



# Department of Homeland Security Strategic Plan

Fiscal Years 2012-2016

February 2012



Homeland  
Security



## Message from the Secretary

February 13, 2012

I am pleased to submit the U.S. Department of Homeland Security (DHS) Strategic Plan for Fiscal Years (FY) 2012-2016 (Plan). The Plan outlines our vision for homeland security as defined in the Department's Quadrennial Homeland Security Review (QHSR), which established a unified, strategic framework for homeland security missions and goals, and the DHS Bottom-Up Review (BUR), a complementary effort to align DHS's programmatic activities and organizational structure to better serve those missions and goals. The Plan also continues the Department's efforts to prioritize frontline operations while maximizing the effectiveness and efficiency of every taxpayer dollar we receive.



The QHSR unites the Department's efforts behind five key missions: To secure our country from terrorist threats and enhance security; secure our borders; enforce our Nation's immigration laws; secure cyberspace; and build resilience to disasters. As described in the BUR, the Department's FY 2012 Budget Submission and FY 2012-2016 Future Years Homeland Security Program Report, DHS also provides essential support to national and economic security, and continues to mature and strengthen as an institution.

Pursuant to the new *Government Performance and Results Modernization Act of 2010* (P. L. 111-352) and the governing preparation and submission requirements of the Office of Management and Budget's Circular A-11, the Plan emphasizes the Department's mission performance priorities. Its long-range view utilizes the mission structure of the QHSR, the FY 2012-2016 Future Years Homeland Security Program, the mutually-supporting business function descriptions within the Homeland Security Enterprise Architecture, and ultimately the overarching direction stated in the *National Security Strategy* (2010).

The U.S. Department of Homeland Security Strategic Plan for Fiscal Years 2012-2016 articulates the hard work and sacrifice that our men and women face with tremendous skill and dedication every day. While our duties are wide-ranging, our goal is clear: a safe, secure, and resilient America.

Yours very truly,

A handwritten signature in black ink that reads 'Janet Napolitano'. The signature is fluid and cursive, with the first name 'Janet' being particularly prominent.

Janet Napolitano

# Table of Contents

I.	About This Plan	1
II.	Department Vision, Mission, and Organization Chart	2
III.	Mission Goals and Objectives	3
IV.	Providing Essential Support to National and Economic Security	19
V.	Maturing and Strengthening DHS	23
	Appendix A: Linking Strategy and Performance	A-1
	Appendix B: DHS Priority Goals	B-1
	Appendix C: Homeland Security Strategic Context	C-1
	Appendix D: QHSR Stakeholder Engagement	D-1
	DHS Component and Office Acronyms List	

## I. About This Plan

The U.S. Department of Homeland Security Strategic Plan for Fiscal Years (FY) 2012-2016 presents the Department's goals, derived from the conclusions of the Quadrennial Homeland Security Review (QHSR) and the Bottom-Up Review (BUR). The goals include objectives and key performance indicators that are essential for implementation and execution of the Department's responsibilities.

This Plan, like the QHSR process that preceded it, reflects the core principles identified in the Open Government Plan [<http://www.whitehouse.gov/open/documents/open-government-directive>]. These three principles—transparency, public participation, and collaboration—are the basic tenets of Open Government. This Strategic Plan describes the Department's Strategic Performance Plan Measures in the context of the QHSR and the homeland security missions. The Plan continues the Department's efforts to prioritize frontline operations while maximizing the effectiveness and efficiency of every taxpayer dollar the Department receives. The Plan also describes the Department's efforts to provide essential support to national and economic security, and to mature and strengthen DHS as an institution.

The Plan is built from the deliberations and conclusions of the QHSR, the BUR, and the Department's FY 2012 budget request and FY 2012-2016 Future Years Homeland Security Program, as well as the strategic performance measures articulated in the Department's FY 2010-2012 Annual Performance Report. The Department is committed to improving performance measurement and accountability by increasing the quality of the Department's performance measures and linking those measures to the mission outcomes articulated in the QHSR. DHS is continuously assessing all of its performance measures to improve alignment with the QHSR and create a comprehensive performance plan that will provide the basis for strategic planning and management controls.

The Plan is a Departmental management tool for strategic achievement of the responsibilities set forth in those documents. The Plan satisfies the requirements of the *Government Performance and Results Modernization Act of 2010* (P. L. 111-352) (GPRA) and the Office of Management and Budget's Circular A-11 to publish an Agency Strategic Plan.

Department strategic capstone products are located at our public website at <http://www.dhs.gov/qhsr>.

For more information, contact

Department of Homeland Security  
Office of Policy  
Office of Strategic Plans  
Washington, D.C. 20528

Information may also be requested by sending an email to [STRATEGY@dhs.gov](mailto:STRATEGY@dhs.gov).

## II. Department Vision and Mission

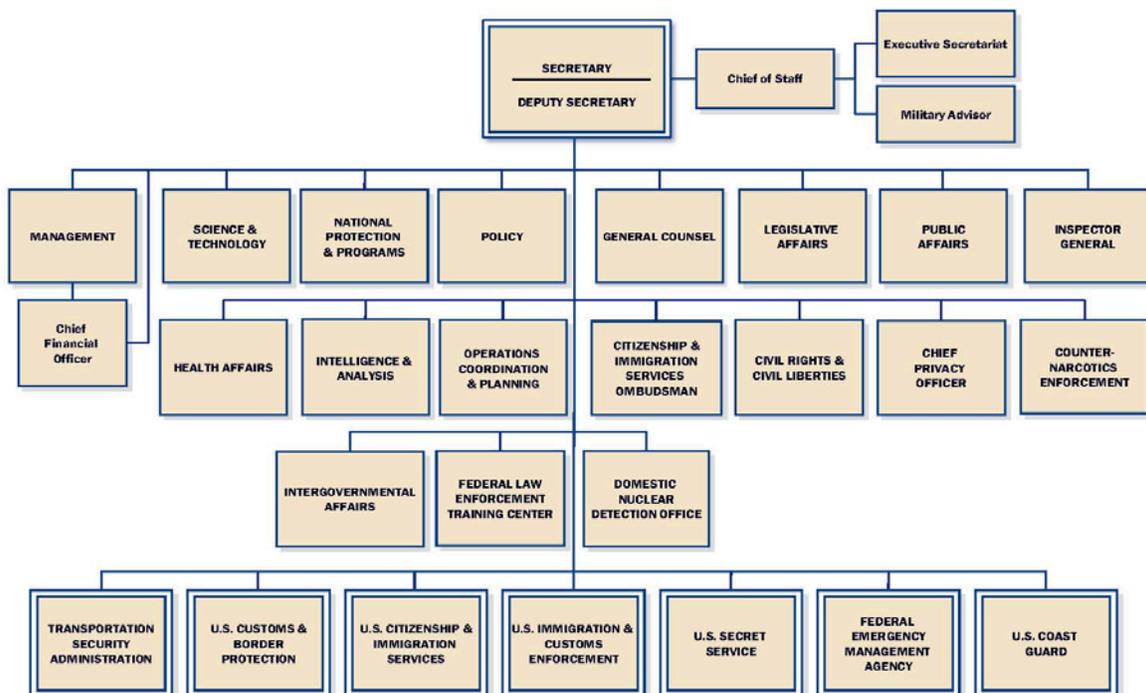
### VISION

A homeland that is safe, secure, and resilient against terrorism and other hazards.

### DEPARTMENT MISSION

We will lead efforts to achieve a safe, secure, and resilient homeland. We will counter terrorism and enhance our security; secure and manage our borders; enforce and administer our immigration laws; protect cyber networks and critical infrastructure; and ensure resilience from disasters. We will accomplish these missions while providing essential support to national and economic security and maturing and strengthening both the Department of Homeland Security and the homeland security enterprise.

### DEPARTMENT of HOMELAND SECURITY ORGANIZATION CHART<sup>1</sup>



11/05/2010

<sup>1</sup> The Consolidated Appropriations Act of 2012 (P. L. 112-74) terminated the Office of Counternarcotics Enforcement and authorized the transfer of its policy development and coordination responsibilities to the Office of Policy by March 30, 2012.

## III. Mission Goals and Objectives

### MISSION 1: PREVENTING TERRORISM AND ENHANCING SECURITY

Protecting the United States from terrorism is the cornerstone of homeland security. DHS's counterterrorism responsibilities focus on three goals: preventing terrorist attacks; preventing the unauthorized acquisition, importation, movement, or use of chemical, biological, radiological, and nuclear materials and capabilities within the United States; and reducing threats to and vulnerability of critical infrastructure, key resources, essential leadership, and major events from terrorist attacks and other hazards.

#### Goal 1.1: Preventing Terrorist Attacks

Malicious actors are unable to conduct terrorist attacks within the United States.

The United States has made significant progress in securing the nation from terrorism since the September 11, 2001, attacks. Nevertheless, work remains as the terrorist threats facing the country have evolved in the last ten years, and continue to change. Created with the founding principle of protecting the American people from terrorist and other threats, DHS and its many partners, internationally, across the federal, state, and local governments, tribal and territorial, public and private sectors, and communities across the country have strengthened the homeland security enterprise to better mitigate and defend against dynamic threats.

##### Objective 1.1.1: Understand the threat

Collect, gather, analyze, and appropriately share intelligence and other information on current and emerging threats.

##### Objective 1.1.2: Deter and disrupt operations

Deter, detect, and disrupt surveillance, rehearsals, and execution of operations by terrorists and other malicious actors.

##### Objective 1.1.3: Protect against terrorist capabilities

Protect potential targets against the capabilities of terrorists, malicious actors, and their support networks to plan and conduct operations.

##### Objective 1.1.4: Stop the spread of violent extremism

Prevent and deter domestic violent extremism and the radicalization process that contributes to it.

### **Objective 1.1.5: Engage communities**

Increase community participation in efforts to deter terrorists and other malicious actors and mitigate radicalization toward violence.

## **Goal 1.2: Prevent the unauthorized acquisition or use of chemical, biological, radiological, and nuclear (CBRN) materials and capabilities**

Malicious actors, including terrorists, are unable to acquire or move dangerous chemical, biological, radiological, and nuclear (CBRN) materials or capabilities to or within the United States or deterred from doing so.

While the Nation remains committed to preventing all attacks by terrorists and other malicious actors, CBRN attacks pose a far greater potential to cause catastrophic consequences. Consequently, particular attention must be paid to the security of dangerous CBRN materials, weapons, and technologies.

### **Objective 1.2.1: Anticipate emerging threats**

Identify and understand potentially dangerous actors, technologies, and materials.

### **Objective 1.2.2: Control access to CBRN**

Prevent terrorists and other malicious actors from gaining access to dangerous CBRN materials, weapons, and technologies.

### **Objective 1.2.3: Control movement of CBRN**

Prevent the illicit movement of dangerous CBRN materials, weapons, and technologies.

### **Objective 1.2.4: Protect against hostile use of CBRN**

Identify the presence of, effectively locate, interdict, disable, attribute, or prevent the hostile use of CBRN.

## **Goal 1.3: Manage Risks to Critical Infrastructure, Key Leaders, and Events**

Key sectors actively work to reduce vulnerability to attack or disruption.

Over the past ten years, DHS has made significant strides in enhancing the security of the nation's critical physical infrastructure as well as its cyber infrastructure and networks. The American way of life depends upon the effective functioning of the Nation's critical infrastructure and key resources, and the protection of key leaders and events. Although considerable advances have been made in identifying critical infrastructure assets and systems, and understanding the current, emerging, and future risks to



those infrastructures, the breadth of the Nation’s infrastructure, its criticality, and its increasing reliance on cyberspace, necessitates continued diligence.

**Objective 1.3.1: Understand and prioritize risks to critical infrastructure**

Identify, attribute, and evaluate the most dangerous threats to critical infrastructure and those categories of critical infrastructure most at risk.

**Objective 1.3.2: Protect critical infrastructure**

Prevent high-consequence events by securing critical infrastructure assets, systems, networks, and functions—including linkages through cyberspace—from attacks or disruption.

**Objective 1.3.3: Make critical infrastructure resilient**

Enhance the ability of critical infrastructure systems, networks, and functions to withstand and rapidly recover from damage and disruption and adapt to changing conditions.

**Objective 1.3.4: Protect governmental leaders, facilities, and special events**

Preserve continuity of government and ensure security at events of national significance.

**Highlighted Mission 1 Performance Measures**

The table below presents highlighted performance measures associated with gauging results for Preventing Terrorism and Enhancing Security. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Mission 1 Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to understand the threat (AO)	80%	80%	80%
Percent of international air enplanements vetted against the terrorist watch list through Secure Flight (TSA)	100%	100%	100%
Percent of inbound air cargo screened on international passenger flights originating from outside the United States and Territories (TSA)	85%	100%	100%
Percent of law enforcement officials trained in methods to counter terrorism and other violent acts that rate the training as effective (DHS HQ - CRCL)	82%	84%	90%

<b>Highlighted Mission 1 Performance Measures</b>	<b>Planned Targets</b>		
	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2016</b>
Percent of inspected high-risk chemical facilities in compliance with the Chemical Facility Anti-terrorism Standards (NPPD)	20%	35%	70%
Percent of total U.S. Secret Service protection activities that are incident-free for protection of national leaders, foreign dignitaries, designated protectees and others during travel or at protected facilities (USSS)	100%	100%	100%

## **MISSION 2: SECURING AND MANAGING OUR BORDERS**

The protection of the Nation’s borders—land, air, and sea—from the illegal entry of people, weapons, drugs, and other contraband while facilitating lawful travel and trade is vital to homeland security, as well as the Nation’s economic prosperity. The Department’s border security and management efforts focus on three interrelated goals: effectively securing U.S. air, land, and sea borders; safeguarding and streamlining lawful trade and travel; and disrupting and dismantling transnational criminal and terrorist organizations.

### **Goal 2.1: Secure U.S. Air, Land, and Sea Borders**

Prevent the illegal flow of people and goods across U.S. air, land, and sea borders while expediting the safe flow of lawful travel and commerce.

Over the past several years, DHS has deployed historic levels of personnel, technology, and resources to the Southwest border, and made critical security improvements along the Northern and maritime borders while facilitating the lawful transit of people and goods across our borders. Through the collection, analysis, and proper sharing of information, the use of screening and identification verification techniques, the employment of advanced detection and other technologies, the use of “trusted traveler” or “trusted shipper” approaches, and cooperation with our international partners and the private sector, we can achieve security at our borders, enforce the laws, and ensure our prosperity and freedom by expediting lawful travel and commerce.

#### **Objective 2.1.1: Prevent illegal entry**

Prevent the illegal entry of people, weapons, drugs, contraband, and dangerous goods, and protect against cross-border threats to health, food, environment, and agriculture, while facilitating the safe flow of lawful travel and commerce.

#### **Objective 2.1.2: Prevent illegal export and exit**

Prevent the illegal export of weapons, proceeds of crime, and other dangerous goods, and the exit of malicious actors.

### **Goal 2.2: Safeguard Lawful Trade and Travel**

Ensure security and resilience of global movement systems.

The global economy is increasingly a seamless economic environment connected by systems and networks that transcend national boundaries. The United States is deeply linked to other countries through the flow of goods and services, capital and labor, and information and technology across our borders. As much as these global systems and networks are critical to the United States and our prosperity, their effectiveness and efficiency also make them targets for exploitation by our adversaries, terrorists, and criminals. Thus, border security cannot begin simply at our borders. The earlier we can identify, understand, interdict, and disrupt

plots and illegal operations, the safer we will be at home. In other words, our borders should not be our first line of defense against global threats. This premise focuses on building partnerships to secure key nodes and conveyances in the global trading and transportation networks, as well as to managing the risks posed by people and goods in transit. Moreover, sustaining a competitive U.S. economy and a stable global trading system require us to work with international partners and the private sector to secure global movement systems. These same goals are also served by ensuring the free, lawful movement of people and commerce through the global economy and across U.S. borders in a manner that does not impair economic vitality, while at the same time safeguarding privacy, civil rights, and civil liberties.

#### **Objective 2.2.1: Secure key nodes**

Promote the security and resilience of key nodes of transaction and exchange within the global supply chain.

#### **Objective 2.2.2: Secure conveyances**

Promote the security and resilience of conveyances in the key global trading and transportation networks.

#### **Objective 2.2.3: Manage the risk of people and goods in transit**

Positively identify and determine the risk posed to the country and the larger global movement system by people seeking to come to the United States as well as goods in transit, as far in advance as possible.

### **Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations**

**Disrupt and dismantle transnational organizations that engage in smuggling and trafficking across the U.S. border.**

Criminals, terrorist networks, and other malicious actors continue to seek to exploit the same interconnected systems and networks of the global economy for nefarious purposes, or create their own illicit pathways for smuggling and trafficking—of illegal drugs, illegal migrants, terrorists, and highly dangerous weapons. When these organizations or actors are successful, they also may increase corruption, levels of violence, and engage in a wide variety of other criminal activities, such as money laundering, bulk cash smuggling, and intellectual property crime, which threaten the rule of law, potentially endanger lives, and generate wider destabilization. Thus, our border strategy must also focus on reducing the power and capability of these transnational criminal and terrorist organizations.

### Objective 2.3.1: Identify, disrupt, and dismantle transnational criminal and terrorist organizations

Disrupt transnational criminal or terrorist organizations involved in cross-border smuggling, trafficking, or other cross-border crimes, dismantle their infrastructure, and apprehend their leaders.

### Objective 2.3.2: Disrupt illicit pathways

Identify, disrupt, and dismantle illicit pathways used by criminal and terrorist organizations.

## Highlighted Mission 2 Performance Measures

The table below presents highlighted performance measures associated with gauging results for Securing and Managing Our Borders. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Mission 2 Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Number of apprehensions on the Southwest Border between the ports of entry (CBP)	≤ 371,000	≤ 352,000	≤ 301,000
Percent of detected conventional aircraft incursions resolved along all borders of the United States (CBP)	100%	100%	100%
Amount of currency seized on exit from the United States (in millions) <sup>2</sup> (CBP)	\$35	\$30	\$30
Percent of foreign airports serving as last point of departure in compliance with leading security indicators (TSA)	100%	100%	100%
Percent of maritime facilities in compliance with security regulations as they have not received a notice of violation and/or civil penalty (USCG)	100%	99%	99%
Percent of imports compliant with applicable U.S. trade laws (CBP)	98%	98%	98%
Percent of significant high-risk transnational criminal investigations that result in a disruption or dismantlement (ICE)	16%	16%	16%

<sup>2</sup> The deterrence effect of conducting exit/outbound screening operations is expected to result in decreasing seizures over time based on current surge capacity.

## **MISSION 3: ENFORCING AND ADMINISTERING OUR IMMIGRATION LAWS**

The success of our Nation's immigration policy plays a critical role in advancing homeland security. DHS is focused on smart and effective enforcement of U.S. immigration laws while streamlining and facilitating the legal immigration process. The Department has fundamentally reformed immigration enforcement, focusing on identifying and removing criminal aliens who pose a threat to public safety and targeting employers who knowingly and repeatedly break the law.

### **Goal 3.1: Strengthen and Effectively Administer the Immigration System**

Promote lawful immigration, expedite administration of immigration services, and promote the integration of lawful immigrants into American society.

Effective administration of the immigration system depends on ensuring that immigration decisions are impartial, lawful, and sound; that the immigration system is interactive and user friendly; that policy and procedural gaps are systematically identified and corrected; and those vulnerabilities that would allow persons to exploit the system are eliminated. In addition, effectively administering the immigration system includes efforts to integrate lawful immigrants into American society.

#### **Objective 3.1.1: Promote lawful immigration**

Clearly communicate with the public about immigration services and procedures.

#### **Objective 3.1.2: Effectively administer the immigration services system**

Create a user-friendly system that ensures impartial, consistent, and prompt decisions.

#### **Objective 3.1.3: Promote the integration of lawful immigrants into American society**

Provide leadership, support, and opportunities to lawful immigrants to facilitate their integration into American society and foster community cohesion.

### **Goal 3.2: Prevent Unlawful Immigration**

Reduce conditions that encourage foreign nationals to illegally enter and remain in the United States, while identifying and removing those who violate our laws.

To prevent illegal immigration, agencies charged with immigration administration and enforcement activities must address conditions and factors that create incentives for those illegally entering and staying within the United States. Enforcement efforts must prioritize the identification and removal of dangerous foreign nationals who threaten our national security or the safety of our communities and must include safe and humane detention conditions and respect for due process and civil rights as accorded by law.

### Objective 3.2.1: Reduce demand

Eliminate the conditions that encourage illegal employment.

### Objective 3.2.2: Eliminate systemic vulnerabilities

Prevent fraud, abuse, and exploitation, and eliminate other systemic vulnerabilities that threaten the integrity of our immigration system.

### Objective 3.2.3: Prevent entry or admission

Prevent entry or admission of criminals, fugitives, dangerous and unauthorized foreign nationals and other unauthorized entrants.

### Objective 3.2.4: Arrest, detain, prosecute, and remove

Arrest, detain, prosecute, and remove criminal, fugitive, dangerous, and other unauthorized foreign nationals consistent with due process and civil rights protections.

## Highlighted Mission 3 Performance Measures

The table below presents highlighted performance measures associated with gauging results for Enforcing and Administering Our Immigration Laws. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Mission 3 Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Percent of Form N-400, Application for Naturalization, decisions determined by quarterly quality reviews to have correctly followed adjudication procedures (USCIS)	96%	96%	96%
Average of processing cycle times for naturalization applications (N-400) (USCIS)	≤ 5 months	≤ 5 months	≤ 5 months
Overall customer service rating of the immigration process (USCIS)	80%	80%	80%
Number of employers arrested or sanctioned for criminally hiring illegal labor (ICE)	478	501	580
Number of convicted criminal aliens removed per fiscal year (ICE)	210,000	224,000	244,000
Average length of stay in detention of all convicted criminal aliens prior to removal from the United States (in days) (ICE)	35	35	35
Percent of detention facilities found in compliance with the national detention standards by receiving an inspection rating of acceptable or greater on the last inspection (ICE)	94%	94%	95%

## **MISSION 4: SAFEGUARDING AND SECURING CYBERSPACE**

Cyberspace is highly dynamic and the risks posed by malicious cyber activity often transcend sector and international boundaries. Today's threats to cybersecurity require the engagement of the entire society—from government and law enforcement to the private sector and most importantly, members of the public—to mitigate malicious activities while bolstering defensive capabilities.

DHS is responsible for protecting the federal executive branch civilian agencies and guiding the protection of the nation's critical infrastructure. This includes the "dot-gov" world, where the government maintains essential functions that provide services to the American people, as well as privately owned critical infrastructure which includes the systems and networks that support the financial services industry, the energy industry, and the defense industry.

The Department has released the first mission-level strategy designed to set a roadmap to achieve the goals of the QHSR. The *Blueprint for a Secure Cyber Future: The Cybersecurity Strategy for the Homeland Security Enterprise* calls for a coordinated effort across the homeland security community to protect our nation's critical information infrastructure and promote technological advances that enable government, the private sector, and the public to be safer online. The Blueprint is a guide to help enable the homeland security community to leverage existing capabilities and develop new ways to protect critical information infrastructure and to build a safer and more secure cyber ecosystem.

### **Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment**

Ensure malicious actors are unable to effectively exploit cyberspace, impair its safe and secure use, or attack the Nation's information infrastructure.

Cyber infrastructure forms the backbone of the Nation's economy and connects every aspect of our way of life. While the cyber environment offers the potential for rapid technological advancement and economic growth, a range of malicious actors may seek to exploit cyberspace for dangerous or harmful purposes, cause mass disruption of communications or other services, and attack the Nation's infrastructure through cyber means. Cyber infrastructure is also global, as is cyber criminality; a perpetrator in one country may use an Internet Service Provider in a second country to target a victim in a third country to steal funds from a financial institution in a fourth country. We must ensure the security and resilience of software that enables and controls systems and networks. International, public- and private-sector efforts are required to achieve these aims. To that end, the Department works closely with the private sector to address cybersecurity issues. In addition, a robust law enforcement and counterintelligence capability is essential to the success of our cybersecurity efforts.

#### **Objective 4.1.1: Understand and prioritize cyber threats**

Identify and evaluate the most dangerous threats to federal civilian and private-sector networks and the Nation.



### **Objective 4.1.2: Manage risks to cyberspace**

Protect and make resilient information systems, networks, and personal and sensitive data.

### **Objective 4.1.3: Prevent cyber crime and other malicious uses of cyberspace**

Disrupt the criminal organizations and other malicious actors engaged in high-consequence or wide-scale cyber crime.

### **Objective 4.1.4: Develop a robust public-private cyber incident response capability**

Manage cyber incidents from identification to resolution with prompt and appropriate action.

## **Goal 4.2: Promote Cybersecurity Knowledge and Innovation**

Ensure that the Nation is prepared for the cyber threats and challenges of tomorrow.

DHS is committed to increasing professional expertise and public awareness of the importance of cybersecurity and empowering individuals and enterprises across cyber networks to enhance their own security operations. In 2010, the Department launched the “Stop. Think. Connect.” public cybersecurity awareness campaign to increase public understanding of cyber threats and promote simple steps the public can take to increase their safety and security online.

### **Objective 4.2.1: Enhance public awareness**

Ensure that the public recognizes cybersecurity challenges and is empowered to address them.

### **Objective 4.2.2: Foster a dynamic workforce**

Develop education, training, and certification programs to build a cyber capable workforce.

### **Objective 4.2.3: Invest in innovative technologies, techniques, and procedures**

Create and enhance science, technology, governance mechanisms, and other elements necessary to sustain a safe, secure, and resilient cyber environment.

## **Highlighted Mission 4 Performance Measures**

The table below presents highlighted performance measures associated with gauging results for Safeguarding and Securing Cyberspace. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Mission 4 Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to manage risks to cyberspace (AO)	80%	80%	80%
Percent of external traffic monitored for cyber intrusions at civilian Federal Executive Branch agencies (NPPD)	55%	70%	95%
Financial crimes loss prevented by the Secret Service Electronic Crimes Task Forces (in millions) (USSS)	\$279	\$300	\$320
Percent of unique vulnerabilities detected during cyber incidents where mitigation strategies were provided by DHS (NPPD)	95%	100%	100%
Average amount of time required for initial response to a request for assistance from public and private sector partners to prevent or respond to major cyber incidents (in minutes) (NPPD)	< 90	< 60	< 15

## **MISSION 5: ENSURING RESILIENCE TO DISASTERS**

DHS coordinates comprehensive federal efforts to prepare for, protect against, respond to, recover from, and mitigate a terrorist attack, natural disaster or other large-scale emergency, while working with individuals, communities, the private and nonprofit sectors, faith-based organizations, local, state, tribal, territorial and federal partners to ensure a swift and effective recovery effort. The Department's efforts to build a ready and resilient Nation include fostering a Whole Community approach to emergency management nationally; building the Nation's capacity to stabilize and recover from a catastrophic event; bolstering information sharing and building unity of effort and common strategic understanding among the emergency management team; building plans and providing training to our homeland security partners; and promoting preparedness within the private sector.

The Department released the first edition of the *National Preparedness Goal*, called for in *Presidential Policy Directive 8: National Preparedness PPD-8*, which emphasizes the whole community approach as the foundation for achieving a more secure and resilient Nation. The *National Preparedness Goal* identifies the necessary core capabilities to prevent, protect against, mitigate, respond to, and recover from the threats and hazards which pose the greatest risk to the Nation. In addition, the Department released a description of the *National Preparedness System* which serves as a guide on building, sustaining, and delivering the core capabilities identified in the *National Preparedness Goal*.

### **Goal 5.1: Mitigate Hazards**

**Strengthen capacity at all levels of society to withstand threats and hazards.**

Though the occurrence of some disasters is inevitable, it is possible to take steps to reduce the impact of damaging events that may occur. The Nation's ability to reduce loss of life and property by lessening the impact of threats and hazards requires an understanding of risks and robust mitigation core capabilities to reduce vulnerabilities. Mitigation provides a critical foundation to reduce loss of life and property by reducing, eliminating or otherwise addressing vulnerabilities and avoiding or lessening the impact of a disaster, thereby creating safer communities. Mitigating vulnerabilities reduces both the direct consequences and the response and recovery requirements of disasters.

#### **Objective 5.1.1: Reduce the vulnerability of individuals and families**

Improve individual and family capacity to reduce vulnerabilities and withstand disasters.

#### **Objective 5.1.2: Mitigate risks to communities**

Improve community capacity to withstand disasters by mitigating known and anticipated threats and hazards.

## **Goal 5.2: Enhance National Preparedness through a Whole Community Approach to Emergency Management**

Engage all levels and segments of society in improving preparedness.

Active participation by all segments of society in building, sustaining, and delivering core capabilities is an essential component of national preparedness. PPD-8, the QHSR, and the *National Security Strategy* recognize individual preparedness and engaging with members of the community as vital to enhancing the resiliency and security of our Nation. While efforts have traditionally focused on the preparedness of government and first responders, individuals prepared to care for themselves and assist their neighbors in emergencies are important partners in community preparedness efforts. Because neighbor-to-neighbor assistance, when done safely, decreases the burden on first responders, individuals should be seen as force multipliers who may also offer specialized knowledge and skills. The Whole Community model works to strengthen local collective action, public engagement, and neighborhood institutions and creates an effective path to building preparedness and resilience, and to helping local communities become integral members of the emergency management team.

### **Objective 5.2.1: Improve individual, family, and community preparedness**

Ensure individuals, families, businesses, emergency management, first responders and communities plan, train, exercise, implement readiness measures, and increase capability and capacity building for disasters.

### **Objective 5.2.2: Strengthen core capabilities**

Engage with State, local, Tribal, and Territorial governments, the private sector, non-profit organizations and communities to create a shared context of understanding to identify top threats and hazards, and design responses to challenges. Enhance and sustain nationwide prevention, protection, mitigation, response, and recovery core capabilities as defined in the National Preparedness Goal.

## **Goal 5.3: Ensure Effective Emergency Response**

Strengthen nationwide response capacity to stabilize and recover from a catastrophic event.

Because it is impossible to eliminate all risks, a resilient Nation must have a robust capacity to respond when disaster strikes. Such response must be effective, efficient, and grounded in the basic elements of incident management. When an incident occurs that is beyond local response capabilities, communities must be able to obtain assistance from neighboring jurisdictions and regional partners quickly.

This will require a ‘Whole Community’ approach to Emergency Management; that is, the integration of the private sector, Non-Governmental Organizations (NGOs), and other community organizations (including individuals) into activities which build, sustain, and

deliver the core response capabilities. Additionally, when an incident occurs that is beyond local response capabilities, communities must be able to obtain assistance from neighboring jurisdictions and regional partners quickly as part of an effective Whole Community emergency response.

#### **Objective 5.3.1: Provide timely and accurate information to the public**

Establish and strengthen pathways for clear, reliable, and current emergency information, including effective use of new media.

#### **Objective 5.3.2: Conduct effective disaster response operations**

Respond to disasters in an effective and unified manner.

#### **Objective 5.3.3: Provide timely and appropriate disaster assistance**

Improve governmental, nongovernmental, and private-sector delivery of disaster assistance.

### **Goal 5.4: Rapidly Recover from a Catastrophic Event**

[Improve the Nation's ability to adapt and rapidly recover.](#)

Catastrophic events produce changes in habitability, the environment, the economy, and even in geography that often can preclude a rapid return to the way things were. Our national ability to stabilize the affected area is key to saving and sustaining lives, enabling the delivery of an effective response, and building the foundation for recovery. Coordination and unity of effort between individuals, businesses, nonprofit organizations, and local, tribal, territorial, state, and federal governments is vital to recovery efforts. Individuals, businesses, nonprofit organizations, local, tribal, state, and federal governments all have responsibilities in disaster recovery, underscoring the need to improve coordination and unity of effort.

#### **Objective 5.4.1: Enhance recovery core capabilities**

Establish and maintain nationwide core capabilities for recovery from catastrophic disasters.

#### **Objective 5.4.2: Ensure continuity of essential services and functions**

Improve capabilities of families, communities, private-sector organizations, and all levels of government to restore and sustain essential services and functions at a meaningful operating capacity.

## Highlighted Mission 5 Performance Measures

The table below presents highlighted performance measures associated with gauging results for Ensuring Resilience to Disasters. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Mission 5 Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Percent of U.S. population (excluding territories) covered by planned mitigation strategies (FEMA)	80%	85%	85%
Reduction in the potential cost of natural disasters to communities and their citizens (in billions) (FEMA)	\$2.40	\$2.40	\$2.40
Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes (FEMA)	49%	53%	65%
Percent of households surveyed reporting they have taken steps to be prepared in the event of a disaster (FEMA)	37%	38%	41%
Percent of essential incident command functions (enabled through response teams and operations centers) that are established within 12 hours (FEMA)	100%	100%	100%
Percent of urban search and rescue teams arriving on scene within 12 hours of deployment notification (FEMA)	100%	100%	100%
Percent of orders for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets and generators) and key operational resources delivered by the agreed upon date (FEMA)	95%	95%	95%
Percent of eligible applicants provided temporary housing (including non-congregate shelters, hotel/motel, rental assistance, repair and replacement assistance, or direct housing) assistance within 60 days of a disaster (FEMA)	97%	98%	98%
Government Emergency Telecommunications Service call completion rate during emergency communication periods (NPPD)	90%	90%	90%

## **IV. Providing Essential Support to National and Economic Security**

Homeland security is an integral element of broader U.S. national security and domestic policy. It is not, however, the only element. The *National Security Strategy* clearly identifies national defense and economic security as other elements—along with homeland security—of overall U.S. national security. DHS leads and supports many activities that provide essential support to national and economic security including, but not limited to: maximizing collection of customs revenue; maintaining the safety and security of the marine transportation system; preventing the exploitation of children; providing law enforcement training; and coordinating the Federal Government’s response to global intellectual property theft. DHS contributes in many ways to these elements of broader U.S. national and economic security while fulfilling its homeland security missions.

### **Goal: Collect Customs Revenue and Enforce Import/Export Controls**

Maximize the collection of customs revenue and protect U.S. intellectual property rights and workplace standards.

DHS plays a leading role in enhancing the economic security of the United States, particularly through the collection of customs revenue and enforcement of U.S. law relating to intellectual property and workplace standards for foreign-produced goods imported to the U.S. DHS collects revenue pursuant to U.S. trade laws and regulations. These customs duties are the second largest source of income for the U.S. Treasury after internal revenue taxes. DHS conducts investigations aimed at preventing the importation of products made with forced and/or prison labor. DHS is the primary agency responsible for enforcing export controls on defense articles and other sensitive, high-tech goods subject to export license, and additionally enforces sanctions against nations, organizations, and individuals whose activities pose a threat to U.S. national security and interests.

#### **Objective: Maximize collection of customs revenue**

Ensure revenue collection by applying expert knowledge of trade laws and consistent, swift action, as well as collection mechanisms and controls to ensure collection accuracy.

#### **Objective: Protect U.S. intellectual property rights and workplace standards**

Enforce U.S. law regarding intellectual property theft and workplace standards for foreign-produced goods imported to the U.S.

### **Goal: Ensure maritime safety and environmental stewardship**

Protect safety and ensure environmental stewardship in the maritime domain.

In the maritime realm, DHS leads U.S. government efforts to safeguard lives and to protect the safety of our citizens through marine safety regulation and search and rescue activities;

ensuring the safe operation and resilience of the marine transportation system; and enforcement of the maritime border and the Exclusive Economic Zone. DHS plays a leading role in ensuring environmental security, most notably in the maritime domain. In particular, DHS protects the marine environment from damage resulting from human activity, and protects the Nation's marine bio-mass, protected species, and marine habitats.

**Objective: Safeguard life in the maritime environment**

Prevent loss of life in the maritime environment.

**Objective: Ensure the safe operation and resilience of the marine transportation system**

Facilitate the safe flow of goods and people through the marine transportation system.

**Objective: Protect and preserve living marine resources**

Enforce the Nation's marine border and Exclusive Economic Zone, eliminate illegal fishing practices on the high seas that affect U.S. fisheries, and preserve the Nation's marine biomass and protected species.

**Objective: Protect the marine environment**

Safeguard the marine environment and prevent damage from human activity.

**Goal: Conduct and support other law enforcement activities**

**Prevent child exploitation and ensure effective federal law enforcement training.**

DHS investigates, disrupts, and dismantles transnational criminal organizations and prosecutes individuals who exploit children and engage in illicit travel for child exploitation. DHS also provides forensic support in accordance with the Violent Crime Reduction Trust Fund legislation (P.L. 103-322, 108 Stat. 1796), the DNA Fingerprint Act of 2005 (P.L. 109-162), and the Adam Walsh Child Protection and Safety Act of 2006 (P.L. 109-248) (Adam Walsh Act). Additionally, DHS provides law enforcement training for the execution of other non-DHS federal laws and missions.

**Objective: Prevent the exploitation of persons**

Locate missing children, reduce the incidence of child sexual exploitation and victimization through increased investigation and enforcement, and prevent and disrupt transnational criminal acts involving child exploitation and illicit travel for child exploitation.



## Objective: Support other federal law enforcement training

Provide law enforcement training for the execution of other non-DHS federal laws and missions.

## Goal: Provide Specialized National Defense Capabilities

Strengthen national defense by providing ready forces with specialized capabilities.

DHS strengthens national defense by providing ready forces and units with specialized capabilities to the Departments of Defense (DOD) and State (DOS). For DOD, DHS provides personnel and assets, increased capacity, and unique authorities that bridge between national defense and homeland security. Longstanding partnerships contribute to meeting common security goals. In post-conflict reconstruction and stabilization, DHS provides specialized capabilities in support of DOS.

### Objective: Support national defense missions

Provide ready forces and specialized capabilities to the Department of Defense.

### Objective: Support post-conflict reconstruction and stabilization

Provide specialized capabilities to the Department of State.

## Highlighted Focus Area Performance Measures

The table below presents highlighted performance measures associated with gauging results for Providing Essential Support to National and Economic Security. For detailed information on the measures listed below, and a complete list of all measures associated with this mission, please see the FY 2011-2013 Annual Performance Report at [http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

Highlighted Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Percent of revenue directed by trade laws, regulations, and agreements successfully collected (CBP)	100%	100%	100%
Percent of people in imminent danger saved in the maritime environment (USCG)	100%	100%	100%
Availability of maritime navigation aids (USCG)	97.5%	97.5%	97.5%
Fishing regulation compliance rate (USCG)	96%	96%	96%
Percent of National Center for Missing and Exploited Children (NCMEC) examinations requested that are conducted (USSS)	100%	100%	100%

Highlighted Performance Measures	Planned Targets		
	FY 2012	FY 2013	FY 2016
Number of Federal law enforcement training programs and/or academies accredited or re-accredited through the Federal Law Enforcement Training Accreditation process (FLETC)	74	82	106

## V. Maturing and Strengthening DHS

Maturing and strengthening DHS and the entire homeland security enterprise – the collective efforts and shared responsibilities of federal, state, local, tribal and territorial, non-governmental, and private-sector partners, as well as individuals, families, and communities – is critical to the Department’s success in carrying out its core missions and operational objectives. This includes enhancing shared awareness of risks and threats, building capable, resilient communities, and fostering innovative approaches and solutions through cutting-edge science and technology, while continuing to foster a culture of efficiency, sustainability and resilience.

In conducting the Bottom-Up Review (BUR) effort in 2009, a number of initiatives were identified for improving Departmental operations and management, and increasing accountability and transparency for the resources entrusted to DHS. These initiatives, as described more fully below, form the core of DHS’s goals and objectives for maturing and strengthening the Department.

The integration of all or part of 22 different federal departments and agencies into a unified, integrated DHS has historically presented both public policy and management challenges. The QHSR, BUR, and ongoing initiatives under the Secretary’s Efficiency Review highlight the Department’s recent steps taken towards greater unification and integration. Since its launch in March 2009, the DHS Efficiency Review program has implemented 36 separate initiatives to achieve these aims while also promoting greater accountability, transparency, and customer satisfaction. The Efficiency Review has led to improvements in how the Department manages its resources in several areas, including its physical assets and support of its workforce, as well as the day-to-day expenditures required to do business. Additionally, we continue to develop our Acquisition Workforce, by investing in our employees through workforce training and integrated professional and leadership development.

## **Goal: Improve cross-departmental management, policy, and functional integration**

Transform and increase the integration of Departmental management.

### **Objective: Enhance and integrate Departmental management functions**

Develop, prioritize and implement mission- and function-based governance strategies to integrate enterprise-wide structures, processes, systems and people.

Establish an executive decision support structure to provide strategic direction and link Departmental requirements development, resource allocation, procurement and program management processes, both horizontally across missions and functions and vertically within missions and functions to ensure maximum efficiency and effectiveness.

Improve IT services and eliminate duplicative IT services to drive down costs and increase efficiency.

### **Objective: Strengthen the integrated investment life cycle and acquisition oversight**

Complete transformation of investment management across DHS. Implement enterprise program and portfolio governance.

Institutionalize Department-wide program management accountability for investments, mature the investment management process, and maintain vigilance over the department's exposure to and mitigation of investment risk.

### **Objective: Enhance the Department's risk management capability**

Develop, implement, employ and refine an integrated strategic risk management framework for the Department.

Conduct a Homeland Security National Risk Assessment.

### **Objective: Increase analytic capability and capacity**

Enhance strategic planning processes, DHS mission and functional analyses, identification of capability gaps, measures to close or mitigate capability gaps, resource allocation processes, risk analyses, net assessments, modeling capabilities, independent cost analyses, statistical analyses, and data collection.

Develop common analytic frameworks and assumptions for use in cross-Departmental analysis, in order to implement a DHS Analytic Agenda.

Expand program analysis and evaluation during and after program execution.

Reform the DHS budget account structure to enable cross-component budget analysis and decision support.

Seek Congressional approval to simplify and conform the DHS appropriations structure to a reformed account structure.

## **Goal: Enhance DHS workforce**

Continue to build human resource programs that support Departmental mission goals and objectives, create high technical proficiency, and address the needs of the Department's employees in executing DHS missions.

### **Objective: Strengthen coordination within DHS through cross-Departmental training and career paths**

Develop DHS career paths that provide mobility within the Department and span Headquarters and Operational Components.

Develop opportunities at Headquarters and the Components to enhance awareness of operations and appreciation for specific missions throughout the Department. Provide rotational assignment opportunities throughout the Department, taking into consideration the impact on mission requirements and individual career paths.

Explore interagency and intergovernmental rotational assignments with federal, state, local, tribal, and territorial partners.

### **Objective: Improve employee health, wellness, and resilience**

Sustain established programs like the DHSTogether Employee and Organizational Resilience Initiative to ensure Department employees have the tools and resources to manage the stresses inherent in DHS occupations.

Implement Workplace Wellness programs, including employee resilience training, to address the needs of the Department's diverse workforce.

Create a standardized, metrics-driven health program to support the unique needs of our operational workforce.

Implement frontline medical programs to support operational missions, staffed and supported with appropriate training and equipment.

Establish a Department program to harness the insights and innovations of the DHS workforce.

### **Objective: Increase workforce diversity**

Pursue greater diversity in the workforce, especially at senior levels.

Sustain the senior-level steering committee, chaired by the Deputy Secretary, to direct a sustained effort to improve diversity.

Sustain the employee recruitment initiative to improve diversity of applicant pools, specifically targeted to increase the number of women, minorities, and veterans applying to work throughout DHS.

Deploy a Department-wide exit survey to provide more reliable information about employee attrition and to understand how this impacts diversity in the Department.

### **Objective: Reduce reliance on contractors**

Sustain the Fiscal Years 2011-2016 DHS Workforce Strategy effort to implement a consistent planning framework to identify workforce skills necessary to meet mission goals, reduce risk, and achieve an appropriate balance of federal employees and contractors.

Implement guidelines and procedures of the 2010 DHS Balanced Workforce Strategy that ensure consideration is given to using federal employees to perform critical functions or functions that are closely associated with maintaining control or missions and operations.

## **Goal: Enhance Intelligence, Information Sharing, and Integrated Operations**

Institute optimal mechanisms to integrate the Department's intelligence elements, increase operational capability and harmonize operations.

### **Objective: Strengthen DHS counterintelligence capabilities**

Identify and resolve structural impediments to improving the counterintelligence function within the Department.

Integrate currently separated counterintelligence activities into a unified Department-wide counterintelligence program.

### **Objective: Strengthen and Harmonize DHS Intelligence Enterprise**

Establish Department Intelligence priorities, policies, processes, standards, guidelines, and procedures.

Provide an annual evaluation of Intelligence performance. This will include a performance assessment of each Component's Intelligence function. Reports will be prepared by the end of the first quarter of each fiscal year and will include the President's Management Agenda, any objectives promulgated by the Director of National Intelligence, the Quadrennial Homeland Security Review and/or the DHS Strategic Plan, and other program metrics as they are established.

Analyze workforce requirements for Intelligence functional personnel to establish recommended staffing and resource level parameters and guidelines for each DHS Component to consider.

Establish training and development guidelines for Intelligence professionals.

### **Objective: Enhance Department Information Sharing Environment**

Implement Enterprise Identity, Credential, and Access Management (ICAM) services to ensure that appropriate controls are put in place so that the right information is shared with the right stakeholders at the right time.

Create the Controlled Homeland Information Sharing Environment (CHISE) to automate recurrent vetting and advance the capabilities for optimized use of person-centric data within the DHS Information Sharing Environment (ISE) for other mission purposes.

Implement information safeguarding capabilities within the DHS Information Sharing Environment (ISE) that allow for proactive oversight of our classified networks and information.

### **Objective: Increase information sharing with federal, state, local, territorial, tribal, non-governmental, private sector, and international partners**

Enhance the Department's ability to collect, gather, and access relevant information in near-real time, and use it to identify people, goods and conveyances posing a high risk to the Homeland while protecting privacy, civil rights, and civil liberties.

Enhance Department-wide support for state and major urban fusion centers to serve as the focal point within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information between the Federal Government and state, local, tribal, territorial (SLTT) and private sector partners.

### **Objective: Strengthen the Department's continuity capabilities**

Ensure DHS resilience to disasters by enhancing and sustaining DHS Headquarters and Components continuity programs through planning, training, exercising, evaluating, and developing corrective action plans.

### **Objective: Rationalize and harmonize component regional configurations**

Explore virtual approaches to regional and functional coordination for a range of homeland security challenges, including using concepts, structures, and models established as part of the U.S. Government interagency counternarcotics infrastructure such as Joint Interagency Task Forces, High Intensity Drug Trafficking Areas (HIDTA), Organized Crime Drug Enforcement Task Forces (OCDETF), the Air and Marine Operations Center, and the El Paso Intelligence Center.

## **Goal: Strengthen and unify DHS international engagement**

Improve the Department's international interactions via enhanced coordination and rigorous review of the DHS international footprint.

### **Objective: Coordinate international engagement**

Develop and execute mechanisms for all components to implement the DHS International Strategy and Regional Engagement Plans and put procedures and policies in place for the coordination of international travel, training, agreements, and other engagement.

Establish mechanisms for regular reporting and information sharing on the DHS international footprint, international arrangements and agreements, international training, technical assistance, and travel.

### **Objective: Review the DHS international footprint**

Conduct a comprehensive review of all permanent and long-term temporary positions abroad.

Establish and conduct subsequent biannual reviews.



# Appendix A: Linking Strategy to Performance

## DHS Performance Monitoring and Reporting

The Department is committed to improving performance measurement and accountability by increasing the quality of the Department's performance measures and linking those measures to the mission outcomes articulated in the QHSR. DHS is continuously assessing its performance measures to align them with its missions and create a comprehensive performance plan that will provide the basis for strategic planning and management controls. The Department's Annual Performance Plan is published with the DHS Annual Performance Report.

Strategic performance measures are tracked, reported, and posted quarterly to the DHS intranet to promote transparency and provide timely information to leadership on program performance. This quarterly assessment provides actual performance results to date as well as an assessment by program managers of whether they believe they are going to achieve their targets by the end of the fiscal year. If it appears that targets may not be met, program managers are encouraged to initiate corrective actions to address program performance. At the end of the fiscal year, program managers report fiscal year-end results, along with analyses of their results and corrective action plans for those performance measures not meeting their targets. In addition, out-year targets are evaluated and revised at this time based on actual performance during the prior fiscal year, expected resources, and external conditions that may impact the delivery of results. These performance results are incorporated into the Department's annual budget and financial reports. These results provide a tool for DHS leadership to review and manage strategies and achievement of missions as required by the GPRA Modernization Act of 2010 (P.L. 111-352).

The Department's performance and accountability reports provide information that enables the President, Congress and the public to assess the effectiveness of the Department's mission performance and stewardship of resources. In accordance with the Office of Management and Budget alternative approaches to performance and accountability reporting, the Department generates the following three reports:

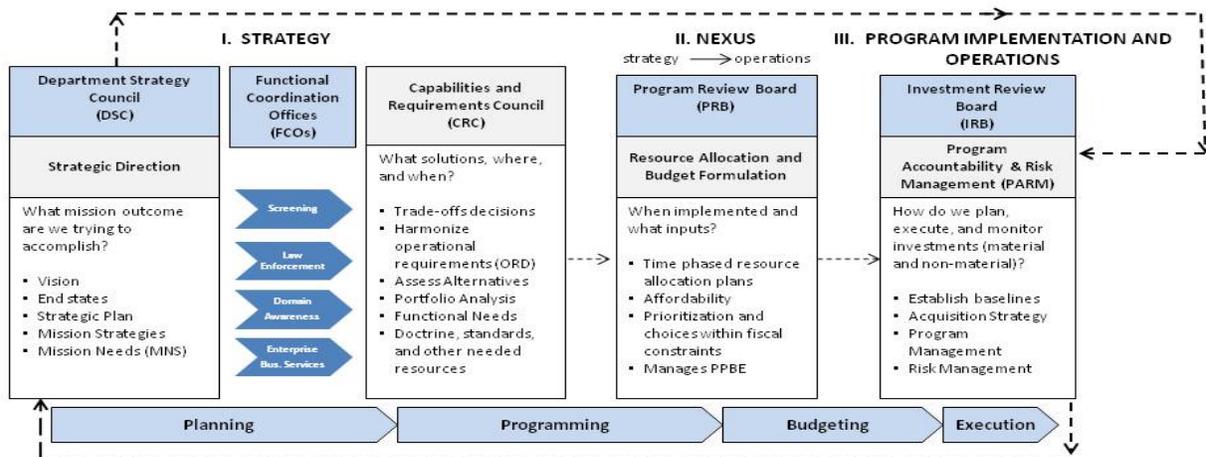
- DHS Annual Financial Report
- DHS Annual Performance Report
- DHS Summary of Performance and Financial Information

All published reports will be available on the DHS's public website at:  
[http://www.dhs.gov/xabout/budget/editorial\\_0430.shtm](http://www.dhs.gov/xabout/budget/editorial_0430.shtm).

# Integrated Investment Life Cycle Model

The DHS Integrated Investment Life Cycle Model (IILCM) injects strategic leadership and associated oversight structures required to successfully execute the DHS Planning, Programming, Budgeting and Execution (PPBE) cycle. Figure A-1 illustrates the IILCM and PPBE relationship.

**Figure A-1: DHS Integrated Investment Life Cycle Model**



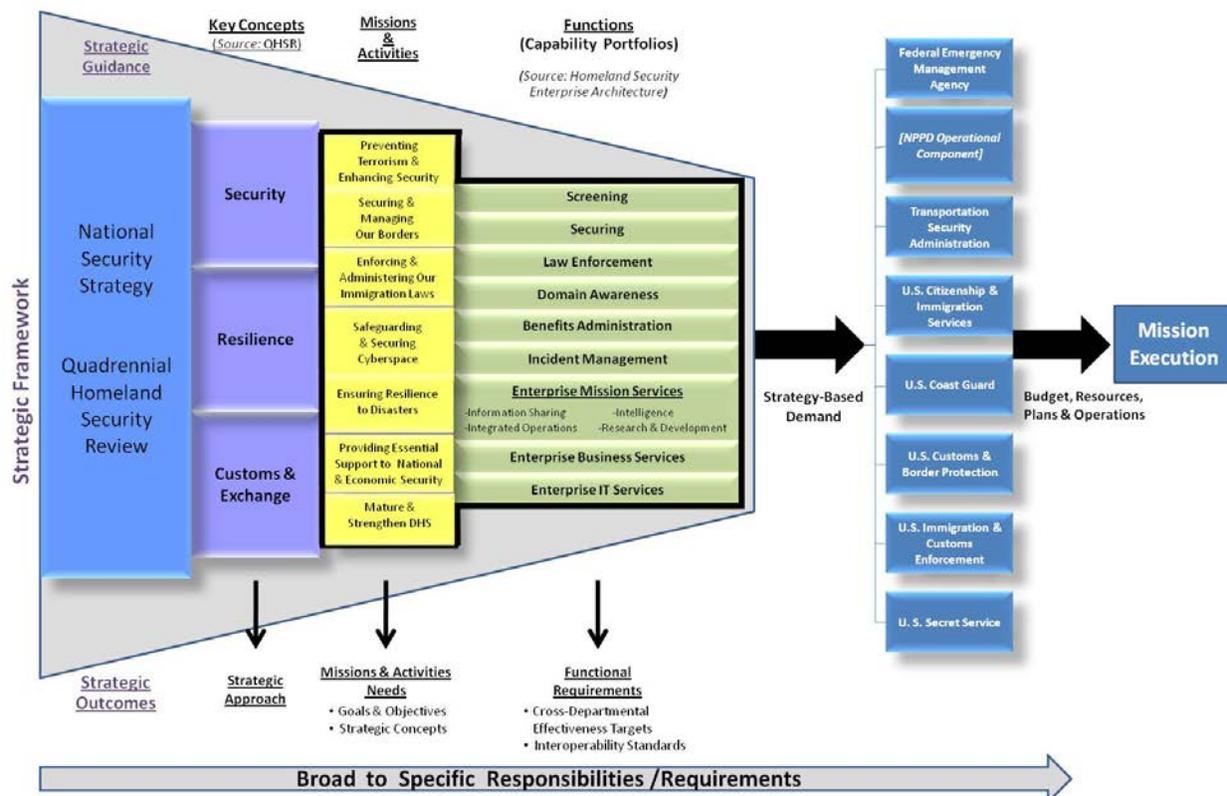
## DHS Integrated Strategic Framework

The homeland security missions and functions create an integrated strategic framework that links strategy to performance and resource planning, as follows:

- The QHSR sets strategic goals and objectives for each mission area of the overall homeland security enterprise.
- Strategies to be developed for each QHSR mission area describe the ways and means to accomplish each homeland security mission.
- Frameworks developed for each function set cross-Departmental proficiency goals and interoperability standards, and identify ways to achieve cross-Departmental capabilities more efficiently.
- Components execute DHS missions, guided by mission and functional strategies and frameworks.

Figure A-2 illustrates the DHS integrated strategic framework.

**Figure A-2: DHS Integrated Strategic Framework**



## Appendix B: DHS Priority Goals

In the FY 2010 Budget, the Obama Administration defined Priority Goals, which represent areas in which the Administration has identified opportunities to significantly improve near-term performance. Priority Goals are only a subset of DHS's vital efforts; yet they represent a set of ambitious, but realistic, short-term goals that reflect priorities within our mission areas over the next two years.

Per the GPRM Modernization Act, 31 U.S.C. 1115(b)(10), requirement to address Agency and Federal Priority Goals in the agency Strategic Plan and Annual Performance Plan, please refer to [Performance.gov](http://www.performance.gov) for information on both the Agency Priority Goals, and the Federal Priority Goals and the agency's contributions to those goals, where applicable.

Results for the FY 2010 – FY 2011 Priority Goals will be reported in DHS's FY 2011- FY 2013 Annual Performance Report which will be available on our public website at [http://www.dhs.gov/about/budget/editorial\\_0430.shtm](http://www.dhs.gov/about/budget/editorial_0430.shtm).

DHS has identified the following three Agency Priority Goals for FY 2012 – FY 2013:

***Priority Goal 1:*** Strengthen aviation security counterterrorism capabilities by using intelligence driven information and risk-based decisions. By September 30, 2013, TSA will expand the use of risk-based security initiatives to double the number of passengers going through expedited screening at airports, thereby enhancing the passenger experience.

***Priority Goal 2:*** Improve the efficiency of the process to detain and remove criminal illegal immigrants from the United States. By September 30, 2013, reduce the average length of stay in immigration detention of all convicted criminal aliens prior to their removal from the country by 5%.

***Priority Goal 3:*** Ensure resilience to disasters by strengthening disaster preparedness and response capabilities. By September 30, 2013, every state will have a current, DHS-certified Threat, Hazard, Identification and Risk Assessment (THIRA).

DHS will support our interagency partners in the implementation of federal cross-agency goals, as appropriate.

## Appendix C: The Homeland Security Strategic Context

The U.S. Department of Homeland Security Strategic Plan for Fiscal Years (FY) 2012-2016 builds upon the strategic context set forth in the Quadrennial Homeland Security Review Report (2010).

The interconnected nature of people, economies, and international infrastructure around the world can infuse seemingly isolated or remote events with global consequences. Events at home and abroad generate rapid effects, often in an interconnected fashion, driven by technological change and international communications. This accelerated flow of ideas, goods, and people around the world, while vital to supporting and advancing America's interests, also creates security challenges that are increasingly borderless and unconventional.

Globally, natural hazards have increased in scale and impact, and emerging diseases move effortlessly across borders and expansively through global movement systems. To a greater degree than at any point in history, individuals and small groups—from nongovernmental organizations to criminal networks and terrorist organizations—have the ability to engage the world with far-reaching effects, including those that are disruptive and destructive.

Homeland security, as an essential element of our Nation's security, must be firmly embedded in and linked to broader national security concerns. Against this backdrop, we must pursue a homeland security agenda linked to America's national security interests.

Among the forces that threaten the United States and its interests are those that blend the lethality and high-tech capabilities of modern weaponry with the power and opportunity of asymmetric tactics such as terrorism and cyber warfare. We are challenged not only by novel employment of conventional weaponry, but also by the hybrid nature of these threats. Countering such threats requires us to adapt traditional roles and responsibilities across the national security spectrum and craft solutions that leverage the capabilities that exists both inside and outside of government. The attempted terrorist attack on Flight 253 on December 25, 2009 and the 2010 plot to detonate explosives in cargo on planes, powerfully illustrate that terrorists will go to great lengths to try to defeat the security measures that have been put in place since 9/11.

*“Just as today’s threats to our national security and strategic interests are evolving and interdependent, so too must our efforts to ensure the security of our homeland reflect these same characteristics. As we develop new capabilities and technologies, our adversaries will seek to evade them, as was shown by the attempted terrorist attack on Flight 253 on December 25, 2009. We must constantly work to stay ahead of our adversaries.”*

**Secretary Napolitano**  
**QHSR 2010**

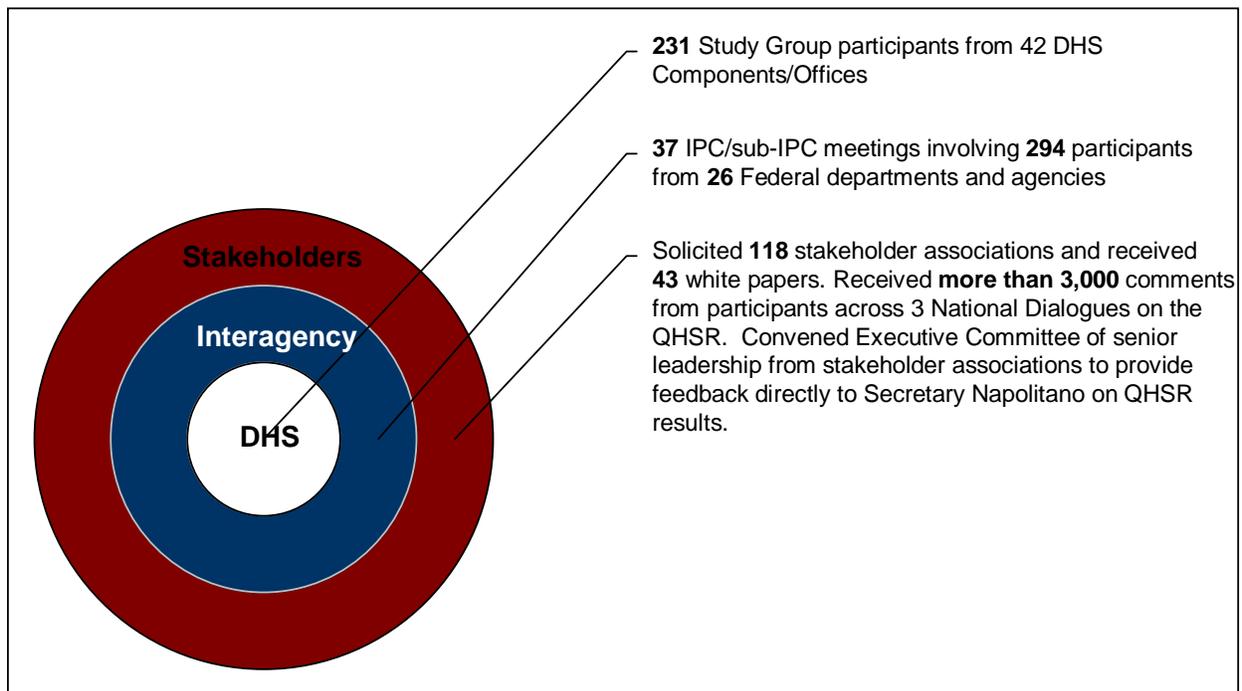
# Appendix D: QHSR Stakeholder Engagement

The U.S. Department of Homeland Security Strategic Plan for Fiscal Years (FY) 2012-2016 builds upon the stakeholder engagement and outreach process conducted for the Quadrennial Homeland Security Review (QHSR).

## Review Approach: Engagement through Transparency and Collaboration

Section 2401 of the *Implementing Recommendations of the 9/11 Commission Act of 2007* amended Title VII of the *Homeland Security Act of 2002* to require the Secretary of Homeland Security to conduct a Quadrennial Homeland Security Review (QHSR) every four years beginning in 2009. In doing so, the Department of Homeland Security (DHS) was directed to consult with (a) the heads of other federal agencies, including the Attorney General, the Secretary of State, the Secretary of Defense, the Secretary of Health and Human Services, the Secretary of the Treasury, the Secretary of Agriculture, and the Director of National Intelligence; (b) key officials throughout the Department; and (c) other relevant governmental and nongovernmental entities, including state, local, tribal and territorial government officials, members of Congress, private-sector representatives, academics, and other policy experts. Substantive and consistent engagement of stakeholders across the homeland security enterprise was an integral part of conducting the QHSR, and DHS obtained substantive engagement of stakeholders from across the enterprise.

**Figure D-1. Constituency Participation in the QHSR**



In preparing the QHSR, DHS engaged more than 100 stakeholder associations and more than 500 experts from government at all levels, as well as academia and the private sector. Our online National Dialogues had over 20,000 visits, with over 3,000 comments submitted.

## State, Local, Tribal, and Territorial Partners and Other Stakeholders

Several mechanisms were established to ensure the broadest possible outreach to critical state, local, tribal and territorial partners as well as the general public.

- **Stakeholder Call for Comment:** The Secretary of Homeland Security began the QHSR study period with a letter to 118 homeland security stakeholder organizations representing State, local, tribal, territorial, nongovernmental, private sector, and professional stakeholders having roles and responsibilities in homeland security activities, inviting these organizations to submit papers and other materials relating to the QHSR study areas. Over 40 position papers were received and disseminated to study groups, and these papers helped to frame and inform the deliberations of the study groups. This *early engagement* of homeland security stakeholders at the beginning of the review process was a critical element of the QHSR.
- **National Dialogue on the QHSR:** Sustained engagement of the stakeholder community was another critical element of the QHSR. DHS held three online, collaborative national dialogue sessions to capture the direct input and perspectives of a wide array of participants in the homeland security enterprise. Each national dialogue presented study group materials that were posted for a period of 7 to 10 days for dialogue participants to rate and provide comment. The national dialogues were open to anyone who wanted to provide input on QHSR content, although the Department engaged in deliberate outreach to several hundred organizations with interests in homeland security. Over the course of three dialogues, more than 20,000 visits were logged, resulting in over 3,000 comments and over 8,000 ratings on study group material. National dialogue comments and content ratings were provided to the study groups who used the information to inform their iterative deliberations throughout the analytic period of the review. Revised study group material was posted on each subsequent dialogue, demonstrating how material evolved over the course of the review and showing participants how their comments informed study group work.
- **Executive Committee:** Due to the challenges of convening representatives from all individual States, counties, cities, tribes, and territories to discuss QHSR findings, DHS invited the leadership of 10 key stakeholder associations that are broadly representative of State, local, tribal and territorial governments to form the QHSR Executive Committee. The Executive Committee consisted of the leaders of the following organizations: the National Governors Association, the Council of State Governments, the U.S. Conference of Mayors, the National League of Cities, the National Association of Counties, the National Council of State Legislatures, the National Congress of American Indians, the International City/County Management Association, the National Emergency Management Association, and the International Association of Emergency Managers. DHS held monthly teleconferences with the participating organizations throughout the analytic phase of the review to keep these organizations apprised of review progress. These organizations also participated in the collaborative events DHS held throughout the review, such as the Secretary's call for comment at the beginning of the review and the three National Dialogue sessions. Finally, on November 19, 2009, the Secretary of Homeland Security met in person with leadership representatives of the Executive Committee organizations to share key findings and recommendations of the QHSR. This in-person meeting provided key stakeholder associations the

opportunity to comment on QHSR findings and recommendations in a similar manner to, and at a similar time as, federal department and agency leadership.

## **Congressional Engagement**

Congressional engagement began during the preparatory phases of the QHSR and continued throughout the study period. DHS submitted an initial QHSR Resource Plan to Congress in early 2008, and the Deputy Assistant Secretary for Policy (Strategic Plans) testified before the House Homeland Security Committee, Subcommittee on Management, Investigations, and Oversight in July 2008. The DHS Office of Policy, together with the DHS Office of Program Analysis and Evaluation, also briefed staff from the House Homeland Security Committee, the Senate Homeland Security and Government Affairs Committee, and the House and Senate Appropriations Subcommittees on Homeland Security in 2008 regarding QHSR preparations.

In 2009, the DHS Office of Policy, together with the DHS Office of Program Analysis and Evaluation, conducted 17 briefings to Congressional staff on QHSR status and process, including multiple briefings to staff from the House Homeland Security Committee, the Senate Homeland Security and Government Affairs Committee, and the House and Senate Appropriations Subcommittees on Homeland Security, as well as briefings to staff from the House Energy and Commerce Committee, the House Judiciary Committee, the House Transportation and Infrastructure Committee, the Senate Commerce Committee, and the Senate Judiciary Committee.



## DHS Component and Office Acronyms List

<b>CBP</b>	U.S. Customs and Border Protection	<b>IGA</b>	Intergovernmental Affairs
<b>CISOMB</b>	Citizenship & Immigration Services Ombudsman	<b>MGMT</b>	Management Directorate
<b>CNE</b>	Office of Counter Narcotics Enforcement	<b>NPPD</b>	National Protection and Programs Directorate
<b>CRCL</b>	Office of Civil Rights and Civil Liberties	<b>OGC</b>	Office of General Counsel
		<b>OHA</b>	Office of Health Affairs
		<b>OLA</b>	Office of Legislative Affairs
		<b>OPA</b>	Office of Public Affairs
<b>DNDO</b>	Domestic Nuclear Detection Office		
		<b>OPS</b>	Operations Coordination and Planning
		<b>PLCY</b>	Office of Policy
		<b>PRIV</b>	DHS Privacy Office
		<b>S&amp;T</b>	Science and Technology Directorate
<b>FEMA</b>	Federal Emergency Management Agency	<b>TSA</b>	Transportation Security Administration
<b>FLETC</b>	Federal Law Enforcement Training Center	<b>USCG</b>	U.S. Coast Guard
<b>I&amp;A</b>	Office of Intelligence and Analysis		
<b>ICE</b>	U.S. Immigration and Customs Enforcement	<b>USCIS</b>	U.S. Citizenship and Immigration Services
<b>OIG</b>	Office of Inspector General	<b>USSS</b>	U.S. Secret Service