the USCIS Citizenship and Integration Grant Program. The Office of Citizenship, Partnerships, and Engagement (OCPE) has exceeded this performance metric. The total number of students who were pre and post tested was 10,542. Out of this, the total number of students whose scores increased by at least one point was 8,773. Throughout the period of performance, the USCIS Grants Branch performed monitoring, routine check-ins, and technical assistance to support grantees in meeting their performance goals.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of total USCIS benefits workload processed digitally in case management systems	Target:	---	---	---	---	75.00%
	Result:	---	---	---	---	80.32%

Strategic Alignment: Objective 3.1

Description: This measure identifies the percent of the agency workload received for processing within the Electronic Immigration System (ELIS) and Global case management systems. This measure provides visibility into USCIS’ efforts to increase the volume of digital processing resulting in improved efficiencies, enhanced accessibility, data security, and better user experience for applicants and USCIS personnel. All USCIS Directorates are stakeholders for this measure due to the large number of benefit forms (and subcategories) that are processed within ELIS and Global. This measure aligns to the agency’s goal to “Strengthen the U.S. Legal Immigration System” by enhancing customer service and leveraging technology to transform business processes. It also



aligns to the agency’s goal to “Promote Effective and Efficient Management and Stewardship” by modernizing and safeguarding IT systems and solutions, improving data quality, and enhancing the experience of those we serve.

Explanation: There is a one quarter lag to report on this measure. The Transformation case management systems ELIS and Global are optimizing the delivery of digital solutions through a platform of services model centered on creating tangible business value, fulfilling critical operational needs, and achieving enterprise processing efficiencies by providing end-to-end digital processing services. ELIS and Global workload against the USCIS digitally processed workload in the third quarter of FY24 is 82.35% and cumulatively 80.32% for the fiscal year. ELIS and Global processed 3,172,507 out of 3,852,332 USCIS cases in the third quarter, and cumulatively 9,241,931 out of 11,505,835 cases were digitally processed in FY 2024.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total number of attendees at USCIS public engagements	Target:	---	---	---	80,000	90,000
	Result:	---	---	---	132,946	139,235

Strategic Alignment: Objective 3.1

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 will include scheduled engagements, both virtual and in-person, conducted for the public under the coordination of OCPE. External factors such as immigration policies and issues like the COVID-19 pandemic could have a negative impact on the results for this measure.

Explanation: In FY 2024, OCPE held 2,314 engagement events for 139,235 participants. This included national, regional, and local engagements with state and local government, embassies, and various NGOs. Topics included humanitarian programs, employment-based immigration, international students, streamlined parole processes, citizenship and naturalization, and online filing and customer experience enhancements.





U.S. Secret Service

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 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 2024 Strategic Review Progress Rating: Noteworthy

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

Strategic Alignment: Objective 1.3

Description: This measure gauges the percent of instances where the Secret Service provides incident free protection to the White House Complex and the Vice President's Residence. An incident is defined as someone who is assaulted or receives an injury from an attack while inside the White House Complex or Vice President's Residence.

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

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

Strategic Alignment: Objective 1.3

Description: This measure is a percentage of the total number of NSSEs completed in a fiscal year that were successful. A successfully completed NSSE is one where once the event has commenced, a security incident(s) inside the Secret Service protected venue did not preclude the event's agenda from proceeding to its scheduled conclusion.

Explanation: In FY 2024, there were six NSSEs, the Asian Pacific Economic Cooperation, the State of the Union Address, the North Atlantic Treaty Organization Summit, the Republican National Convention, the Democratic National Convention, and the United Nations General Assembly, which were all successfully completed and secured.



Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of protectees that arrive and depart safely	Target:	100%	100%	100%	100%	100%
	Result:	100%	100%	100%	100%	99.9%

Strategic Alignment: Objective 1.3

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

Explanation: In FY 2024, the Secret Service succeeded in providing safe arrival and departure for 6,265 out of 6,266 protective visits, resulting in a 99.9% rating for this measure. However, the assassination attempt on President-elect Trump on July 13, 2024 was a mission failure and has resulted in swift and continuous corrective actions to ensure the ongoing safety of our protectees in this heightened threat environment.

Corrective Action: The Secret Service’s operations in a heightened and increasingly dynamic threat environment have mandated elevated protective responsibilities and necessitated that the Secret Service significantly increase its protective footprint. The redefining of how the Secret Service conducts protective operations has created a new protective paradigm which acts a driving force to move the Secret Service from a state of reactivity to a state of readiness. This shift includes changes in advance processes, increased technology and communications interoperability, fielding and developing technical security resources, increased agility of protective assets, investing in enhanced training infrastructures, and increased situational awareness. The current operational tempo is not a temporary manifestation of a short-term issue, but a longer-term requirement; and thus, embarking on this paradigm shift supports the sustainment of an enhanced protective posture in the future. Additionally, the Secret Service is addressing recommendations from ongoing investigations.

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 2024 Strategic Review Progress Rating: Noteworthy

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Amount of Forfeited Assets Returned to Victims (in millions)	Target:	---	---	---	---	\$35
	Result:	---	---	---	---	\$303





Strategic Alignment: Objective 4.4

Description: The measure 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. Victims must file a petition or be eligible under a single petition for remission or mitigation in a civil or criminal forfeiture proceeding or a single ruling on the petition by the Secret Service. This measure corresponds to Secret Service authorities to seize for forfeiture assets derived from, or traceable to, any proceeds obtained directly or indirectly from an offense of a crime, as outlined in 18 U.S.C. § 981 and § 982. If there is no petition filed or assets are not available after the ruling, then victims cannot be compensated, or asset values are returned to the treasury.

Explanation: This is a new measure to describe Secret Service efforts to return forfeited assets to victims who incurred pecuniary loss. In FY 2024, \$302.7 million in forfeited assets, including money and other seized goods, were returned to victims as a result of criminal and cyber investigations by the Secret Service. The Secret Service will continue to assess the annual targets for this new metric.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Financial Crime Loss Recovered (in billions)	Target:	---	---	---	\$1.00	\$1.00
	Result:	---	---	---	\$1.11	\$0.33

Strategic Alignment: Objective 4.4

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

Explanation: Cyber financial crime loss recovered is the amount in asset forfeiture, returned payment transactions, and loss recovered through criminal investigation. The financial loss recovered measure is lower than in previous years and we did not meet the target of \$1 billion for recovered measure is lower than in previous years and we did not meet the target of \$1 billion for FY 2024. Measure results were greatly impacted by increased protective demands and the pandemic related bulk recoveries beginning to slow down. The Secret Service will continue to assess the annual targets for this new metric as data are collected and analyzed.

Corrective Action: The Secret Service’s operations in a heightened and increasingly dynamic threat environment have mandated elevated protective responsibilities and necessitated that the Secret Service significantly increase its protective footprint. To proactively address the significant protective operations tempo that is expected during presidential campaigns, the Secret Service took preemptive steps to enhance the dynamic of the case investigative team. As such, investigative case teams included: network intrusion forensic analysts, financial fraud analysts, financial forensic analysts, and cyber fraud analysts, among other non-law enforcement positions. The Secret Service will continue to assess the annual targets for this new metric as the impacts of the enhanced protective posture moving forward are determined.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of cyber mitigation responses	Target:	240	420	600	800	720
	Result:	539	727	902	1,017	870

Strategic Alignment: Objective 4.4

Description: This measure represents the number of cyber mitigation responses provided by the U.S. Secret Service. The Secret Service responds to organizations that suspect a malicious network intrusion has occurred and implements mitigation responses to secure the network(s).



Each cyber mitigation response involves one or more of the following activities related to a particular network intrusion: identifying potential victims/subjects, notifying victims/subjects, interviewing victims/subjects, confirming network intrusion, supporting mitigation of breach activity, and retrieving and analyzing forensic evidence. State or Federal arrests resulting from and/or related to these intrusions are measured separately.

Explanation: The number of network intrusion exceeded the annual target of 720. Additional program staffing and funding has allowed this program to continue to sustain overall response activity from the previous fiscal year.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of federal arrests for crimes against children	Target:	---	---	---	---	35
	Result:	---	---	---	---	45

Strategic Alignment: Objective 6.3

Description: This measure represents the number of federal arrests resulting from investigations conducted by the Secret Service in support of NCMEC and Internet Crimes Against Children (ICAC) Task Forces. This measure corresponds to Secret Service authority as outlined in 18 U.S.C. §3056(f), as well as other related violations under U.S.C. Title 18, Part I. This measure is an indirect way of measuring the Service’s contribution to NCMEC’S efforts. However, since this measure was conceived and implemented, the Service’s support of NCMEC has greatly expanded, to also include other evidentiary support. Because the number of federal arrests for crimes against children rely most heavily on the amount and quality of evidence against an offender, we are requesting the number of federal arrests for crimes against children serve as a proxy of the quality and quantity of the Secret Service’s efforts in this area.

Explanation: This is a new performance measure to describe measurable results of the assistance Secret Service provides to SLTT law enforcement and NCMEC. In FY 2024, 45 federal arrests have been made relating to crimes against children.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of law enforcement individuals trained in cyber crime and cyber forensics both domestically and overseas	Target:	2,800	4,000	5,400	5,800	6,000
	Result:	4,921	5,400	4,786	5,539	6,543

Strategic Alignment: Objective 4.4

Description: This measure represents the number of individuals trained in cyber crime and cyber forensics by the Secret Service. This specialized technical training occurs both domestically and overseas in an effort to strengthen our ability to fight cybercrime.

Explanation: Between in-person training at their facility and the virtual training platform developed during the pandemic, the NCFI trained 5,736 individuals in FY 2024. An additional 807 individuals were trained at international law enforcement trainings or at the internal Secret Service training facility.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of currency identified as counterfeit	Target:	≤ 0.0090%	≤ 0.0088%	≤ 0.0088%	≤ 0.0088%	≤ 0.0090%
	Result:	0.0051%	0.0036%	0.0038%	0.0045%	0.0034%

Strategic Alignment: Objective 4.4

Description: The dollar value of counterfeit notes passed on the public reported as a percent of dollars of genuine currency. This measure is calculated by dividing the dollar value of counterfeit





notes passed by the dollar value of genuine currency in circulation. This measure is an indicator of the proportion of counterfeit currency relative to the amount of genuine U.S. Currency in circulation and reflects our efforts to reduce financial losses to the public attributable to counterfeit currency.

Explanation: The amount of counterfeit currency located in circulation compared to the genuine currency reported by the Department of Treasury has continued to stay low with only \$79 million out of approximately \$2.4 trillion in FY 2024.

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Terabytes of data forensically analyzed for criminal investigations	Target:	8,000	13,000	18,000	20,000	20,500
	Result:	15,798	20,627	27,415	36,432	43,817

Strategic Alignment: Objective 4.4

Description: This measure represents the amount of data, in terabytes, seized and forensically analyzed through Secret Service investigations and those conducted by partners trained at the NCFI. The training of these law enforcement partners substantially enhances law enforcement efforts to suppress the continually evolving and increasing number of cyber and electronic crime cases affecting communities nationwide.

Explanation: The Secret Service and its forensically trained partners analyzed almost 44 thousand terabytes of data during 243,742 forensic examinations in FY 2024. This number was much higher than anticipated and targets will continue to be reviewed and adjusted with current trends.



Support Components

COUNTERING WEAPONS OF MASS DESTRUCTION OFFICE

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.

FY 2024 Strategic Review Progress Rating: N/A (Did not participate)

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

Strategic Alignment: Objective 1.4

Description: This metric assesses two things: (1) programs having APB schedule thresholds which remain to be achieved, and programs that have completed their final baselined key event during the current annual evaluation period; and (2) programs that have not yet reached Full Operational Capability (FOC) and those that have reached FOC during the current annual evaluation period, defined as CWMD and all supported Component(s) having signed an FOC Achievement Memorandum.

Explanation: CWMD has seven acquisition programs with baselines against which to assess cost, schedule and performance. All met their performance thresholds in FY 2024, but only six out of seven (86%) met their schedule and cost thresholds. Due to contractual protest and technical risks, the RPM RP program was in breach of both cost and schedule thresholds.

Corrective Action: The RPM RP program updated its APB document to account for cost and schedule increases that led to breaches in those baselines. The program obtained APB review and approval in early Q1 of FY 2025, meaning the program is no longer in cost or schedule breach.

FEDERAL LAW ENFORCEMENT TRAINING CENTERS

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

FY 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of students/participants who receive human trafficking awareness related training	Target:	---	---	---	---	2,800
	Result:	---	---	---	---	4,392

Strategic Alignment: Objective 6.1

Description: This measure assesses the number of students/participants receiving human trafficking awareness-related training annually. FLETC currently accomplishes this in several ways.





FLETC’s human trafficking awareness-related training programs, which are available to federal, SLTT, and campus LEOs and direct law enforcement support personnel, provide instruction on how to recognize the indicators of and respond appropriately to suspected cases of human trafficking. Additionally, students/participants in certain FLETC basic training programs receive instruction that covers indicators of human trafficking and how to respond to suspected cases with a victim-centered approach. Further, FLETC periodically hosts virtual and in-person symposia and webinars that include human trafficking awareness-related training.

Explanation: These trainings provide front line federal, SLTT, and campus LEOs, direct law enforcement support staff, and other stakeholders with the knowledge they need to recognize and properly respond to potential human trafficking situations. Of note, FLETC hosted a virtual Human Trafficking Investigations Symposium in FY 2024, aimed at educating and empowering the law enforcement community in the fight against human trafficking.

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

Strategic Alignment: Objective E.2

Description: This measure reflects the effectiveness of FLETC’s training based on survey results documenting Partner Organizations’ (PO’s) satisfaction with the quality of instructional staff, whether FLETC’s basic and advanced training addresses the right skills needed for officers and agents to perform their law enforcement duties, whether basic and advanced training prepare officers and agents to perform specific job-related tasks safely and effectively, and overall satisfaction with the training. Responses of “Strongly Agree” and “Agree” are considered satisfied. FLETC provides training to more than 100 POs, 12 of which are within DHS. The results provide on-going opportunities for improvements incorporated into FLETC training curricula, processes, and procedures.

Explanation: FLETC uses the annual 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 2024 survey period, 385 of the 408 responses applicable to the 11 questions within this measure were considered satisfactory, providing a 94% satisfaction rate for FY 2024. Factors contributing to PO satisfaction include collaboration between FLETC and the POs on inputs related to training curricula, positive student feedback, and FLETC accommodation to PO requirements.

MANAGEMENT DIRECTORATE

Line of Business: Federal Protective Service

Description: FPS uses its security expertise and law enforcement authority to protect federal government facilities and safeguard the millions of employees and visitors who pass through them every day. With a presence in every state and territory, FPS’s mission is to prevent, protect, respond to, and recover from acts of terrorism and other hazards threatening the federal government’s essential services, ensuring the continuity of the U.S. government.



FY 2024 Strategic Review Progress Rating: N/A (Did not participate)

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of high-risk facilities that receive a facility security assessment in compliance with the Interagency Security Committee schedule	Target:	100%	100%	100%	100%	100%
	Result:	100%	100%	100%	100%	100%

Strategic Alignment: Objective 1.3

Description: This measure reports the percentage of high risk (Facility Security Level 3, 4 and 5) facilities that receive an FSA in compliance with the ISC schedule. An FSA is a standardized comprehensive risk assessment that examines credible threats to federal buildings and the vulnerabilities and consequences associated with those threats. Credible threats include crime activity or potential acts of terrorism. Each facility is assessed against a baseline level of protection and countermeasures are recommended to mitigate the gap identified to the baseline or other credible threats and vulnerabilities unique to a facility. Requirements for the frequency of federal building security assessments are driven by the ISC standards with high-risk facility assessments occurring on a three year cycle.

Explanation: This measure has achieved its goal of 100%.

Line of Business: Office of the Chief Human Capital Officer

Description: The Office of the Chief Human Capital Officer (OCHCO) provides overall management and administration for the Department’s human capital policies, programs, and practices for attracting, retaining, and developing the skilled workforce needed to protect and secure our Nation. The work of OCHCO is critical to supporting and enabling the Secretary’s workforce strategy, which centers around four key goals: building an effective, mission-focused, and inspiring cadre of leaders; recruiting a highly qualified workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, and results.

FY 2024 Strategic Review Progress Rating: N/A (Did not participate)

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of women new hires in law enforcement positions	Target:	---	---	---	---	30%
	Result:	---	---	---	---	34%

Strategic Alignment: Objective E.2

Description: This measure tracks the Department’s ability to attract women into law enforcement and law enforcement related positions. The ability to recruit qualified women into law enforcement positions help to create a workforce that is representative of the populace. The measure allows senior leadership to make policy decisions with regards to recruitment, incentives, targeted communication, as well as policy changes as needed to support this effort. Across the nation, both federal and state level law enforcement agencies are dealing with difficulties recruiting law enforcement candidates, especially women in law enforcement.

Explanation: DHS will continue to identify outreach strategies for women, including the 30x23 Women in Law Enforcement Initiative, which aims to increase women new hires to 30% by 2030; ensure law enforcement policies and culture intentionally support the success of qualified women throughout their careers; and promote DHS-wide recruiting and hiring events specifically for women in law enforcement positions.





OFFICE OF INTELLIGENCE AND ANALYSIS

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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of intelligence reports rated satisfactory and useful by customers	Target:	---	80%	80%	80%	80%
	Result:	---	90%	89%	93%	99%

Strategic Alignment: Objective 1.1

Description: This measure gauges the extent to which intelligence products are satisfying customers' needs. Responses of "very satisfied" and "somewhat satisfied" are considered to have met the criteria for "satisfactory and useful." Providing intelligence on topics of concern equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.

Explanation: In FY 2024, I&A received 99 customer feedback forms related to intelligence production, 98 of which provided Usefulness ratings of "Very Satisfied" or "Somewhat Satisfied." This measures the effectiveness of I&A sealed products only. Overall, I&A received feedback on approximately 44% of I&A branded products. In FY 2025, I&A plans to promote efforts to improve the response rate of SLTT and IC members submitting feedback on classified and unclassified networks to incorporate into future production. Additionally, I&A has no mechanism to capture feedback on Jointly produced products, which make up an increasingly larger portion of finished intelligence production, so I&A will also coordinate with their IC partners to capture feedback on the non-I&A branded intelligence products.

OFFICE OF HOMELAND SECURITY SITUATIONAL AWARENESS

Description: OSA serves as a bridge for sharing critical information – delivering strategic situational awareness, a common operating picture, and decision support – to DHS Leadership, all levels of government, and other partners involved in homeland security (i.e., the Homeland Security Enterprise).

FY 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes	Target:	90.0%	94.0%	94.0%	94.0%	94.0%
	Result:	97.7%	94.6%	94.2%	96.5%	99.8%

Strategic Alignment: Objective 1.1

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 NOC utilizes a web-based DHS COP. The COP can be accessed through various Briefing Display Systems within the NOC, or through any computer using 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: The measure excludes all incidents and situational awareness products that were “Internal” or “Close Hold” to DHS. The overall performance results were contributed by the establishment and implementation of the NOC’s OPS Portal, which is a data repository tool that disseminates incident related information to the DHS COP, HSIN, and other DHS Components in a timely manner.

SCIENCE AND TECHNOLOGY DIRECTORATE

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 2024 Strategic Review Progress Rating: Satisfactory

Performance Measure:		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of technology or knowledge products transitioned to customers for planned improvements	Target:	75%	75%	75%	72%	72%
	Result:	66%	72%	68%	83%	68%

Strategic Alignment: Objective E.3

Description: This measure reflects the percent at which S&T meets its planned fiscal year transitions of technology or knowledge products for research and development funded programs/projects. A successful transition is the ownership and/or operation of a technology or knowledge product by a customer within the Homeland Security Enterprise. Technology product is a piece of equipment, system, or component of a system, such as an algorithm to be embedded into a piece of software. Knowledge products may be assessments, standards, training, or documents for decision support. The transition of technology or knowledge products reflects the value that S&T provides in delivering solutions to secure key assets, enhance operational efficiencies and effectiveness, and enable the Department and first responders to do their jobs safer, better, and smarter.

Explanation: In FY 2024, S&T completed 219 out of 292 planned program transitions. The target was not fully met due to delays in privacy assessments, evolving leadership priorities, scheduling changes among component recipients, and limited staff availability. Despite this, S&T validated integrated urban airflow and dispersion models and transitioned a CBP pilot C-UAS kit. S&T also delivered flood preparedness and response tools, FEMA decision support tools for deployment across federal and local agencies, and a 5G security study to guide DHS R&D investments. These transitions highlight S&T’s ongoing contributions to strengthening homeland security and supporting mission-critical operations.

Corrective Action: In FY 2024, S&T did not achieve the goal of completing 292 research and development program transitions due to delays in privacy assessments, shifts in leadership priorities, adjustments in recipient schedules, and limited staff availability. However, S&T delivered various knowledge products and introduced innovative processes and technologies to DHS Components and interagency partners, addressing new and evolving homeland security challenges not part of the original transition plan. S&T is actively reviewing internal processes to optimize future planning and resource allocation. S&T also remains committed to collaborating with stakeholders, including Congress and OMB, to ensure effective regulations and processes support R&D execution.



OTHER INFORMATION





About This Section

To provide additional and important context on the Department's ongoing priorities and challenges, the following section outlines key management initiatives and performance updates.

The Other Information section highlights key management initiatives undertaken by the Department, including efforts to enhance Customer Experience, implement the Human Capital Operating Plan, and promote equity for underserved communities. Additionally, this section provides a summary of performance challenges and high-risk areas identified by the DHS OIG and GAO, along with the progress the Department has made in addressing these critical issues. Please note that the narrative content of this section is often presented in the perspective of the Component or office supplying the information (i.e., first person).





Customer Experience

To enhance the quality of federal services, DHS has committed to improving customer experiences through strategic initiatives and collaborative efforts across multiple agencies.

Cross Agency Priority (CAP) Goals serve as dynamic instruments, crafted to expedite progress within a select number of 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 DHS, several pivotal high-impact service provider (HISP) organizations have devoted their efforts and resources towards enhancing the customer experience (CX) throughout FY 2024 and beyond.

U.S. Customs and Border Protection

CBP, through its legacy agencies, has interacted with the public from its national founding to today. Our employees engage with a broad, diverse and always evolving public as part of our mission operations. We are constantly adapting as employees on behalf of our agency to address the dynamic landscape of trade and travel coupled with technological changes to uphold our national security mission to protect the United States while allowing legitimate travel and trade. With our mission history in mind, it is particularly exciting for CBP to formally stand up the CBP Experience (CBPX) Division in FY 2024. Doing so formally institutionalizes a CBP practice of using human-centered design and strengthens our focus on our employees and customers.

Today, technology drives much of the change we hope to implement. As the volume of trade and travel continues to grow, we recognize that we must rely on technology to serve as a force multiplier to meet the staffing challenges to fully address workload demands. It is critical that we closely engage our internal and external customers and stakeholders to best capture and reflect their needs and insights as we develop new technological solutions and platforms. Our most effective developments will result in reducing administrative and operational burdens on users. Obtaining ongoing employee and customer input will better enable CBP to design and deploy applications and services that achieve desired results.



Accomplishments in FY 2024

Launching CBP Experience Division

In FY 2024, CBP launched the CBP Experience Division, crystalizing the importance of employee and customer experience to CBP. This division will promote human-centered design research and data, serving as advisors and SMEs. This will drive a deeper understanding of user needs, help the agency develop and deploy solutions that meet those needs, and capture feedback to continue innovating and enhancing experiences.

In tandem with formalizing a CBP Experience division, CBPX began executing experience initiatives from all areas of the CBPX Operating model with CX functional areas defined by OMB: Measurement, Governance & Strategy, Culture & Organization, Customer Understanding, and Service Design & Improvement. FY 2024 CBPX initiatives cross functional areas.

Commitments to the White House

As a designated HISP, CBP is supporting the government-wide imperative to build government trust through improved CX and service delivery. In FY 2024, CBPX committed to delivering 12 milestones across 5 initiatives to OMB, which oversees the performance of federal agencies. Our Action Plan commitments deliver service improvements to critical programs and further solidify CX as an integral part of CBP. As of September 2024, CBPX completed 10 of the 12 commitments.

Designated High Impact Services

As one of the 38 agencies designated by OMB as a High Impact Service Provider, CBP is committed to optimizing the experiences of our CBP employees – “internal customers” – as well as those external to our agency who engage with our products and services. Each year, CBP is responsible for selecting designated high impact services for which to infuse and integrate experience-focused research, insights, and recommendations. In FY 2024, CBP opted to focus on passenger and trade programs such as:

- Global Entry (GE): a program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the United States.
- Automated Commercial Environment (ACE): the system through which the trade community reports imports and exports, and the government determines admissibility of goods.

Automated Commercial Environment

CBPX partnered with the Office of Trade and Office of Information and Technology to conduct and analyze robust Voice of the Customer (VOC) research to understand current experiences with ACE and capture future impacts of the technology and associated process improvements for CBP personnel, partner government agencies, and members of the trade community. CBP Trade facilitates legitimate trade, enforces law, and protects the American economy to ensure consumer safety and to create a level playing field for American businesses.





ACE is the system through which the trade community reports imports and exports, and the government determines admissibility of goods. ACE has enabled 260+ forms to be automated across CBP and more than 49 partner government agencies (PGAs).

During FY 2023, CBP processed:

- \$3.3T worth of imported goods
- 36.6M imported cargo containers at U.S. Ports of Entry
- \$94.3B in duties, taxes, and fees
- 36.7M formal entries

During FY 2023, ACE enabled:

- Saved \$2.64B and 800K hours in processing time for the trade community
- Saved \$1.35B and 16.8M hours in processing time for CBP, returning vital time to mission to best optimize CBP enforcement activities

As CBP seeks to modernize ACE to further its mission priorities to safeguard national and economic security and facilitate legitimate trade, global interoperability standards lay the groundwork and have garnered strong enthusiasm within the agency, partner government agencies, and the trade community as captured by CBPX.

In partnership with the CBP Office of Trade and Office of Information and Technology, the CBPX Division conducted an extensive stakeholder engagement effort to:

- Understand the current state of data exchange across the supply chain and learn about key factors, including the people at the center of the work; industry or commodity-specific nuances; modes of transportation.
- Discover anticipated burden reduction and impacts of modernization.
- Identify critical impact areas to inform a comprehensive measurement strategy & approach, burden reduction analysis, and industry case studies.

Global Interoperability Tech Demos

CBP, in collaboration with the DHS Science and Technology (S&T) Directorate Silicon Valley Innovation Program (SVIP), has embarked on five projects to test global interoperability standards using business cases for the steel, natural gas, pipeline oil, food safety, and e-commerce sectors. Through SVIP, CBP has engaged a group of private sector companies – Mesur.io, Transmute, and Neoflow – to facilitate and/or support the tests. Interoperability:

- Will provide flexibility for businesses to choose the most efficient way to exchange data with CBP and potentially any system in the world;
- Will allow CBP to receive and transmit data between traditional and non-traditional trade entities in near real-time; and
- Should future-proof CBP and the private sector, enabling systems to be adapted as new technologies emerge.



CBPX synthesized Voice of the Customer insights across roles, sectors, and modes of transportation into 6 desired future outcomes:

- Extending the functional equivalent of the border
- Eliminating paper and near-paper bottlenecks
- More focused targeting, less manual validation
- Paving a smoother path for trade compliance
- Enhancing the vision of the single window
- Catalyzing positive downstream impacts

Pipeline Oil Case Study

CBPX developed a case study to showcase a 360-degree picture of the impacts of the global interoperability tech demos for both government and trade stakeholders in the pipeline oil sector. To do this, we engaged numerous SMEs to quantify operational impacts and efficiencies, particularly with respect to reducing administrative burden and articulate current points of friction and future improvements.

Future Improvements & Anticipated Burden Reduction for CBP & Trade

- **Modernizing Import Data Sharing & Review:** This effort transforms data sharing processes – particularly in the pipeline environment – allowing personnel to focus more efforts on trend analysis for pre-arrival risk segmentation rather than data validation.
- **Going Paperless:** Data accuracy increases and administrative burden decreases when shippers, pipeline carriers, customs brokers, and importers exchange data in near-real time, in the same format, in the same place.
- **Technical Enablement for Green Trade Strategy:** The ability to track attributes (e.g., origin, composition, quality) of a single barrel makes it possible to calculate environmental impact across the product lifecycle.
- **Reducing Clearance Costs:** Source traceability clarifies country of origin for *United States-Mexico-Canada-Agreement* (USCMA) eligibility, ensuring qualifying shipments are assigned tariff waivers and thereby reducing clearance costs for importers.

Estimated impacts quantified for trade and CBP for imports of pipeline crude oil from Canada to U.S.:

- 66% potential reduction in border clearance costs
- \$0.08 reduction in clearance costs per barrel based on \$0.12 industry average for Canada-U.S. border clearance
- \$110M potential annual industry savings in tariffs
- \$0.05-\$0.10 per barrel in reduced tariff costs
- \$25M-\$50M potential annual industry savings in effort
- \$0.02-\$0.04 per barrel in reduced effort costs
- \$135M-\$165M digital border clearance market opportunity





Technical Enablement via Cargo Developer Portal

The Cargo Developer Portal allows developers across the Trade to test and submit data through modern standards rather than expensive proprietary infrastructure and message specifications. This technical enablement is critical to the successful implementation and adoption of global interoperability standards. CBPX identified key experience principles and priorities to inform rollout such as: self-service: The system and its features enable users to meet their own needs; flexibility: The user can learn about the system and take needed actions within the system; consistency: There is a clear and uniform path to engage with the system and resources; informing Rollout: As the tie between the technical and business sides, CBP client representatives must stay updated on legacy systems and the new system in parallel. To do this, they will remain in lockstep with the Office of Information and Technology to be empowered with the right knowledge and tools.

Technical Enablement via Cargo Developer Portal

DHS, CBP, & TSA partners collaborated on a multi-year Integration Enhancement Roadmap to improve the DHS Trusted Traveler Program (TTP) experience with reimagined application fees, expedited vetting/enrollment, and collaborative data sharing & account ownership.

The TTP customer value proposition shifts from an agency program-specific use case toward alignment with the traveler's desired benefit and fee value while increasing efficacy and accessibility through a unified experience.

CBP & TSA envision a unified Trusted Traveler Program (TTP) customer experience that makes it faster and less expensive for travelers to receive their anticipated benefit (including upgrades) while simplifying enrollment. The single, biometric-based, TTP account solution will result in improved operational efficiencies for both CBP & TSA compared to the current programs while increasing data quality and overall security.

An incremental approach over the next year-plus is required to provide customer and operational value and achieve the desired result by overcoming key challenges such as:

- Designing and developing capabilities with DHS Office of Biometric Identity Management (OBIM) to share continuously monitored derogatory information pertinent to CBP TTP programs.
- Congressional concerns including legislation, policy, Paperwork Reduction Act (PRA), Privacy Impact Assessments (PIA), etc.
- Ensuring financial viability for both CBP GE & TSA PreCheck® programs through an aligned enrollment fee structure.
- CBP and TSA gaining FBI authorization and developing the technical capabilities to reuse fingerprints and identity verification captured during the unified application experience and those originally captured for TSA PreCheck enrollment for reuse upon traveler opt into GE application.
- Assessment of market/traveler value proposition to justify costs and validate approach associated with each phase.



Global Entry Future Vision

GE has approximately 14 million trusted travelers, furthering CBP's mission to safeguard our borders. In collaboration with multiple offices and programs, CBPX set out to define an easily expansive program vision that amplifies CBP's mission to preserve national security and protect our borders and streamlines the experiences of the trusted travelers and officers through continuous innovation. The Future State Journey Map follows a GE target persona, the parent traveler, as she successfully navigates the future state Global Entry program from enrollment and renewal to using her benefits at the airport. The map identifies areas of impact for CBP, including:

- Reduced administrative burden
- Increased time to mission
- Cost savings
- Increased national security & integrity
- Improved communication & transparency
- Modernized technology & AI

Usability Testing Integration into the Office of Information Technology's Software Process

The CBP Experience Division developed an initiative to establish a standardized and comprehensive approach to usability testing within CBP. By embedding usability testing early in the Software Development Life Cycle (SDLC), both digital and non-digital products are more likely to meet the highest standards of user experience. This approach fosters collaboration between product owners and development teams, ensuring consistency, quality, and efficiency across all projects.

CBPX Community of Practice

One of CBPX's goals is to build capacity within CBP to further mature the agency's ability to deliver experience excellence across, within, and beyond the organization. To accomplish this, CBPX is committed to delivering training, tools, and community to CBP.

CBPX held its inaugural community of practice meeting with 56 individuals across CBP who serve as champions of customer service as part of their collateral duties. CBPX aims to foster and grow the community in FY 2025, uncovering needs and providing resources and training to increase capacity.





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 CX for the populations we serve. Investing in CX – and designing processes and products with, rather than for, customers – enabled the agency to center the work around the needs of communities and individuals we serve across the United States. In 2024, FEMA enhanced CX through several efforts, including:

- Amending IA regulations to remove barriers to access, which includes quicker access to needed funds, expanded eligibility for property and home repairs, and an easier application process for survivors to jumpstart their recovery from disasters.
- Improving on business processes and modernizing systems, including simplifying and streamlining the registration intake process which reduced the time to complete an application, improving website design and usability, and wholesale replacement of IA systems to enable omni-channel CX – all driven by usability research.
- Clarifying the process for a NFIP adjuster to reimburse the additional cost of translation and interpretation services.
- Publishing FEMA's first 2024-2026 FEMA Customer Experience Strategy, drafting a corresponding Customer Experience Implementation Plan, and working on several key projects focusing on bringing on CX expertise and upskilling existing personnel.
- Partnering with other Federal Agencies to craft trauma-informed communications to guide survivors through the disaster assistance process.

Governance and Strategy

FEMA has institutionalized CX through centralized support and leadership in the Office of the Administrator (OA), Office of Policy and Program Analysis (OPPA), OCIO in Mission Support, and Office of External Affairs (OEA).

- **Office of the Administrator (OA):** Supports the agency in maturing experience, delivery, and design by building CX capacity and competency across FEMA programs. This team is comprised of a designated Executive Sponsor Accountable to CX; a Presidential Appointee in



the role of Senior Counselor to the Administrator for Technology, Strategy, and Delivery; and Human-Centered and User Experience Designers who provide technical advice and strategy on CX delivery and design.

- **Office of Policy and Program Analysis (OPPA):** Supports the agency's CX community and partnerships. This includes leading coordination and communication with the DHS Customer Experience Directorate and OMB to ensure FEMA meets its requirements as a HISP, including the implementation of the President's Management Agenda and Executive Order 14058 and the sharing of requirements and government-wide initiatives with the agency. This team is comprised of a CX Strategist and employees who support enterprise performance reporting.
- **Office of the Chief Information Officer (OCIO):** The Digital CX Office continuously improves digital customer experience, design, and delivery of IT products and services working in partnership with FEMA programs. This team is comprised of staff who lead strategic user research, support human-centered design, product management, and software development for improved digital CX.
- **Office of External Affairs (OEA):** Supports the agency's CX efforts related to consistency, accessibility, and plain language. The Communication Division develops standards and resources for the public-facing communications materials, platforms, and tools in compliance with the [21st Century Integrated Digital Experience Act](#) (IDEA) requirements as well as convening the Web Governance Council.

FEMA's formal CX work has predominately focused on our responsibilities as a HISP through two designated services: applying for and receiving disaster assistance and filing a claim under the NFIP. However, leveraging established best practices to improve CX is everyone's responsibility and extends to all agency interactions with customers, from disaster survivors to grantees and the FEMA workforce. Our CX vision and mission reflect this belief.

- **Vision:** FEMA delivers programs, products, and services that are informed by and designed with the people we serve.
- **Mission:** To ensure that CX is built into all FEMA programs, processes, and services from planning to the design, delivery and through our everyday interactions with the people we serve.

Culture and Organization

On Dec. 13, 2021, President Biden signed [Executive Order 14058: Transforming the 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. FEMA is committed to acquiring and developing the talent required to incorporate and improve CX within agency activities and empowering all employees to adopt a CX mindset.

In April 2024, FEMA published the 2024-2026 FEMA Customer Experience Strategy. This multi-year, agency wide CX strategy is a first for FEMA and helps us to mature the CX expertise and capabilities to deliver programs, products, and services that are informed by, and designed with, the people we serve.





Our goal is to ensure our customers inform and help shape the improvements we make in the policies and programs that impact them. This required a whole-of-agency undertaking to rethink how we design processes and serve our customers. The 2024-2026 FEMA Customer Experience Strategy supports this critical work through four overarching CX Goals, including: engaging customers early and often; creating a ‘test and learn’ culture at the agency; streamlining access to CX expertise; and continuously evaluating, improving, and innovating our products and services.

Customer Understanding

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 enhance our understanding of the unique challenges faced by our stakeholders, which informs improvements in our programs and policies.

Additionally, customer research empowers data-driven decision-making, ensuring that our actions align seamlessly with FEMA's mission and strategic objectives. This serves as the underpinning for our efforts in service design and improvement, as we continually strive to offer the utmost support and assistance to those we are dedicated to serving.

In FY 2024, FEMA partnered with and advised US Digital Services on a field study to better understand the survivor journey specifically as it applies to applications for Individual Assistance. The study was completed this year in multiple locations, including Puerto Rico.

Service Design and Improvement

The Federal Government's management of its CX and service delivery should be driven fundamentally by the voice of the customer through human-centered design (HCD) methodologies, empirical customer research, and understanding of behavioral science and usability testing, especially for digital services. FEMA is committed to the best practices of HCD and usability testing. Notable accomplishments include:

- Completed a usability study of the online application for IA on disasterassistance.gov to understand the impact of usability changes released in the past year. These findings are currently being leveraged in the response to Hurricanes Helene and Milton.
- Completed several user research activities to improve claimant outcomes at the Hermits Peak/Calf Canyon claims office. Contextual interviews were performed across all claim platform user roles, service design analysis, and recommendations, as well as a usability study on enhancements with the Advocates team.
- Completed a concept testing and usability study on Planning Assistant for Resilient Communities (PARC), an AI pilot focused on relieving burden on under-resourced communities who are creating hazard mitigation plans. The studies gathered vital input from multiple states and municipalities to understand the real value of product features and establish the product strategy.



Furthermore, FEMA continues to rise to the challenge of reducing burden on customers through the DHS Burden Reduction Initiative. Burden as a measurement is currently recorded through the *Paperwork Reduction Act* (PRA) process, which governs how federal agencies collect information from the public. In 2024, FEMA is estimated to reduce the burden on our customers by 24,000 hours. Through this effort, CX has improved through the elimination of duplicative and redundant questions and enabling online electronic submission capabilities.

Measurement

FEMA uses several platforms to measure, analyze, and track performance to ensure accountability for improving service delivery and communicating performance across the agency and to the public. This includes surveys to gather voice of the customer and post-transactional data and the use of dashboards to promote transparency of performance results. FEMA tracks several tiers of performance measures related to CX in support of OMB Circular A-11, Part 6, Section 280 reporting requirements and publicly reports results on performance.gov/cx. FEMA also reports on customer satisfaction to Congress and the American people through GPRA performance measures in the DHS APR.

Next Steps

FEMA will continue building on successes of the CX strategic initiatives to accomplish the following:

- **Enhance transparency by improving information sharing with the public.** FEMA will enhance the transparency of the IA program by providing clearer and more comprehensive information on FEMA.gov and disasterassistance.gov, increasing the availability of disaster recovery data to partners and the public through safe and secure mechanisms. Improved information sharing will enhance the overall CX journey by helping disaster survivors better navigate the recovery process.
- **Enhance the CX journey by providing a NFIP claims checklist.** FEMA will provide high-level, plain language information about the claims process for NFIP policyholders by adding a claims checklist to the Claims Handbook. The checklist will enhance the CX journey by providing a general roadmap on what the policyholder can expect through the claims process.





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 HISPs 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 2024, the organizational assessment, strategic plan, and the results of the 2023 Passenger Experience Survey (PES) influenced TSA's new CX Roadmap. The CX Roadmap, which is awaiting publication, details four 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.

Aligned to the 2024 OMB Circular No. A-11 updates and in concert with new guidance from the DHS Customer Experience Directorate (CXD), TSA formally re-branded the Customer Service Branch (CSB) to Customer Experience Branch (CXB) and appointed a SES level CX Officer as TSA continues to evolve strategic oversight of CX initiatives across the agency. Additionally, in accordance with the 2024 OMB Circular No. A-11 update, TSA introduced new program protocols to measure trust among the traveling public.

TSA continued quarterly CX briefings with TSA Administrator David Pekoske serving as a platform for discussing cross-collaborative CX updates, strategy, performance metrics, and next steps with the agency's senior leadership.

TSA worked with the OMB as well as DHS PA&E team to publish an APG focused on Customer Experience. This APG is one of ninety across the Federal Government, the first for TSA, and one of four for the DHS. Quarterly progress on the 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 Customer Service Managers (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.



CXB is developing a new case management system for CSMs to use when processing customer inquiries. The new system will enhance the user experience for CSMs, improve inquiry visibility within TSA, and create new enterprise data on customer inquiry outcomes.

TSA also conducts routine meetings with senior leadership from CXB and DAO/Security Operations (SO) to bolster inter-agency collaboration on CX related needs assessments, metrics, and data insights given TSA's fundamental mission is the safety and security of the traveling public.

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 2024, this briefing has been deployed to more than 16,000 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 monthly 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.

As the agency embraces a CX culture across the workforce, TSA received two Service to the Citizen awards in 2024. The PES project team (including >100 field and HQ personnel) was honored for using innovation/data to breakdown organizational barriers to deliver outstanding experiences to the public. TSA Cares project team (including DHS CXD members) received recognition for their outstanding contributions to the update and enhancement of TSA Cares content on tsa.gov, demonstrating excellence in digital services.

Customer Research

In accordance with the updated 2024 OMB Circular No. A-11 guidance, and under the operational leadership of the CXB within the TSA Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement (CRLOTE), TSA successfully launched the quarterly checkpoint trust survey at 82 airports across the nation. The goal of the survey is to measure passenger feedback on trust in TSA Officer's ability to keep air travel and to assess which OMB directed CX drivers are positively or negatively impacting trust among the traveling public at the checkpoint. Additionally, TSA successfully launched the Getting Help from TSA trust survey via the TSA Contact Center (TCC) phone and email channels, the AskTSA Social Media channels, and the TSA.gov website.

The results of the surveys 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:

- Checkpoint Trust Survey: 93% of participants reported they are confident in the ability of the TSA Officers to keep air travel safe.





- Getting Help from TSA Trust Survey: 85% of participants reported they are confident in the ability of the TSA Officers to keep air travel safe.

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) last year, TSA has released its new TSA Cares page on tsa.gov. The new site creates brand awareness for TSA Cares and groups all related information in one easy-to-navigate page. This will ensure the public will have a much easier time to quickly locate the information they need to prepare for the checkpoint experience. Currently the TSA Cares program received 70,000 requests for assistance in FY 2024.

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, 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 to better serve the aviation security ecosystem and pave the way for more seamless travel experience.

TSA has enabled mobile driver’s licenses (mDLs) from eleven (11) states (AZ, CA, CO, GA, HI, IA, LA, MD, NY, OH, and UT) across seven platforms to be accepted at twenty-seven airport locations around the country. With these numbers, TSA has completed one component of the CY24 SMART goal in support of President Biden’s Executive Order on Transforming Customer Experience.

TSA has expanded its TSA PreCheck®: Touchless Identity Solution (TIS) to select PreCheck® checkpoints in ATL, DTW, EWR, JFK, LAX, LGA, and ORD for a total of seven airports. They are on track to expand to ten airports by the end of CY24 to support the second component of President Biden’s Executive Order on Transforming Customer Experience.

For commitment #2, TSA previously developed (but did not deploy) an online chat feature for TSA.gov. TSA is actively developing a virtual assistant (i.e., ChatBot) to pair with its online



chat feature. TSA anticipates implementing its online chat feature with a ChatBot by Spring 2025. 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 OMB-mandated Trust Surveys: Checkpoint (web-based), TCC (phone/email), AskTSA (social media/text), TSA.gov (web-based); TSA PreCheck® Enrollment (Centers; in person) and (Help Desk; phone/email). TSA leadership receives ongoing reports from leadership within the CRLOTE, on contact center complaints, compliments, and requests for assistance received from the traveling public. CXB is developing a new case management system for CSMs to create new enterprise data on customer inquiry outcomes. CXB is in the initial stages of developing an interactive CX data dashboard to enable continuous forward focused feedback on real time data insights for TSA leadership.

Next Steps

TSA will continue building on successes of CX strategic initiatives outlined above as well as accomplish the following:

- Publish the new TSA CX Roadmap
- Continue to expand the number of locations where digital IDs and mobile driver's licenses can be used
- Continue to enable the use of additional digital IDs and mobile driver's licenses
- Continue to expand the use of opt-in Touchless TSA PreCheck®
- Continue to maintain and report on CX progress, initiatives, and results in accordance with 2024 OMB Circular No. A-11 Section 280
- Launch the CSM app in FY 2025 Q1
- Launch the third iteration of the PES in Spring 2025
- Launch the Virtual Assistant Chatbot on TSA.gov in 2025
- Launch the TSA Cares app in 2025





Human Capital Operating Plan

To ensure a cohesive and strategic approach to workforce management, OCHCO plays a central role in guiding and overseeing DHS's human capital initiatives.

OCHCO leads, guides and provides oversight to the DHS human capital community to support the Department's mission. In partnership with DHS Components through the Human Capital Leadership Council (HCLC), OCHCO articulates the DHS human capital goals and programs and initiatives for the fiscal year in the Human Capital Operating Plan (HCOP or Plan). The HCOP is required in accordance with 5 C.F.R. §250.205 to align to the Department's Strategic Plan and APP, 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 HR community, and the cybersecurity workforce.

The FY 2022-2026 HCOP outlines multi-year priorities that advance the human capital objectives and activities described in the [DHS Strategic Plan for FY 2020 – 2024](#). The Plan provides the accountability and performance metrics that support a unified approach to advancing and strengthening human capital service delivery across DHS.

The four key priorities for FY 2022–2026 are: Culture and Inclusion; HR Academy; Human Resources Information Technology (HRIT); and Recruitment, Hiring and Retention. While the management of human capital is tailored to each Component's needs, these key priorities represent a shared commitment across DHS to achieve mission success. These HCLC priorities are detailed below.

Culture and Inclusion

The Department's employee experience programs optimize the Department's ability to be mission-ready. DHS leadership seeks to ensure the DHS workforce reflects the communities that we serve and that employees at all levels have an equal opportunity to succeed and lead. Through data analytics, pulse surveys, focus groups and other two-way feedback mechanisms, DHS develops engagement strategies that promote collaboration and high performance, creativity and innovation, fairness and respect, and an environment where employees can thrive.

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. This initiative empowers current and future human capital professionals with the tools necessary to achieve career goals; strengthen service delivery, 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

The HRIT program delivers modern, agile HR solutions, automating processes across DHS's human capital services. HRIT enhances integration between HR and other key business functions, 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, Employee Engagement, and Retention (STEER) manages a variety of enterprise-wide programs related to the talent management lifecycle. Strategic talent recruitment 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. STEER works in lockstep toward the objective of strengthening how DHS readies employees to safeguard the nation.

Progress Update

DHS has made significant progress in each of the HCOP priorities amid the ever-evolving work environment and constant demand to execute current human capital services. Over the past year, DHS has increased the use of data to underpin the various human capital programs including analyzing applicant flow data in support of recruitment and hiring strategies, standardizing Time to Hire (TTH) reporting to drive hiring efficiencies, and conducting quarterly HRStat reviews with components. The HRStat sessions are intended to review progress toward goals and priorities, highlight best practices that can be shared across the Department, and identify areas that require additional attention.





Our commitment to enhance the human experience, excel in customer service, and uphold the values of teamwork, integrity and accountability, enabled DHS to accomplish and produce the outcomes described below.

Recruitment, Hiring and Retention

DHS remains committed to prioritizing recruitment, hiring and retention in FY 2024 with the expansion of the 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 transformed our engagement outreach through targeted surveys, focus group, cross-functional jump teams. Key highlights included:

- **Cybersecurity Talent Management System:** In the highly competitive cybersecurity industry, CTMS has had success in issuing 398 tentative job offers (to date), and employs 214 in the DHS Cybersecurity Service (CS). In addition, 704 applicants are either completing the multi-layer assessment process or residing in our talent pool awaiting placement on a match list as relevant vacancies arise.
- **Secretary's Honors Program:** In FY 2024, the Secretary's Honors Program hosted 116 participants. Cohorts have focused on Cyber (53), Climate Cohort (15), Human Resources (32).
- **Intelligence and Cybersecurity Diversity Fellowship:** The Department utilized its partnership with Handshake as a tool for program marketing and engagement.
 - The Department was able to reach 14 unique schools, of which 25% were Minority Serving Institutions, and engaged with nearly 60,000 students. More than 3,100 students sought additional information or applied for the FY 2024 class.
 - In FY 2024, DHS hosted five virtual ICDF roundtables and reached 1,019 unique schools of which 58% were Minority Serving Institutions with 67% of those being Historically Black Colleges and Universities (HBCU).
 - DHS engaged over 4,500 students who sought additional application and program information. These schools were reached through Handshake and other established relationships ICDF has built since its inception.
 - Seventeen (17) customized Handshake campaigns were designed to promote this program and activities. For FY 2024, the campaigns for HBCU week and the DHS Career Expo, alone, reached 15,000 unique individuals.
- **Department-wide Recruitment and Outreach:** DHS continued 20 Department-wide recruiting and outreach activities in FY 2024, marking a 40% increase from the previous year. One-third of those activities were in support of the ICDF program, along with women in law enforcement, individuals with disabilities and targeted disabilities, and general recruitment rounding out the Department's footprint for the fiscal year.



- **Women in Law Enforcement (WLE)/30x23 Initiative:** DHS stood up the first-ever WLE Task Force comprised of WLE and allies across the Department brought together to tackle issues related to recruitment, retention, career development and wellbeing of women in law enforcement. The Task Force meets monthly to provide updates on progress toward addressing the recommendations. The first-ever WLE Task Force Offsite convened in May 2024 with a select group of 80+ WLE from across DHS to fine-tune the nine recommendations focused on recruiting, retention, career advancement and total well-being.
- **DHS Career Expo:** The Department executed a large-scale DHS Career Expo in July 2024 with over 8,000 attendees, resulting in 1,200 interviews and over 600 tentative job offers issued over the two-day event. WLE were prominently featured at the event through a recruiting presence and a leadership panel.
- **DHS Retention:** DHS continues to implement its Employee Experience Framework—encompassing basic needs, confidence, and recognition—and is focused on meeting our employees’ basic needs. This effort includes listening to employees; identifying and resolving concerns; and communicating results back to employees.
 - DHS employs the following engagement strategies—
 - To get at the ground truth of our employees’ experiences, DHS conducts pulse surveys, focus groups, and jump teams, which are cross-functional teams that come together to problem-solve issues identified through focus groups or other mechanisms. Since 2021, DHS has conducted four pulse surveys, 152 focus groups and five jump teams across multiple DHS Components, with an additional Jump Team scheduled for November 2024.
 - Once issues are identified, they are communicated to the relevant stakeholders and tracked to completion. Progress is communicated back to local sites and employees to close the feedback loop.
 - As a recognition of all that DHS has done to meet its employees’ needs, DHS was named the Most Improved Large Agency by the Partnership for Public Service in the 2023 Best Places to Work (BPTW) in the Federal Government (2024 rankings will be released in spring 2025). DHS also jumped three spots from #17 in the Very Large Agency category to #14 in the BPTW rankings.
- **Department-wide Hiring Initiatives:**
 - Decreased the TTH across the Department by 23 days (14%) in FY 2024 Q3, with an overall average TTH of 138 days. TTH reductions require focused resources and are also dependent on available talent so this number may fluctuate in future years. To facilitate future reduction the Department also developed standardized steps for the Office of Personnel Management (OPM) 14-step process to improve hiring practices and ensure consistent data across DHS and established a working group with Staffing Policy, Data Analytics and HCBS to develop and implement standardized steps in the TTH process which received concurrence from the components HC Leaders.
 - Established the capability to support a surge hiring event across the entire Department. Working with a working group with participants from all the





- Components to develop a Surge Hiring Playbook, finalize requirements for what constitutes a surge hiring need, establish a HR Cadre, and enacted the surge hiring program in support of the U.S. Secret Service.
- Submitted the following Direct Hire Authority (DHA) requests to OPM to expedite hiring across the Department:
 - Submitted USSS request for extension for Social Science Research Specialist positions.
 - CBP OPR criminal investigator positions based on critical hiring need – OPM approved in Jan 2024.
 - CBP requested extension of 200 DHA positions for their AMO Office, Air Interdiction Agents: OPM approved Jan 2024
 - USCIS requested extension of 4,578 ISO, ISA, Language Specialist positions. OPM granted approval April 2024.
 - USCIS requested an additional 1,510 positions to be included with the original DHA request. Coordinated extensively with OPM to seek their approval. OPM approved May 2024.
 - ICE submitted 715 positions based on critical hiring need for investigative requirements and support positions. OPM approved April 2024.

Culture and Inclusion

- DHS issued its Roadmap for an Inclusive Employee Experience, which articulates priority activities in key areas of focus to foster collaboration; build inclusive cultures; strengthen accountability; communicate and educate; and strengthen programming through FY 2026. To position the Department for success in accomplishing activities on the Roadmap, DHS developed actionable toolkits, guidance, and resources for inclusion and engagement practitioners, leaders, supervisors, and employees in FY 2024. Examples include a FAQs document, best practice resources and workshops on retention strategies, and guides on building equitable processes for promotions and increasing access to career development opportunities.
- In FY 2024, DHS deepened its focus on equitable access to opportunity and advancement to enhance retention and employee development, and to diversify its leadership cadre.
 - DHS embarked on a multi-year pay equity study to determine if disparities exist in pay and pay-related factors and deployed its first-ever survey for employees in law enforcement and law enforcement-related positions to better understand perceptions around pay and satisfaction with pay.
 - In FY 2024, DHS created a consolidated resource for Components and organizations to strengthen internal candidates for advancement into leadership.
 - DHS also amplified the importance of Component and organization-level work to strengthen equitable promotions processes by instituting reporting on this activity at the highest levels of leadership.
- DHS further structured its organizational health assessments; a tool used to assess culture and recommend behaviors and practices to strengthen how employees



experience psychological safety and intrinsic motivation because of their organization's climate. This enables the Department to more broadly ingest information culled from individual assessments to inform broader programing related to leadership development, performance evaluation, and employee rewards and recognition. DHS also used information from these assessments to inform requirements to host and deliver inclusion-related trainings and workshops offered to Components and offices (e.g., change management, effective communication, etc.)

- The Secretary's Senior Leadership Forum (SLF) provides senior leaders with a series of discussions, town halls, regional meetings and keynote events throughout the year that strengthen cohesion, organizational stewardship and collaboration, as an investment in the Department's priorities and mission success.
 - SLF events are intended for and limited to all SES, Transportation Security Executive Service (TSES), Flag Officers, and Senior Level/Scientific and Professional (SL/ST) employees.
 - Twelve SLF events were held in FY 2024, reaching a total of 4069 participants, with an average of 339 participants per event.
 - Since its inception in 2022, there have been 26 events and 10,929 attendees, for an average of 420 attendees per event.

HR Academy

HR Academy launched its second cohort of the HR Leader Development Program, providing instructor-led training, mentorship, and hands-on experiences to aspiring HR leaders in structured nine-month cohorts. HR Academy delivered 53 classroom-style HR and professional skills training courses while reducing its vacancy rate from 8% to 0%, saving DHS nearly \$35,000. HR Academy produced the annual DHS Human Capital Symposium and Awards Ceremony, increasing registrations by 40% (with seven Components exceeding registrations from last year) to build HR competence and skills for more human capital employees across the Department than ever before. HR Academy continued production of the quarterly HR Essentials training course for new DHS HQ supervisors. HRA also certified Society for Human Resource Management (SHRM) credits for HR-provided training for the DHS workforce, issuing 115.5 professional development credits in FY 2024. Finally, HR Academy hosted 15 live webcast events throughout the year including HR trainings, professional skills seminars, and leadership panels for approximately 33,00 participants.

HR Information Technology

The HRIT initiative has delivered significant capabilities on the HR Platform through the HR Service Center (HRSC). Key enhancements include improvements to the Employee Performance Management (EPM) system and the implementation of an automated Enterprise TTH capability that centralizes mandatory quarterly reporting across DHS. The Employee Relations solution now automates what was a manual paper-based process, enabling efficient tracking and management of employee misconduct cases. A DHS-wide award capability has been introduced, streamlining the tracking of individual and team nominations for the Secretary quarterly Ethos award. Further improvements include enhancements to the Telework and Remote Work application, automating expiration notifications and providing renewal options with enhanced reporting capabilities.





Additionally, a new automated process for new hire fingerprint requests was implemented. The Headquarters Online Learning Management & Education System (HOLMES) went live, allowing federal and contractor personnel to complete their mandatory and recommended training, and for federal employees to process training requests. The Incentive & Pay Flexibilities application was enhanced to automate the recruitment bonus request and approval process, eliminating existing manual processes. In addition, all of DHS now uses USA Staffing as the talent acquisition system for hiring. This creates a volume discount, single source reporting and provides additional opportunities to optimize DHS processes and decrease TTH. The Department has also prepared for a time and attendance system upgrade that is scheduled to occur in FY 2025. HRIT also worked with the DHS OCIO and the USDA OCIO to assess and resolve security vulnerabilities. Finally, robotic process automation (RPA) capabilities was introduced 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 DHS Components.

The FY 2024 HCOP reflects DHS's steadfast commitment to cultivating a skilled, diverse, and resilient workforce capable of advancing the Department's critical mission. Through strategic investments in recruitment, retention, and employee engagement, DHS is addressing current and future workforce challenges while fostering an inclusive culture that supports career growth and employee well-being. As we continue to implement and refine these initiatives, DHS remains focused on empowering our employees, leveraging innovation, and driving operational excellence to ensure we are well-positioned to meet the evolving needs of the nation.



Advancing Equity for Underserved Communities

In its ongoing commitment to advancing equity, DHS continues to integrate equity into its policies, operations, and decision-making, underscoring the importance of community engagement across its initiatives.

DHS continues to answer the call to embed equity at the center of its policies, operations, and decision-making through the development and implementation of an annual DHS Equity Action Plan (EAP), with a commitment to ensuring that stakeholder and community engagement remain a cornerstone of its approach to equity. Over the past year, DHS hosted engagements specific to the nine focus areas outlined in the 2023 Update to the DHS EAP (2023 EAP):

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 and targeted violence through a public health-informed approach (PHIA).
4. Advance equity for persons who are Limited English Proficient (LEP) by strengthening language access programs.
5. Advance equity in DHS's screening activities through updates to trainings, policies, and procedures.
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, including consulting with Tribal Nations when actions may affect them or their communities.
7. Advance equity for persons seeking humanitarian protection during immigration processing by strengthening programs available to assist them.
8. Advance equity in the FEMA IA Program to increase participation of underserved communities; and
9. Advance equity through Community Disaster Resilience Zones.

For example, on February 28, 2024, DHS published its first ever [DHS Indigenous Languages Plan](#) (ILP). The ILP was developed by DHS CRCL, in coordination with DHS components and offices, and was informed by feedback shared during public engagements with Indigenous





migrant leaders across the country. As part of this effort, CRCL also identified gender-specific language access considerations for women, girls, and Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and other identity (LGBTQI+) individuals. The ILP highlights new and existing DHS initiatives aimed at improving language access for Indigenous language speakers. Following the ILP's launch, CRCL has continued engaging with Indigenous community leaders to promote awareness and use of DHS language services, while strengthening partnerships with the Indigenous communities that contributed to and are impacted by the plan.

On March 21, 2024, CRCL led a stakeholder engagement and listening session to promote public participation and community engagement in DHS equity planning efforts and to solicit feedback on the 2023 EAP. The session was attended by nearly 120 stakeholders with the discussion focusing on DHS policies and practices, particularly with respect to screening and redress.

On June 8, 2023, CRCL held a listening session regarding DHS's use of AI to understand stakeholders' concerns about potential disparate impacts on members of underserved communities. Feedback gathered from Transportation Security Administration (TSA)'s Persons with Disabilities Taskforce, passenger complaints, and direct stakeholder engagements highlighted barriers for underserved communities in accessing and benefitting from TSA's screening procedures at airport security checkpoints. In response to these concerns, TSA developed and published an updated TSA Cares webpage to consolidate and provide easy access to information regarding programs that assists passengers with disabilities, medical conditions, or those with unique religious, cultural, or other needs requiring additional assistance at checkpoints. TSA also worked to expand and streamline the TSA Passenger Support Specialist program, which provides both scheduled and on-the-spot assistance to travelers requiring accommodations or assistance with concerns about the airport security screening process to ensure a consistently accessible experience at airports across the United States. The program has attracted international attention as a model for transportation authorities world-wide.

On September 18, 2024, [DHS announced](#) \$18 million in funding to 35 organizations working to prevent targeted violence and terrorism. This year, the Targeted Violence and Terrorism Prevention (TVTP) Grant Program received 39 applications from, or proposals to collaborate with, underserved communities. The Center for Prevention Programs and Partnerships (CP3) awarded eight grants that provide services to underserved communities, including 1 tribal government, 3 Historically Black Colleges and Universities, 1 LGBTQI+ serving institution, 1 organization serving religious minorities, and 2 organizations serving rural communities. CP3 is responsible for maintaining and expanding the [Prevention Resource Finder](#), a collection of violence prevention resources available from Federal agencies. CP3 collaborates with key stakeholders in the Federal government and civil society to present the PHIA for TVTP at national and international conferences, and has worked with the National Counterterrorism Innovation, Technology, and Education Center to develop a research-specific webinar series to help support the research into a PHIA for TVTP. During these engagements, DHS also sought opportunities to consider input from individuals



belonging to multiple underserved communities, who often face greater barriers to equity. DHS will continue to maintain robust engagement with affected communities to help deliver more equitable outcomes.

DHS components and offices also conducted analysis to identify policies and programs in which equity could be advanced. For example, analysis of FEMA data revealed racial, economic, and accessibility disparities in individual assistance for disaster survivors. To address these disparities, FEMA simplified processes, increased eligibility criteria to reach more disaster survivors, amended the match funds requirement, expanded home repair assistance, allowed for the re-opening of the applicant registration period when the President adds new counties to a major disaster declaration, and simplified documentation requirements for continued temporary housing assistance. These changes represent the most significant improvements in over 20 years and are expected to help more than 20 million Americans impacted by disasters annually. On January 22, 2024, FEMA published an interim final rule on [Individual Assistance Program Reform](#), codifying the program improvements. The policy changes took effect for disasters declared on or after March 22, 2024. Through the end of the fiscal year, the streamlined assistance programs have been applied to 30 declared disasters and \$2.7 billion in assistance was approved for survivors through the IHP as a result of these declarations. DHS intends to continue leveraging its data collection and analysis capabilities to continue identifying areas of inequity. The revised SPD-15 offers a standardized framework for collecting race and ethnicity data, enhancing our data collection efforts, aligning data with our equity initiatives, and ensuring equitable implementation of DHS programs and services.

In addition to targeted EAP engagement and data analysis, DHS developed the 2024 Update to the DHS Equity Action Plan (2024 EAP) through robust intra-departmental coordination involving the DHS Equity Working Group, one-on-one meetings with component agencies and offices, and data calls seeking input from across the Department. DHS also incorporated feedback and guidance received from the White House. Of the many recognized strategies for promoting equitable outcomes, the 2024 EAP identifies 5 overarching priority areas that encompass much of the ongoing and forthcoming work to promote equitable outcomes for the diverse communities and populations DHS serves:

1. Enhance Access to Humanitarian Protections;
2. Implement Comprehensive Case Management for Populations in Need;
3. Strengthen Language Access for Individuals with LEP in DHS Operations, Services, Activities, and Programs;
4. Promote Responsible Use of Technology and AI; and
5. Improve Emergency Management for Vulnerable Populations.

The 2024 EAP refines and focuses DHS equity efforts on areas of maximum reach and impact, building on our many accomplishments since the inaugural 2022 EAP while outlining new policies, programs, and initiatives to advance equity for underserved communities in Fiscal Year 2025.





Major Management and Performance Challenges and High-Risk Areas – Summary of Progress

DHS addresses critical management and performance challenges identified by both the DHS OIG and GAO, ensuring ongoing improvements in key areas across the enterprise.

DHS responds to reports on major management and performance challenges (MMPC), and high-risk issue areas from the DHS OIG and GAO, respectively. Annually, OIG reports what the Inspector General (IG) considers to be the most serious challenges facing the Department and assesses DHS's progress in addressing them, and DHS provides its assessment of the identified concerns along with any additional challenges identified by DHS. 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 2024 MMPC Report

This report²⁷ identified the same four overarching challenges as the 2023 MMPC report – transparency, accountability, efficiency, and sustainability – that continue to affect 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. In a change from last year, the OIG aligned these challenges to the Department's seven strategic missions as outlined in the DHS APR²⁸ and its updated 12 cross-functional priorities:²⁹

- Counter Terrorism and Prevent Threats;
- Secure and Manage Our Borders;
- Administer the Nation's Immigration System;

²⁷ OIG-24-05, "Major Management and Performance Challenges Facing the Department of Homeland Security," dated November 8, 2024, <https://www.oig.dhs.gov/sites/default/files/assets/2024-11/OIG-25-04-Nov24.pdf>

²⁸ <https://www.dhs.gov/performance-financial-reports>

²⁹ Last year, OIG aligned the four overarching challenges with the Department's operations under its six strategic goals outlined in the DHS Strategic Plan for FY 2020-2024. However, the Department's Strategic Plan sunset at the end of FY 2024, and moving forward the Department will align its strategic goals with the strategic missions identified in last year's APR, and so OIG chose to realign the challenges accordingly.



- Secure Cyberspace and Critical Infrastructure;
- Build a Resilient Nation and Respond to Incidents;
- Combat Crimes of Exploitation and Protect Victims; and
- Enable Mission Success by Strengthening the Enterprise.

The Department’s management response to the OIG’s draft 2024 MMPC report noted senior DHS leadership’s recognition of OIG’s work in developing and issuing its report 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 that DHS appreciates changes OIG made to improve this year’s report including aligning the overarching challenges with the Department’s seven strategic missions, and adding more information about specific recommendations within the challenge area narrative sections.

In addition, the response stated that “Senior DHS leadership, Component-level program officials, SMEs, and others throughout the Department will give due consideration to the perspectives offered in this report as part of our unwavering commitment, with honor and integrity, to safeguard the American people, our homeland, and our values.”

The response also highlighted that leadership is concerned that some of OIG’s analysis and conclusions in this report contain inaccurate statements, lack important context, and are potentially misleading about the Department’s efforts to successfully carryout its various missions. For example, the OIG continues to minimize or ignore DHS efforts to accommodate OIG information requests, specifically those related to accessing various IT systems, which the OIG then uses as a primary basis for justifying an overarching MMPC related to transparency. DHS Leadership also believes improvements can be made to the: (1) overall process for developing the MMPC report through increased communication and collaboration (akin to concerns expressed last year), and (2) usefulness of the report by more clearly identifying specific outcomes needed to remediate the challenges noted in each of the DHS mission areas.

The response closed saying that the OIG represents a critical component of DHS’s control environment and, as such, the Department has worked to enable a constructive and productive working relationship with OIG staff. While the Department and OIG might disagree at times, DHS nonetheless has the utmost confidence and respect for the men and women of the OIG—be they auditors, inspectors, evaluators, investigators, or support staff.

The Department remains committed to working with the OIG to address the MMPC discussed in this report and the related concerns summarized above. In particular, DHS looks forward to development of the 2025 MMPC report being initiated earlier in the year than recent past years and working more closely with OIG leadership counterparts.





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,”³⁰ 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:³¹

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 2024 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 5.b. on oversight recommendations to “address internal and external oversight recommendations, including priority GAO recommendations (by December 31, 2024).” Achieving goals associated with this Sub-Priority has required senior DHS and Component leadership commitment during 2024 to ensure sufficient actions were being taken to achieve desired outcomes.

Accordingly, throughout FY 2024, 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 7, 2024) to close 109 of 138 (exceeding the goal of 104) (79 percent) of open recommendations related to “high-risk” issue areas having DHS equities, and 36 of 42 (exceeding the goal of 32) (83 percent) of open “priority” recommendations by December 31, 2024.

³⁰ GAO-23-106203, dated April 20, 2023, <https://www.gao.gov/assets/gao-23-106203.pdf>

³¹ GAO-23-106483, “Priority Open Recommendations: Department of Homeland Security,” published June 23, 2023, publicly released July 5, 2023, <https://www.gao.gov/products/gao-23-106483>



Regarding open and unresolved recommendations (i.e., those in disagreement) aged more than six months, the number of such recommendations declined for the third reporting period in a row, from 36 as of September 30, 2023, to 30 as of March 31, 2024, and now to 19 as of September 30, 2024 (a 37% decrease during the past six months). DHS has made considerable progress despite ongoing disagreements regarding unresolved OIG recommendations involving complex and challenging issues, which generally require repeated engagement to reach agreement between Component program officials/SMEs and the OIG. Reaching agreement can involve the IG agreeing to administratively close or formally elevate recommendations to the DHS audit resolution official, the Deputy Under Secretary for Management (DUSM), 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. For the first time in more than six years, on August 15, 2024, the IG elevated nine FEMA recommendations to the DUSM for resolution, initiating a process that will culminate with a decision on those recommendations.

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 and the public 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 IT 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: MGMT, Office of the Chief Financial Officer (OCFO), 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 2024, DHS published its most recent *Integrated Strategy* update³² 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 2024 *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. The OIG continues to rate DHS’s information security program as “Effective” for two consecutive years as required by the GAO.
- Earning its eleventh consecutive clean audit opinion for all five financial statements.
- Completing the requirements confirmation phase of the FEMA financial systems modernization and moving to the implementation phase. FEMA’s transition to their new system is planned for FY 2027.
- Awarding software and systems integration contracts for modernization of the ICE financial management system. The systems integrator contract was successfully awarded on September 29, 2024.

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 2025, DHS will focus on the outcomes that are not “Fully Addressed” and expects to accomplish the following:

- Implement and monitor action plans to earn a “Fully Addressed” or “Mostly Addressed” rating on additional GAO outcomes;
- Continue progress with financial systems modernization efforts to provide Components with modern, efficient, and compliant business systems, including financial, procurement, and asset management functions; and

³²“Integrated Strategy for High-Risk Management: Strengthening DHS IT and Financial Management Functions A Biannual Update to the GAO,” dated September 27, 2024, <https://www.dhs.gov/publication/dhs-integrated-strategy>



- Advance our multi-year strategy for addressing the remaining areas of material weakness in financial reporting and IT controls and remediate any significant control deficiencies.

GAO High-Risk Area: National Flood Insurance Program (DHS-specific)

Overview: FEMA's NFIP is a key component of the Federal Government's efforts to limit the 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.

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-mandated premium discounts and insure every eligible policyholder without regard for concentration risk.

Since before the passage of the Biggert-Waters Flood Insurance Reform Act of 2012, FEMA, policyholders, Congress and other stakeholders have expressed concerns regarding the affordability of NFIP flood insurance. In the *Homeowner Flood Insurance Affordability Act of 2014*, FEMA was tasked with studying and preparing a report on affordability, which it completed. The report recognized affordability as a problem and FEMA has since provided legislative proposals to address it. Unfortunately, without Congressional action, FEMA is unable to address affordability as the *National Flood Insurance Act of 1968* requires FEMA to estimate rates based on the risk involved and accepted actuarial principles to produce an actuarial rate. FEMA's current rating system produces actuarial rates and is not statutorily authorized to charge actuarial rates for many properties.

GAO also found weaknesses in the NFIP management and operations that place the program at risk. GAO made the following recommendations to FEMA:

- Improve NFIP's flood insurance policy and claims processing system;
- Focus attention on FEMA's rate-setting process;
- Annually analyze the amounts of actual expenses and implied profit in relation to the estimated amounts used in setting Write-Your-Own insurers' payment rates;
- Use mandatory purchase requirement information to develop strategies for increasing consumer participation in the flood insurance market; and
- Assess different approaches for using existing resources to ensure communities' compliance with NFIP requirements.

FEMA has taken steps within its current authorities to address many of the GAO's recommendations and requires congressional action to address others.





Lead Office and Official: FEMA, Resilience, Jeff Jackson, Assistant Administrator for the Federal Insurance Directorate (FID)

Progress: FEMA has taken action on NFIP in several ways:

Program Financial Stability and Flood Insurance Affordability

Between April and May 2024, DHS submitted to Congress 17 legislative proposals that would reform the NFIP and address the program’s financial stability, current debt, and flood insurance affordability. 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; and
- Institute a sound and transparent financial framework that allows the NFIP to balance affordability and fiscal soundness.

Improve NFIP’s Flood Insurance Policy and Claims Processing System

On October 1, 2019, FEMA decommissioned its legacy system and migrated to the NFIP Pivot system, which became the NFIP’s system of record. NFIP Pivot allows FEMA to improve oversight of the NFIP by modernizing Legacy NFIP Information Technology Systems and consolidating the NFIP’s essential applications.

Focus Attention on FEMA’s Rate-Setting Process

On April 1, 2023, FEMA 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.

Annually Analyze the Amounts of Actual Expenses and Implied Profit

In 2022, FEMA produced a Write Your Own (WYO) Implied Profit Margins Manual outlining annual procedures to analyze WYO companies’ actual expenses and “implied” profits. FEMA implemented the Manual in FY 2022 and FY 2023, engaging with WYO companies to get their feedback on the analysis. This annual analysis and engagement with WYO companies are now part of FEMA’s regular business operating the WYO Program.

Use Mandatory Purchase Requirement in Connection with Disaster Assistance

FEMA has completed its analyses of policy, legal, and social ramifications inherent in the mandatory purchase requirement. FEMA examined the nature and timing of its existing messaging to increase the awareness of the disaster assistance program’s mandatory purchase requirement. FEMA has determined that property owners who received disaster assistance tend to fall out of compliance with mandatory purchase requirements due to lack of awareness.

Assess Different Approaches to Ensure Communities’ NFIP Compliance

FEMA’s Floodplain Management Division (FPMD) in the Hazard Mitigation Directorate continues to make progress on recommendations from GAO-20-396 “FEMA Can Improve



Community Oversight and Data Sharing,” dated May 5, 2020, and has hosted planning sessions on how to design and draft a new process for community compliance assessments. The new NFIP Compliance Audit policy is currently undergoing the FEMA Directive 112-12 process. This directive establishes the guidelines for FEMA’s transparent and coordinated approach to proposing, prioritizing, developing, evaluating, revising, and maintaining policy doctrine. The public comment period for the Paperwork Reduction Act (PRA) requirements associated with this policy has closed and is currently being finalized.

Planned Actions and Key Milestones: FEMA requires congressional action to address NFIP financial solvency and flood insurance affordability. DHS submitted to the 118th Congress 17 legislative proposals that would reform the NFIP and address many of GAO’s concerns. FEMA continues to provide timely technical drafting assistance to Congress on these important issues.

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, healthcare, and emergency services—rely on information systems and electronic data to carry out their operations. Protecting these systems and data that Americans rely on every hour of every day is essential to protecting national and economic security, as well as public health and safety. Risks to information systems include escalating and emerging threats from around the globe, continuing insider threats from employees and business partners, the persistent threat of ransomware, the steady advance in the sophistication of attack technology, and the emergence of new and more destructive attacks. This safeguarding of federal computer systems and the systems that support critical infrastructure—referred to as cyber-Critical Infrastructure Protection (CIP)—from increasingly complex threats is a continuing concern and priority.

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. DHS CISA continues to prioritize the security of critical infrastructure systems through: (1) Binding Operational Directives and Emergency Directives, whose applications 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 May 2024, the Biden Administration published the second version of the National Cybersecurity Strategy Implementation Plan (NCSIP)³³ to document and track actions against the National Cybersecurity Strategy (NCS).³⁴ Much of CISA’s critical work to manage and reduce risk to the nation’s cyber infrastructure is captured within the NCSIP, with CISA having a role in initiatives across four of the five pillars included in the NCS. CISA’s FY 2024-2026 Cybersecurity Strategic Plan,³⁵ published in August 2023, aligns to the NCS and focuses on the specific actions CISA can take and how those actions will be measured.

Cybersecurity Strategic Plan Implementation

In support of the Cybersecurity Strategic Plan, CISA is continuing efforts to find and evict adversaries from American networks, learn about how these adversaries gain and maintain access, and use these lessons both to support investment in the most effective enterprise controls and urgently drive vendors to fix product defects that our adversaries exploit time and again. CISA is focused not only on strengthening security, but also on building resilience to ensure that we are taking urgent steps to reduce the likelihood that a cyberattack could result in impacts to American lives or livelihoods.

Additionally, the Biden Administration released National Security Memorandum on Critical Infrastructure Security and Resilience (NSM-22)³⁶ in April 2024, which updates national policy on protecting critical infrastructure from cyber and all-hazard threats and reinforces CISA’s role as the National Coordinator for the Security and Resilience of United States critical infrastructure. In this role, CISA leads the national effort to manage cross-sector risk to critical infrastructure by working across federal agencies, the private sector, and state, local, tribal, and territorial partners to reduce risk at scale. In accordance with NSM-22 required deadlines, all SRMAs are to submit Sector-Specific Risk Assessments (SRAs) and Sector-Specific Risk Management Plans (SSRMPs) to the DHS Secretary by January 25, 2025, and bi-annually thereafter. CISA is providing SRMAs with guidance, including templates, priority risk areas and mitigations, and collaboration best practices that they should consider in their SRAs and SSRMPs.

In addition, CISA has released and is actively promoting a cybersecurity framework through Cross-Sector Cybersecurity Performance Goals (CPGs), released in March 2023. 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). The CPGs are intended to enable the critical infrastructure community, across both public and private sectors, to effectively reduce risk and prioritize cybersecurity outcomes across both IT and OT assets. Since the CPGs were released, CISA has taken steps to encourage adoption of CPGs and reduce the prevalence and impact of cyber intrusions affecting American organizations through tools such as the Ransomware Vulnerability Warning Pilot and the Shields Up campaign.

³³ <https://www.whitehouse.gov/wp-content/uploads/2024/05/NCSIP-Version-2-FINAL-May-2024.pdf>

³⁴ <https://www.whitehouse.gov/wp-content/uploads/2023/03/National-Cybersecurity-Strategy-2023.pdf>

³⁵ <https://www.cisa.gov/cybersecurity-strategic-plan>

³⁶ <https://www.whitehouse.gov/briefing-room/presidential-actions/2024/04/30/national-security-memorandum-on-critical-infrastructure-security-and-resilience/>



In line with the Cybersecurity Strategic Plan and the focus on measuring risk reduction, CISA is measuring national progress in adoption of CPGs and associated progress in addressing key risks. CISA completed an initial assessment measuring implementation of several CPGs across nearly 3,500 organizations enrolled in CISA's Cyber Hygiene services and released a public version of this report, on December 5, 2024.³⁷ Since the release of the CPGs, organizations enrolled in CISA's vulnerability scanning service consistently decreased the average number of known exploited vulnerabilities on their networks by an average of almost 20 percent.

CISA is also working with the SRMAs to finalize and publish the first sets of four Sector-Specific Goals, aligned to the Financial Services, Energy, Chemical, and IT sectors. Within FY 2025, CISA also intends to publish an update to the existing Cross-Sector CPGs, which will be aligned to the most recent update to the National Institute of Standards and Technology's Cybersecurity Framework. CISA has been working closely with interagency and industry stakeholders during the drafting process to include measures to help with the reduction of risk of ransomware.

Privacy policy and compliance are embedded into all of CISA's cybersecurity workflows. CISA has a dedicated privacy office, responsible for the privacy policy and compliance of the agency, which works with CISA's various programs, divisions, and mission-enabling offices to incorporate privacy and data protection into the work, service offerings, and advice of the agency. CISA's Chief Privacy Officer (CPO) works with the DHS CPO to provide the public with transparency and accountability of CISA's cybersecurity operations.

Building the Nation's Cyber Workforce

Also critical to these actions is building the nation's cyber workforce. In September 2024, the Office of the National Cyber Director indicated there are over 500,000 cybersecurity job openings across the U.S. with over 3,000 positions available in the federal government in the IT Occupational Series (GS-2210) alone. To address those vacancies, CISA is utilizing the CTMS authority to have greater flexibility to hire, which will also help increase retention as compensation for new hires will be more competitive with the private sector. CISA also created a new Cyber Innovation Fellows program that 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 are 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, to help build the future cyber workforce, CISA is engaged in unique and valuable public and private partnership efforts, such as the creation of a Cyber Awareness Challenge with CYBER.ORG and Girl Scouts of the United States of America. In this challenge, female students across the country were given direct access to fun activities designed to strengthen their skills and interest in cybersecurity and get them thinking about careers in cybersecurity at an earlier age.

³⁷ <https://www.cisa.gov/news-events/news/cybersecurity-performance-goals-assessing-how-cpgs-help-organizations-reduce-cyber-risk>





Planned Actions and Key Milestones: In FY 2025, CISA will:

- Continue to implement actions from its Cybersecurity Strategic Plan. The plan guides CISA’s efforts through FY 2026, describes how CISA will execute its cybersecurity mission, advance its cybersecurity capabilities, and work to achieve three enduring goals: Address Immediate Threats, Harden the Terrain, and Drive Security at Scale.
- Continue to build the nation’s cyber workforce. CISA will do so by engaging in public and private sector partnership efforts such as those described in the above Progress section.
- Complete measurement of 12 CPGs by December 31, 2024; and
- Release Version 2.0 of the CPGs by March 30, 2025.

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, OCHCO, Roger Brown, Deputy Chief Human Capital Officer

Progress: DHS OCHCO continues to support 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 recognized the Department’s efforts to fully address all human capital outcomes within the separate “Strengthening Department of Homeland Security Management Functions”³⁸ 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, improvements in enterprise leader development, undertaking human capital strategic

³⁸ In their 2023 High-Risk Series, GAO narrowed and renamed this High-Risk area, “Strengthening Department of Homeland Security IT and Financial Management Functions.”



planning activities, and leveraging competencies and individual performance in human capital decision-making.

Other noteworthy efforts include:

- 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 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. The "jump team" concept brings DHS and Component headquarters personnel into the field to better understand and address the basic needs of the frontline workforce. Following successful jump team field tests with CBP and ICE in 2023, larger-scale multi-Component jump teams have deployed to other areas, including Puerto Rico and the US Virgin Islands, with additional jump teams being planned for the future.

Planned Actions and Key Milestones: In FY 2025, DHS will continue to:

- Conduct field engagements and survey efforts initiated under the Employee Experience Framework;
- Ensure Components submit bi-annual Engagement Action Plans that are assessed by DHS OCHCO and signed by Component leadership;
- Hold quarterly Human Resources Statistics reviews with a focus on increasing data accuracy and using data to driver better mission outcomes; and
- Make efforts to fill Mission Critical Occupations, including through the expansion of the DHS CTMS – a federal talent management approach 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, 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.

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, 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, Trae Watkins, CRSO

Progress: DHS is executing its National Workplace Strategy, which was finalized in 2023 and is focused on space optimization. The strategy allows 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.

In 2024, DHS released a revised Workspace Standard policy informed by the 2023 workplace strategy that serves as a catalyst in right sizing the real property portfolio. The forward-leaning policy looks beyond administrative space to put standards around additional communities of practice that make up a significant percentage of the real property portfolio. Additionally, the policy incorporates mobility ratios, collaboration and shared space ratios and Future of Work design parameters which are incorporated into project level planning to ensure implementation of the policy. The Department is optimizing real property financial resources to support its workplace strategy and facility



transformation efforts 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. As a result of this Instruction, DHS has established a bi-annual working group of internal stakeholders for implementation of the approved FCA Instruction. The working group is developing a DHS-wide approach for resources to standardize FCAs.

Data Reliability

DHS OCRSO is utilizing the Department's Program Budget Review process to connect real property financial data within the OCFO's "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 2024, DHS enhanced its Real Property Data Warehouse (RPDW) Data Quality Improvement Scorecard for rating Component agency quarterly data submissions. Additional increased efficiencies and reductions in cost were achieved by automating the process of RPDW Component agency quarterly data submissions. In additional efforts to improve its real property data quality, DHS conducted a third-party review, which was finalized in FY 2024 and examined a sample of Component provided data. The results of this review will be used to update the triennial data quality improvement plan.

Regional Planning - National Capital Region (NCR)

In 2019, the DHS Deputy Secretary approved and adopted the DHS NCR Real Property Strategy with a vision to optimize the DHS portfolio through consolidations, co-locations, and disposal of excess property. During the past five years, the OCRSO Facilities and Operational Support Division has been planning, programming, and executing consolidation activities within the NCR. From 2019 to 2024, the DHS real property footprint within the NCR was reduced by 1.84 million rentable square feet (RSF) and by 2030, there will be an additional 1.46 million RSF released, for a total reduction of 3.3 million RSF—a 28 percent decrease in overall square footage based on a 2019 baseline. Through oversight of the NCR Real Property Strategy, the NCR Executive Committee, chaired by the DUSM, 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 has oversight of more than 15,000 contract PSOs, who provide the most visible day-to-day component of FPS's facility security protection.





The FPS PSO Program continues to refine systems that automate aspects of the program to include tracking PSO identity, time on post, as well as management of training and certification data. FPS developed the Post Tracking System (PTS) to manage the PSO program by ensuring officers are properly trained and prepared to stand post. PTS is now in all 11 Regions and the DHS Headquarters. Requirements for its usage are in over 83 of the 92 PSO contracts across the nation and is on schedule to be implemented for the remaining contracts when the current contracts expire.

FPS enhanced efforts to improve interoperability between PTS and the Training Academy Management System (TAMS), which provides data on the training and certifications completed by PSOs. A naming convention was assembled to standardize language used to annotate post information to ensure common language between systems. Additionally, FPS published Standardized Post Exhibits working group recommendations, with the end state of uniformed post exhibits for the entire agency.

FPS completed the design of performance measures and targets within the Strategic Plan, including specific measures for Infrastructure Modernization. Seventy-five percent of the measures have been implemented to date with the balance scheduled for completion by the close of calendar year 2024. Additionally, to verify the operability of the PTS and the knowledge of the PSO workforce on its use, FPS will add more 1801 Inspectors to its ranks to conduct frequent inspections.

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. Through the revised Workspace Standard, DHS will continue to optimize its real property portfolio with additional consolidation and co-location opportunities across the country.

Data Reliability

DHS will codify and implement the Real Property Asset Management System Manual and is in the process of revising the DHS Real Property Manual to continue to provide consistent Department-wide policy and promote improvement in program efficiency. Additionally, DHS will conduct a third-party review of its real property data quality which will include data from all Components and will also update the tri-ennial Data Quality Improvement Plan in accordance with OMB and Federal Real Property Council guidance.

Facility Security

FPS is working towards full implementation of PTS on all PSO contracts and continues to make advancements to the program such as adding a Mobile Device Management process and migrating systems to the DHS Azure Cloud. With that noted, FPS is still making the improvements, but numerous contracts were extended to allow for additional time for progress while maintaining services, with some not be awarded until Calendar Year 2025.



Regional Planning - National Mission Support

DHS is pursuing opportunities to implement Joint Mission Support Centers (JMSC) 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 JMSC in San Antonio was implemented in May 2023 and provides SCIF access through cost sharing to multiple DHS entities in the area. A second JMSC SCIF is planned for construction in Chicago.

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 the "Management and Oversight of Federal Information Technology" memorandum (M-15-14³⁹, dated June 10, 2015), consistent with the intent of Federal IT Acquisition Reform Act provisions.

Lead Office and Official: MGMT, OCIO, Robert Dorr, Executive Director, Business Management Directorate

Progress: DHS continues to enhance OCIO oversight of the \$12 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 2024, DHS OCIO:

- Approved projects for DHS Components⁴⁰ using the Non-recurring Expenses Fund (NEF) to advance modernization needs within the Department;
- Coordinated with Office of Program Accountability and Risk Management on ways to improve the oversight for modernization efforts occurring within existing IT programs;

³⁹ <https://obamawhitehouse.archives.gov/sites/default/files/omb/memoranda/2015/m-15-14.pdf>

⁴⁰ The following DHS Components were approved funding: Federal Law Enforcement Training Centers (FLETC), U.S. Coast Guard, FEMA, ICE, U.S. Citizenship and Immigration Services (USCIS), Transportation Security Administration (TSA), CISA, and DHS Headquarters.





- Reinvigorated the Chief Information Officer (CIO) Council to further strengthen effectiveness of DHS and Component CIOs in decision-making;
- Established a Cloud Smart Integrated Project Team to further advance cloud computing in a strategic and Departmental manner;
- Revised the Operational Analysis Guidebook into a formal Instruction with additional clarity and detail for post FOC IT and non-IT programs;
- Built on DHS IT workforce efforts to advance the hiring, upskilling, and training to meet emerging AI needs; and
- Collaborated with the OCFO on key Departmental resourcing needs during the FY 2026-2030 budget cycle including AI and Automated Screening and Vetting.

Planned Actions and Key Milestones: In FY 2025 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;
- Identify and submit Technology Modernization Fund requests that provide tangible cost savings and benefits to the Department; and
- Work with PARM to evaluate acquisition, Systems Engineering Life Cycle, and post-FOC policies and processes for refinement to enhance full transparency into all IT programs, and ensure continuous modernization throughout the software system lifecycle.

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" and "Secretary's 2023 Priorities" initiatives, the "Secretary's 2024 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 Working Group, which was established in June 2020 and is composed of personnel security practitioners and other relevant stakeholders from across the Department, 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 achieved 95 percent enrollment of its national security population into the Office of the Director of National Intelligence's Continuous Evaluation System (CES) prior to April 2023. This enrollment was exceeded and maintained until DHS experienced a recent enrollment decline in FY 2024, Quarter 3. At the end of FY 2024, Quarter 4, enrollment was 92 percent. The Department is addressing the enrollment decline through continued collaboration with DHS Component stakeholders to complete data reconciliation within the DHS case management system, which will enable increased CES enrollment. CES includes automated record checks for criminal, financial, foreign travel, terrorism, and public records.

As of the end of FY 2024, DHS has approximately 272,000 personnel enrolled in the Next Generation Identification Noncriminal Justice Rap Back Service, which is managed by the Federal Bureau of Investigation, Criminal Justice Information Services Division. Rap Back Service enrollment for DHS is provided by the Defense Counterintelligence and Security Agency (DCSA) as a third-party service provider. Rap Back Service, a biometric data source, alerts agencies of any associated records, such as criminal activity, for the agency's enrolled personnel.

In FY 2024, Quarter 3, the Department deployed the Enterprise Security Forms System (eSFS) to streamline inputting applicant information in the contractor onboarding process through a web-based platform. This modernization includes end-to-end transparency for stakeholders such as personnel security practitioners, program managers, and contractors. As of the end of FY 2024, more than 500 personnel have been trained and provided access to use eSFS for contractor onboarding. In addition to DHS Headquarters, nine DHS Components⁴¹ are participating and continue to provide feedback regarding enhancements to improve eSFS.

In June 2024, DHS delivered an enhanced version of the DHS Continuous Vetting and Analytics Service (CVAS), which enables role-based personnel security end users to adjudicate alerts from CES. CVAS analyzes security alert data, performs identity resolution, and provides risk scoring analysis based on personnel security adjudication

⁴¹ CBP, USCIS, U.S. Coast Guard, CISA, FEMA, FLETC, ICE, U.S. Secret Service, and TSA.





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.

As of the end of FY 2024, Quarter 4, DHS onboarded 98 percent of applicants—contractors and federal employees—who did not require a polygraph in an average of 23 days. For cases that met reciprocity criteria, applicants were onboarded in an average of 6.5 days.

As of October 1, 2023, the Department, except for CBP, transitioned from the Electronic Questionnaires for Investigations Processing to the National Background Investigation Services' Electronic Application (eApp) program. CBP continues working with DCSA to resolve configuration issues impacting the continued transition to eApp.

In August 2024, OCSO issued DHS Instruction 121-01-007, Revision 02, "Department of Homeland Security Personnel Security Vetting Program," which contains necessary updates to program responsibilities, standards, and requirements for the DHS Personnel Security Vetting Program regarding the life cycle of a trusted workforce pertaining to national security eligibility, suitability/fitness, and credentialing determinations. As DHS's TW implementation continues, this policy will be further updated through a future revision.

Planned Actions and Key Milestones: In FY 2025, DHS will:

- Achieve TW 1.5 requirements for the entire DHS national security population;
- Issue a Supplement to the "Department of Homeland Security Trusted Workforce 2.0 Implementation Plan" (July 14, 2021), addressing accomplishments and identifying key future milestones;
- Facilitate requirements gathering in coordination with OCIO and OCHCO in preparation for federal personnel onboarding with eSFS;
- 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 1.25;
- 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 DOD regarding IT shared services for personnel security processing, and any recommendations from the continued TW 2.0 efforts.

APPENDIX A: ACRONYMS





Acronyms

A

AAR – Aid Availability Rate
ACE – Automated Commercial Environment
AD – Assistant Director
AD/CVD – Anti-dumping/countervailing duty
ADE – Acquisition Decision Event
ADM – Acquisition Decision Memorandum
ADP – Average Daily Population
AES – Automated Export System
AFGE – American Federation of Government Employees
AFR – Agency Financial Report
AGA – Association of Government Accountants
AI – Artificial intelligence
AISSB – AI Safety and Security Board
AIT – Advanced Imaging Technology
AMO – Air and Marine Operations
AMOC – Air and Marine Operations Center
AMOSS – Air and Marine Operations Surveillance System
AMVER – Automated Mutual Assistance Vessel Rescue
AOC – Airport Operations Center
AOSSP – Aircraft Operator Standard Security Program
APB – Acquisition Program Baseline
APEC – Asia Pacific Economic Cooperation
APG – Agency Priority Goal
API – Application Programming Interface
APP – Annual Performance Plan
APR – Annual Performance Report
ATD – Alternatives to Detention
ATON – Aids to Navigation
ATS – Automated Targeting System

B

BAR – BioWatch Actionable Result
BASE – Baseline Assessment for Security Enhancement
BCA – Benefit cost analysis
BCEGS – Building Code Effectiveness Grading Schedule
BCR – Benefit to cost ratio
BECN – Border Enforcement Coordination Network
BEST – Border Enforcement Security Task Force
BOL – Bill of Lading
BP – Border Patrol
BPA – Border Patrol Agent
BPPC – Border Patrol Processing Coordinator
BPTW – Best Places to Work
BRIC – Building Resilient Infrastructure and Communities
BRT – Bulk Resolution Technology
BSIR – Biannual Strategic Implementation Report
BTP – Basic Training Program

C

CADS – Cyber Analytics Data System
CAP – Cross Agency Priority
CARB – Component Acquisition Review Board
CASAS – Comprehensive Adult Student Assessment Systems
CAT – Credential Authentication Technology
CATI – Computer Assisted Telephone Interviewing
CBA – Collective bargaining agreement
CBP – U.S. Customs and Border Protection



CBPX – CBP Experience	CLAIMS – Computer Linked Adjudication Information Management System
CBRN – Chemical, biological, radiological, nuclear	CMSDT – Crew Member Self Defense Training
CCHT – Center for Countering Human Trafficking	CNMS – Coordinated Needs Management Strategy
CCR – Call completion rate	COO – Chief Operating Officer
CDC – Centers for Disease Control and Prevention	COP – Common Operating Picture
CDM – Continuous Diagnostics and Mitigation	COTP – Captain of the Port
CDP – Center for Domestic Preparedness	COVID-19 – Coronavirus Disease 2019
CEAR – Certificate of Excellence in Accountability Reporting	CP – Continued Presence
CEIU – Child Exploitation Investigations Unit	CP3 – Center for Prevention, Programs, and Partnerships
CEJST – Climate and Economic Justice Screening Tool	CPG – Comprehensive Preparedness Guide
CES – Continuous Evaluation System	CPO – Chief Privacy Officer
CF – Credible Fear	CPT – Cyber Protection Team
CFIUS – Committee on Foreign Investment in the United States	CRADA – Cooperative Research and Development Agreement
CFO – Chief Financial Officer	CRCL – Office for Civil Rights and Civil Liberties
CFR – Code of Federal Regulations	CREW – Civilian Reservist Emergency Workforce Act
CFTF – Cyber Fraud Task Force	CRLOTE – Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement
CGBI – Coast Guard Business Intelligence	CRM – Customer Relationship Management
CG-INV – Coast Guard Office of Investigations and Casualty Analysis	CRSO – Chief Readiness Support Officer
CG-MLE – Coast Guard Office of Maritime Law Enforcement	CS – Cybersecurity Service
CG-NAV – Coast Guard Office of Navigation Systems	CSAS – Customer Survey and Analysis Section
CG-PSA – Coast Guard Office of International and Domestic Port Security	CSEA – Child sexual exploitation and abuse
CIGP – Citizenship and Integration Grant Program	CSM – Customer Service Manager
CIO – Chief Information Officer	CT – Computed Tomography
CIP – Critical Infrastructure Protection	CTC – Canine Training Center
CISA – Cybersecurity and Infrastructure Security Agency	CTMS – Cybersecurity Talent Management System
CISOMB – Office of Citizenship and Immigration Services Ombudsman	CTPAT – Customs Trade Partnership Against Terrorism
	C-UAS – Counter UAS





CVAS – Continuous Vetting and Analytics Service
CWMD – Countering Weapons of Mass Destruction Office
CWP – Compliance Work Plan
CX – Customer Experience
CXB – Customer Experience Branch
CXD – Customer Experience Directorate
CY – Calendar Year

D

DAO – Domestic Aviation Operations
DAP – Data Analytics and Performance
DBLEU – Document, Benefit, and Labor Exploitation Unit
DC – Distribution Center
DCI – Data-collection instrument
DCSA – Defense Counterintelligence and Security Agency
DEIA – Diversity, equity, inclusion, and accessibility
DHA – Direct Hire Authority
DHS – Department of Homeland Security
DMCP – Detention Management Control Program
DOD – Department of Defense
DOE – Department of Energy
DOL – Department of Labor
DOU – Detention Oversight Unit
DPIO – Deputy Performance Improvement Officer
DR – Daily ridership
DTA – Direct Technical Assistance
DTS – Deployment Tracking System
DUSM – Deputy Under Secretary for Management

E

EAP – Equity Action Plan
eAPP – Electronic Application
ECD – Emergency Communications Division

eCISCOR – Enterprise Citizenship and Immigration Services Centralized Operation Repository
ECSS – Enterprise Customer Survey System
EDC – Explosive detection canine
EDR – Endpoint Detection and Response
EEZ – Exclusive Economic Zone
EFO – Executive Fire Officer
EID – Enforcement Integrated Database
ELIS – Electronic Immigration System
EMI – Emergency Management Institute
EMS – Emergency Medical Services
EO – Executive Order
EOIR – Executive Office for Immigration Review
eOPF – Electronic Official Personnel Folder
EPR – Emergency Performance Report
ERM – Enterprise Risk Management
ERO – Enforcement and Removal Operations
ESEC – Office of the Executive Secretary
ESF – Entry Summary Findings
eSFS – Enterprise Security Forms System
ESL – English as a Second Language
ESR – Election and Security Resilience
ESVP – Enrollment Services and Vetting Programs
ETL – Extract, transform, load

F

FAA – Federal Aviation Administration
FCC – Federal Communications Commission
FCEB – Federal Civilian Executive Branch
FDNS – Fraud Detection and National Security
FEMA – Federal Emergency Management Agency
FFRMS – Federal Flood Risk Management Standard



FFV – Foreign fishing vessel
 FID – Federal Insurance Directorate
 FIMA – Federal Insurance and Mitigation Administration
 FIN – Fingerprint Identification Number
 FIPPS – Fair Information Processing Standards
 FIPS – Federal Information Processing Standards
 FIR – Field Information Report
 FIRB – Foreign Investment Risk Branch
 FIRM – Flood Insurance Rate Map
 FIRS – Field Investigative Reporting System
 FIT – Financial Information Tool
 FLETC – Federal Law Enforcement Training Centers
 FMA – Flood Mitigation Assistance
 FOC – Full Operational Capability
 FOD – Field Operations Directorate
 FPMD – Floodplain Management Division
 FPS – Federal Protective Service
 FSA – Facility Security Assessment
 FTSP – Flight Training Security Program
 FY – Fiscal year
 FYHSP – Future Years Homeland Security Program

G

GA – Got-Away
 GA-b – Got-Away Border Zone
 GA-i – Got-Away Interior Zone
 GAO – Government Accountability Office
 GE – Global Entry
 GETS – Government Emergency Telecommunications Service
 GIS – Geographic information systems
 GPD – Grant Programs Directorate
 GPRA – Government Performance and Results Act
 GPRAMA – GPRA Modernization Act

GRADS – Global Risk Analysis and Decision Support
 GRT – Grants Reporting Tool

H

HBCU – Historically Black Colleges and Universities
 HCBRM – Human Capital Business Reference Model
 HCD – Human-centered design
 HCLC – Human Capital Leadership Council
 HCOP – Human Capital Operating Plan
 HELIX – Homeland Enterprise Library and Intelligence eXchange
 HISP – High-impact service provider
 HMA – Hazard Mitigation Assistance
 HMGP-NEMIS – Hazard Mitigation Grant Program – National Emergency Information Management System
 HOLMES – Headquarters Online Learning Management & Education System
 HQ – Headquarters
 HR – Human Resources
 HRIT – Human Resources Information Technology
 HRSC – HR Service Center
 HSGP – Homeland Security Grant Program
 HSI – Homeland Security Investigations
 HSIN – Homeland Security Information Network

I

I&A – Office of Intelligence and Analysis
 IA – Individual Assistance
 IALA – International Association of Marine Aids to Navigation and Lighthouse Authorities
 IC – Intelligence community
 ICAC – Internet Crimes Against Children
 ICAD – Intelligent Computer Assisted Detection





Appendix A: Acronyms

ICAO – International Civil Aviation Organization
ICDF – Intelligence and Cybersecurity Diversity Fellowship
ICE – U.S. Immigration and Customs Enforcement
ICT – Information and Communications Technology
IDEA – 21st Century Integrated Digital Experience Act
IFMIS – Integrated Financial Management Information System
IHP – Individuals and Households Program
IHSC – ICE Health Service Corps
IIDS – ICE Integrated Decision Support
IJA – Infrastructure Investment and Jobs Act
IM – Incident Management
IMS – Inspection Management System
INV – Office of Investigations
IOD – Integrated Operations Division
IP – Internet Protocol
IPAWS – Integrated Public Alert & Warning System
IRS-NG – Intelligence Reporting System – Next Generation
ISB – Incident Support Base
ISC – Interagency Security Committee
ISC-CS – ISC Compliance System
ISD – Infrastructure Security Division
ISO – Insurance Services Office
ISO – International Organization of Standardization
IT – Information Technology
IUUF – Illegal, unreported, and unregulated fishing
IVR – Interactive Voice Response

J

JCDC – Joint Cyber Defense Collaborative
JKT – Job Knowledge Test

JMSC – Joint Mission Support Center

K

KCM – Known Crew Member
KMD – Knowledge Management Division

L

LAO – Logistics Analysis Office
LEO – Law Enforcement Officer
LEP – Limited English Proficient
LESUASPTP – Law Enforcement Small Unmanned Aircraft System Pilot Training Program
LMC – Logistics Management Center
LMR – Living Marine Resource
LMRE – Living Marine Resource Enforcement
LPD – Last Point of Departure
LSCMS – Logistics Supply Chain Management System

M

MAOL – Master Acquisition Oversight List
MAR – Mission Analysis Report
MCTE – Modeling Capability Transition Environment
mDL – Mobile driver's license
MEA – Manual Entry of Application
MGMT – Management Directorate
MIL – Office of the Military Advisor
MIPSA – Marine Inspector Performance Support Architecture
MISLE – Marine Information for Safety and Law Enforcement
MIST – Modified Infrastructure Survey Tool
MLE – Maritime Law Enforcement
MMPC – Major management and performance challenges
MSP – Model Security Program
MSRAM – Maritime Security Risk Analysis Model
MSRO – Maritime security and response operations



MT-eGrants – Mitigation Electronic Grants Management System

MTSA – Marine Transportation Security Act

MWP – Master Work Plan

N

NCFI – National Computer Forensics Institute

NCMEC – National Center for Missing and Exploited Children

NCR – National Capital Region

NCS – National Cybersecurity Strategy

NCSIP – National Cybersecurity Strategy Implementation Plan

NCSWIC – National Council of Statewide Interoperability Coordinators

NDEMU – National Disaster & Emergency Management Institute

NEF – Non-recurring Expense Fund

NEMIS – National Emergency Management Information System

NEP – National Exercise Program

NERIS – National Emergency Response Information System

NFA – National Fire Academy

NFC – National Finance Center

NFIP – National Flood Insurance Program

NFIRS – National Fire Incident Reporting System

NFOP – National Fugitive Operations Program

NFPA – National Fire Protection Association

NHOP – New Hire Orientation Program

NIAC – Network Intrusion Action Center

NII – Non-Intrusive Inspection

NIS – National Inspection Standards

NIST – National Institute of Standards and Technology

NIW – National Interest Waiver

NLE – National Level Exercise

NOAA – National Oceanic and Atmospheric Administration

NOC – National Operations Center

NOFO – Notice of Funding Opportunity

NPA – National Priority Area

NPR – National Performance Report

NPRM – Notice of Proposed Rulemaking

NPWS – National Public Warning System

NRCA – National Risk and Capability Assessment

NRCC – National Response Coordination Center

NRMC – National Risk Management Center

NS/EP – National Security/Emergency Preparedness

NSA – National Security Agency

NSHL – National Security Hot List

NSM – National Security Memorandum

NSSE – National Special Security Event

NTA – Notice to Appear

NTC – National Targeting Center

NTHIRA – National THIRA

NVUE – New, validated, or updated engineering

O

O&S – Operations & Support

OA – Office of the Administrator

OBIM – Office of Biometric Identity Management

OCDO – Office of the Chief Data Officer

OCFO – Office of the Chief Financial Officer

OCHCO – Office of the Chief Human Capital Officer

OCIO – Office of the Chief Information Officer

OCPE – Office of Citizenship, Partnership, and Engagement

OCR – Observed Compliance Rate





Appendix A: Acronyms

OCRSO – Office of the Chief Readiness Support Officer
OCSO – Office of the Chief Security Officer
ODIC – Office of Disability Integration and Coordination
ODLS – Online Detainee Locator System
ODO – Office of Detention Oversight
ODS – Organizational Data Storage
OEA – Office of External Affairs
OFIA – Office of the Flood Insurance Advocate
OGC – Office of the General Counsel
OHS – Office of Health Security
OI – Office of Intelligence
OIDO – Office of Immigration Detention Ombudsman
OIG – Office of Inspector General
OIT – Office of Information and Technology
OLA – Office of Legislative Affairs
OLC – Online Learning Center
OMB – Office of Management and Budget
ONDCP – Office of National Drug Control Policy
OPE – Office of Partnership and Engagement
OPLA – Office of the Principal Legal Advisor
OPM – Office of Personnel Management
ONCP – Office of National Continuity Programs
ONDCP – Office of National Drug Control Policy
OPE – Office of Partnership and Engagement
OPLA – Office of the Principal Legal Advisor
OPM – Office of Personnel Management
OPPA – Office of Policy and Program Analysis
OPQ – Office of Performance and Quality

OREI – Offshore Renewable Energy Installations
OSA – Office of Homeland Security Situational Awareness
OSEM – Office of the Secretary and Executive Management
OSLLE – Office for State and Local Law Enforcement
OT – Office of Trade
OT – Operational Technology

P

PA – Public Assistance
PA&E – Program Analysis and Evaluation
PAC – Persistent Access Capability
PARC – Planning Assistant for Resilient Communities
PARIS – Performance and Results Information System
PASEXEC – Performance Analysis System
PC&I – Procurement, Construction, and Improvement
PCS – Priority Communication Services
PES – Passenger Experience Survey
PGA – Partner government agency
PHIA – Public health informed approach
PIA – Privacy Impact Assessment
PIF – Policies in force
PII – Personally Identifiable Information
PIO – Performance Improvement Officer
PLCY – Office of Strategy, Policy, and Plans
PM – Performance Management
PMAD – Performance Management and Analysis Division
PMAT – Performance Management and Analysis Team
PMCO – Priority Mission Critical Occupation
PMDf – Performance Measure Definition Form



PMIAA – Program Management and Accountability Improvement Act
 PMIS – Performance Measurement Information System
 PMO – Program Management Office
 PNT – Point, Navigation, and Timing
 PO – Partner Organization
 POE – Port of Entry
 POETE – Planning, Organizing, Equipping, Training, and Exercising
 PPA – Program, Project, and Activity
 PPBE – Planning, programming, budgeting, and execution
 PQDI – Performance, Quality, and Data Integrity
 PRA – Paperwork Reduction Act
 PRIV – Privacy Office
 PSC – Passenger screening canine
 PSGP – Port Security Grant Program
 PSO – Protective Security Officer
 PTPR – Public Transportation Passenger Rail

Q

QHRS – Quadrennial Homeland Security Review

R

R&D – Research & Development
 RAIO – Refugee, Asylum, and International Operations Directorate
 RBMSRO – Risk-Based Maritime Security and International Operations Directorate
 RCA – Requirements and Capabilities Analysis
 RCD – Risk & Capability Division
 RCPGP – Regional Catastrophic Preparedness Grant Program
 RDD – Required delivery date
 READ – Resilience Evaluation and Analysis Division

RFE – Request for Evidence
 RiskMAP – Risk Mapping, Assessment, and Planning
 RPA – Robotic process automation
 RPDW – Real Property Data Warehouse
 RPS – Redress program specialist
 RRAD – Recovery Reporting and Analytics Division
 RSF – Rentable square feet
 RSI – Regional Security Inspector
 RSS – Resource Support Section
 RSSM – Rail Security Sensitive Material
 RVWP – Ransomware Vulnerability Warning Pilot

S

S&T – Science and Technology Directorate
 SA – Situational awareness
 SA – Special Agent
 SAC – Special Agent in Charge
 SAI – Security Action Item
 SAS – Statistical Analysis System
 SASS – Student Administration and Scheduling System
 SCI – Supply Chain Intelligence
 SCIF – Sensitive Compartmented Information Facility
 SCOPS – Service Center Operations Directorate
 SCPA – Strategic Communications and Public Affairs
 SCR – Significant Case Review
 SDI – Statistics and Data Integrity
 SDLC – Software Development Lifecycle
 SEAR – Special Events Assessment Rating
 SED – Stakeholder Engagement Division
 SES – Senior Executive Service
 SFTP – Secure File Transfer Protocol
 SHRM – Society for Human Resource Management





Appendix A: Acronyms

SL/ST – Senior Level/Scientific and Professional
SLA – Service Level Agreement
SLF – Senior Leadership Forum
SLT – Senior Leadership Team
SLTT – State, local, tribal, and territorial
SLTTC – State, local, tribal, territorial, and campus
SMART – Standard, Management, Analysis, and Reporting Tool
SMB – Small and Medium-Sized Business
SMD – Social Media Division
SMD – Strategic Management Division
SME – Subject matter expert
SMI – Serious marine incident
SMOUT – Social Media Use Template
SO – Security Operations
SOP – Standard Operating Procedure
SPP – Strategy, Policy, and Plans
SPR – Stakeholder Preparedness Review
SQL – Structured Query Language
SRA – Sector-Specific Risk Assessment
SRM – Stakeholder Relationship Management
SRMA – Sector Risk Management Agency
SRPO – Senior Real Property Officer
SRS – Secure Remote Solution
SSI – Sensitive Security Information
SSRMP – Sector-Specific Risk Management Plan
STA – Security Threat Assessment
STARS – System for Tracking Activities, Relationships, and Services
STATS – Science and Technology Analytical Tracking System
STOS – Standard Tender of Service
STRIDE – Strategic Talent Recruitment, Inclusive Diversity, and Engagement
STU – Statistical Tracking Unit
S-UAS – Small UAS

SVIP – Silicon Valley Innovation Program
SWIC – Statewide Interoperability Coordinator

T

TAMS – Training Academy Management System
TB – Turn-Back
TCC – TSA Contact Center
TCM – Trade Compliance Measurement
TCO – Transnational criminal organization
TDSS – Transformation Data Scientist Services
TFSSP – Twelve-Five Standard Security Program
TH – Threat Hunting
THIRA – Threat and Hazard Identification & Risk Assessment
TI – Training Instructor
TIS – Touchless Identity Solution
TM – Training Mission
TMD – Transportation Management Division
TOMIS – Tasking Operations and Management Information System
TPOC – Training Point of Contact
TRB – Technical Review Board
TRIP – Traveler Redress Inquiry Program
TSA – Transportation Security Administration
TSA-A – TSA Academy
TSAR – Transportation Security Administration Representative
TSES – Transportation Security Executive Service
TSI – Transportation Security Inspector
TSM – Tracking, Sign Cutting & Modeling
TSO – Transportation Security Officer
TSS – Transportation Systems Sector
TTH – Time to Hire
TTP – Trusted Traveler Program



TVTP – Targeted Violence and Terrorism Prevention

TW – Trusted Workforce

U

UAS – Unmanned aircraft systems

UCAP – Uniform Corrective Action Plans

UFLPA – Uyghur Forced Labor Prevention Act

USAIMS – U.S. Aids to Navigation Information Management System

USCG – U.S. Coast Guard

USCIS – U.S. Citizenship and Immigration Services

USCMA – United States-Mexico-Canada Agreement

USFA – U.S. Fire Administration

USSS – U.S. Secret Service

V

VAC – Victim Assistance Coordinator

VAD – Validation Activity Determination

VAD – Victim Assistance Database

VAP – Victim Assistance Program

VAPS – Victim Assistance Program Specialist

VCS – Vetting and Credentialing

VILT – Virtual Instructor-Led Training

VIS – Verification Information System

VOC – Voice of the Customer

VTS – Vessel Traffic Services

W

WLE – Women in Law Enforcement

WMD – Weapons of mass destruction

WPS – Wireless Priority Service

WUI – Wildland Urban Interface

WYO – Write Your Own



APPENDIX B: ACKNOWLEDGEMENTS





Acknowledgements

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APPENDIX C: RELEVANT GAO AND OIG REPORTS





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APPENDIX D: MEASURE
DESCRIPTIONS, DATA
COLLECTION
METHODOLOGIES, AND
COMPLETENESS AND
RELIABILITY
INFORMATION





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**WITH HONOR AND INTEGRITY, WE WILL SAFEGUARD THE
AMERICAN PEOPLE, OUR HOMELAND, AND OUR VALUES.**